

Medium-term Plan of Japan International Cooperation Agency

In accordance with Article 30, Paragraph 1 of the Act on General Rules for Incorporated Administrative Agencies (Act No. 103 of 1999), the Japan International Cooperation Agency (JICA) has established the following Medium-term Plan for achieving its Medium-term Objectives during a period commencing with fiscal year 2017.

JICA's Roles

Based on the domestic and international background shown in the Medium-term Objectives, JICA will play the following roles through development cooperation, in accordance with the objectives of the organization and governmental policies, such as the Development Cooperation Charter.

In order to contribute to securing peace, stability and prosperity of the international community, JICA will address development issues of developing areas, as well as global issues. Through these initiatives, JICA will contribute to Japan's national interests, such as maintaining its peace and security; achieving prosperity; realizing an international environment that provides stability, transparency and predictability; and maintaining international order based on universal values.

JICA will contribute to strengthening the international community's confidence in Japan, securing ties between developing areas and Japan, and enhancing Japan's proactive participation in international governance and rule-making.

Furthermore, JICA will support strengthening ties between developing areas and Japan as a whole, which will contribute to the vitalization of Japan's economy and society.

Operational Focus Areas

In addition to working on the priority issues outlined in the Development Cooperation Charter, JICA will strengthen its initiatives in the following three areas: quality growth, and poverty eradication through such growth; sharing universal values and realizing a peaceful and secure society; building a sustainable and resilient international community through efforts to address global challenges.

(1) Strengthen the human capacity of individuals who will be key players in their countries' development

As a part of its technical training programs, JICA will train future leaders of developing countries by offering advanced human capacity development programs that include opportunities for them to study at academic institutions in Japan. JICA will

share Japan's experience in modernization and development cooperation through these programs.

(2) Fortify partnerships between actors in Japan who are involved in, and contributing to, development cooperation and regional vitalization

JICA will develop links between developing countries and various development actors in Japan, including the private sector, NGO/CSOs, local governments and universities by utilizing the function of JICA's domestic and overseas offices as a hub and network. JICA will also contribute to regional vitalization in Japan through the use of these partnerships.

(3) Contribute to international commitments and serve as a leader in the international community

JICA will contribute toward achieving international commitments like the Sustainable Development Goals (SDGs) by capitalizing on Japan and JICA's strengths. JICA will also proactively participate in the international agenda and the framework-setting process for development cooperation.

(4) Strengthen security measures

In order to ensure the safety and security of JICA staff and related personnel, JICA will strengthen its information collection capacity and its ability to analyze and share its information externally and internally, as well as strengthen its ability to respond to emergencies.

Prioritized approaches

(1) Promote development cooperation that builds a mutually trusted relationship by emphasizing country ownership and partnership

JICA reaffirms that Japan's long-standing development cooperation approach that respects developing countries' ownership, and the practice of equal partnership between developing countries and Japan, enhance development effectiveness and strengthen developing countries' trust toward Japan. JICA will continue to apply these approaches.

(2) Promote human-centered approaches based on the concept of human security

JICA will work to realize human security for all people by protecting and empowering each individual, with particular focus on vulnerable populations. This would include children, women, persons with disabilities, the elderly, refugees and internally-displaced persons, ethnic minorities, and indigenous people.

(3) Strengthen strategic operations and enhance the quality of JICA's operations

JICA will work to maximize its operational effectiveness by (1) strengthening its operational strategy by clarifying its objectives, development outcomes, and priorities; (2) utilizing Japanese technologies and know-how; (3) tailoring JICA's various development schemes to achieve the best outcomes; and (4) partnering with diverse development actors. Simultaneously, JICA will continuously enhance the quality of its operations by recruiting specialized staff and strengthening their capacity, while also optimally allocating organizational resources.

(4) Disseminate clear, uniform information

JICA will disseminate clear, uniform information in order to participate in the international agenda and the framework-setting of development cooperation, while also expanding support and understanding from the Japanese public for development cooperation efforts.

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

Japanese development cooperation priorities

(1) Secure a 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 contribute to sustainable urban and regional development, JICA will support the formulation of master plans, including a land-use plan and an urban infrastructure development plan. Specifically, JICA will promote the improvement of the urban environment by improving public transportation convenience and strengthening urban disaster resilience. JICA will also promote the development of corridors to enhance regional connectivity. In these activities, current issues of target cities and regions will be analyzed and diagnosed comprehensively and scientifically.

(ii) Transportation and ICT

JICA will work to develop sustainable, highly convenient and safe transportation and ICT (information and communication technology) infrastructure in order to cater to high infrastructure demands, especially in Asia, which is still growing. Specifically, JICA will promote synergistic collaborations between infrastructure development and operation and maintenance technical cooperations, as well as taking into consideration environmental, societal, and gender factors. JICA will also incorporate road disaster prevention as a countermeasure against natural disasters to ensure safety in infrastructure and logistics. In addition, JICA will take into account how these cooperations will contribute to promoting the activities of private companies, including Japanese companies.

(iii) Quality energy supply and improved access

JICA will work on developing power supply systems in order to help fill the gap between the low supply and high demand for electric power. JICA will improve energy access and the supply of stable electricity, especially for rural areas. Throughout its cooperation efforts, JICA will consider sustainable energy options for developing areas by introducing low-cost, low-carbon, and low-risk energy sources. This includes the development of low-carbon power generation, like geothermal generation, and promoting the installation of efficient energy systems. In addition, JICA will provide trainings on developing and properly using mineral resources, as well as improving quality energy supplies, to strengthen human capacity development for those who will champion sustainable development solutions.

(iv) Private sector development

JICA will support the development of industrial infrastructure, such as intellectual property rights and industrial human resource development for corporate activities, to promote foreign direct investment and develop local companies that are necessary for private sector-led economic growth. In particular, JICA will work on improving industrial policy, business environments, and capacity development of entities involved in industrial development. JICA will also promote trade and investment, and industrial human resources development, including vocational training and higher education.

(v) Agriculture, forestry and fisheries development

In order to realize both the stable supply of highly value-added agricultural, forestry and fishery products, and increase the income of those producers, JICA will support the development of the agricultural, forestry, and fishery industries through each stage of the value chain. JICA will support industries from production to processing, distribution, and finally to sales and consumption. In particular, JICA will work on developing human resources and systems through various approaches: (1) diffusion of superior species, (2) improvement of agricultural management and technical support, (3) appropriate management of residual agricultural chemicals and promotion of certification, (4) improvement of distribution systems, (5) introduction of market oriented farming and (6) regional vitalization through a synergic combination of primary (production), secondary (processing) and tertiary (sales) industry, as well as the introduction of the one-village one-product (OVOP) concept.

(vi) Public financial management; financial and capital market development

JICA will support governments in strengthening budget management, internal audits, and fiscal management, such as tax collection and customs for appropriate

revenue collection and budget execution. JICA will provide this support to develop a sound basis for government finances, as well as financial and capital markets. JICA will work on enhancing the capacity of central banks and developing financial intermediation and capital markets. JICA will achieve this by utilizing Japan's postwar economic growth experience, its familiarity with disposing non-performing loans after the collapse of the bubble economy, and its public administration discipline as lessons to share with developing countries.

(2) Promote people-centered development, which supports basic human life in the developing areas (“Quality growth” and poverty eradication through such growth)

(i) Strengthen health systems to achieve Universal Health Coverage (UHC)

In accordance to Japan's governmental policies, including the “Basic Design for Peace and Health” and the “G7 Ise-Shima Vision for Global Health,” JICA will support the development and reform of developing countries' policies and systems, as well as administrative and management capacities that match the circumstances of each partner country. Through such support, JICA will aim to improve access to basic health services, and reduce health disparities caused by impoverishment due to high health expenditures.

Furthermore, JICA will work to improve access to health services for non-communicable diseases as a new challenge that it is undertaking in developing areas.

(ii) Strengthen infectious disease control strategies

JICA will provide support for surveillance, laboratory testing, diagnosis capacities, as well as strengthening developing countries' abilities to handle emergency operations to cope with emerging and re-emerging infectious diseases. This will enable developing countries to build resilient health systems that can continuously provide health services, even during epidemic outbreaks. Furthermore, JICA will conduct emergency relief activities based on the needs and abilities of neighboring countries to respond to outbreaks. For these efforts, JICA will utilize key laboratories and human networks that have been developed through previous collaborations.

(iii) Improve maternal and child health

JICA will support strengthening midwife and nursing capacities, in order to provide continuous health services for mothers and children, and reduce mortality rates for mothers and children under the age of five. Furthermore, JICA will continuously work to introduce the Maternal and Child Health Handbook in developing areas and expand the handbook's international recognition, based on its own successful development cooperation experiences. Through planning and implementing cooperation activities, JICA will utilize the knowledge, experience, and human resources developed

through its work over the years.

(iv) Improve nutrition

As a co-chair of the “Nutrition Japan Public Private Platform,” which is a Japanese public, private, and academic collaboration to promote nutrition improvement, JICA will support these efforts in developing areas by tapping into Japanese business initiatives. In addition, JICA will be engaged in cross-sectorial nutrition improvement activities in Africa through the promotion of the “Initiative for Food and Nutrition Security in Africa (IFNA)” that focuses on overcoming hunger and malnutrition in the region.

(v) Promote safe water and sanitation interventions

JICA will support improvements in safe water access, as well as interventions to enhance people’s knowledge and their use of technologies to achieve sustainable and efficient water supply, use, and management, as well as water sanitation. As part of its cooperation, JICA will capitalize on the expertise and experience of water supply and management systems in Japan, which have the ability to provide high quality, broad supply coverage at low non-revenue water ratios.

(vi) Quality education for all

JICA will support the development of textbooks and learning materials, improvements in teacher education and training, enhancement of school management, and the expansion of educational facilities to provide inclusive, fair, high-quality education, based on the Japanese Government’s educational cooperation policy, called “Learning Strategy for Peace and Growth - Achieving Quality Education through Mutual Learning -”. JICA will also work to ensure gender equality and the promotion of girls’ education and the education of marginalized populations.

(vii) Sports for development

JICA will use sports to encourage development efforts by strengthening partnerships with related organizations, while adhering to “Sports for Tomorrow (SFT)” activities -- a program run by the Japanese Government. JICA’s cooperation will focus on working with schools to improve physical education; expand opportunities for people with disabilities, or who are socially vulnerable to be more involved in their communities; and promote the concept of peace through sports.

(viii) Improve social security, disability and development

JICA will help empower and build the aptitude of officials managing the social security system, in order to develop and strengthen the existing system. JICA will especially focus on addressing challenges of improving medical and nursing care

service access for elderly people in the rapidly aging society. JICA will provide cooperation by taking into consideration Japan's experiences and the lessons it learned, while also following the Japanese Government's policy called the "Asia Health and Human Well-Being Initiative."

Furthermore, based on the Convention on the Rights of Persons with Disabilities, and the Act for Resolution of Discrimination for Persons with Disabilities, JICA will work on providing disability training for its staff and those engaged in JICA's cooperation to better take into account the disabled in their activities.

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

(i) Develop fair and inclusive societies

JICA will support partner countries' efforts to develop rules and regulations that focus on civil and economic laws. JICA will also support efforts to strengthen legislative, judicial, administrative, public broadcasting, and central and local government capacities, to help form more nations and societies that are based on good governance and rule of law. JICA will provide cooperation by taking into consideration the introduction of institutions that are a good fit for the partner country based on the country's cultural and social background, while also utilizing Japan's experiences of becoming democratized after World War II to serve as a guideline for the partner country.

(ii) Secure peace, stability and safety

JICA will support the stabilization and reconstruction of societies affected by conflict, and it will assist refugees/internally-displaced persons (IDPs) adapt to their host communities. JICA will achieve this by rehabilitating the social infrastructure and enhancing human capital; improving the delivery of basic social services; and strengthening capacities of governmental institutions, particularly local governments. JICA will also support improved livelihoods for refugees and IDPs, as well as promoting their self-reliance. Throughout its cooperation efforts, JICA will take into account the promotion of inclusiveness, transparency, and fairness in all of its activities. For activities related to refugees and IDPs, JICA will particularly promote the partnership between humanitarian and development assistance organizations to capitalize on their respective strengths.

Furthermore, in order to build a peaceful society and maintain a secure and stable international environment, JICA will support efforts to develop capacities of law enforcement entities like the police, coast guard, and land mine and unexploded ordinance clearing entities, as well as help enhance cybersecurity, while taking into account democratic approaches.

(4) Build a sustainable and resilient international community by addressing global

challenges

(i) Climate change

JICA will support measures to tackle climate change in developing areas, including by helping them adapt to new international frameworks, like the Paris Agreement. This will be conducted partially by utilizing private finance in accordance with the Nationally Determined Contributions (NDC) of each partner country. In particular, JICA will work on promoting urban development and infrastructure investment for encouraging a low carbon society. JICA will also respond to climate change impacts by strengthening the managerial capacity for climate risks, improving policies and institutions on climate change, and strengthening protection and management of forests and natural ecosystems. Furthermore, JICA will promote mainstreaming climate change issues within the development plans of partner countries and throughout the organization.

(ii) Mainstream disaster risk reduction and post-disaster recovery measures

JICA will support the development of societies that are resilient to natural disasters while taking into account the Sendai Framework for Disaster Risk Reduction 2015-2030. At the same time, through the utilization of Japanese technologies, institutions, and knowledge, JICA will work on mainstreaming the concept of disaster risk reduction. This will include expanding low regret investments in developing areas and in the international community.

For countries affected by a disaster, JICA will also extend seamless assistance from the emergency relief phase, right after the disaster, to the rehabilitation and reconstruction phase. Then it will support disaster prevention, and increase preparedness for the next disaster incident, based on the concept of “Build Back Better,” which means rebuilding a more resilient post-disaster society.

(iii) Conserve natural habitat

In order to facilitate sustainable harmony between natural habitats and human activities, JICA will support climate change mitigation through various methods: REDD+ (Reducing of Emission from Deforestation and forest Degradation); Ecosystem-based disaster risk reduction; natural resource management in vulnerable communities; and through the conservation and sustainable usage of biodiversity. JICA will especially promote REDD+ through partnership with the private sector and support development efforts by utilizing Japan’s satellite technology. JICA will also consider ways to help achieve objectives outlined in relevant international treaties, including the United Nations Framework Convention on Climate Change, the Convention on Biological Diversity, and the United Nations Convention to Combat Desertification.

(iv) Environmental management

In order to improve living conditions in urban areas and promote the construction of sustainable socioeconomic systems, JICA will help formulate policies related to institution and management systems, and capacity development in solid waste management, water and air pollution, green growth, and low carbon societies. Throughout its cooperation efforts, JICA will utilize (1) Japan's experience overcoming environmental pollution; (2) Japan's central and local governments' experiences creating laws, institutions, and developing human resources; and (3) the private sector's environmental technologies.

(v) Food security

JICA will help improve the production of primary crops such as grain, to help cope with the risk of regional imbalances of food supplies and demand. In particular, JICA will work on materializing the National Rice Development Strategy in CARD (Coalition for African Rice Development) member countries and strengthening farmers' resilience to climate change impacts by developing irrigation systems and introducing weather index-based insurance schemes. Furthermore, JICA will support the sustainable management of fishery resources and promote fish farming.

(5) Regional priority issues

JICA will carefully identify and analyze priority development issues, as well as the conditions in each country and region. It will then formulate and implement projects by taking into account Japanese Government policies, commitments, and country assistance policies.

(i) Southeast Asia and Oceania

While Southeast Asian countries have achieved high economic growth, disparities still persist within, and between, each country in the region. Given the region's situation, JICA will address vast infrastructure needs, improve people's connectivity through both hard and soft infrastructure, develop human resources to improve productivity and facilitate technological innovation, and work to support the formation of a peaceful and safe society. In addition, JICA will support development initiatives that are prevalent in the region, like disaster risk reduction, climate change mitigation and adaptation, and infectious disease control. Throughout its cooperation efforts, JICA will take into account its contributions to follow Japanese Government policies, its commitments made at Japan-ASEAN summit meetings, as well as its partnerships with regional international organizations.

In Oceania, JICA will extend its assistance in addressing region-specific development issues in accordance with the Japanese Government's commitment at the Pacific Alliance Leaders Meeting (PALM). Priority areas will include addressing country vulnerabilities formed by natural disasters and impacts of climate change, as

well as environmental issues that include waste treatment and water shortage concerns that have resulted from modernization and increasingly complex ocean issues.

(ii) South Asia

South Asia has the potential to become the center of the world's economic growth, due to its young population and its vast consumer demands. However, the region also has the second largest impoverished population, next to Sub-Saharan Africa, and suffers from severe economic disparities, in addition to being highly vulnerable to natural disasters. Given the region's situation, JICA will help develop foundations for the region's economic growth, including the formation of a infrastructure, trade and investment environment; initiatives to secure the region's peace, stability, and safety; practices to improve access to basic human needs; and methods to counter global issues like climate change and disaster risks. Throughout its cooperation efforts, JICA will take into account the needs of the region's land-locked countries and look into ways to improve both hard and soft connectivity within the region and with other regions.

(iii) East Asia, Central Asia and the Caucasus

Since East Asia, Central Asia and the Caucasus have very strong geopolitical importance and a history of transitioning from a socialist to a market economy, it is important for JICA to help secure the region's long-term stability and sustainable development efforts. Given the region's situation, JICA will support initiatives to strengthen governance, industry diversification, as well as develop and strengthen infrastructure and human resource capacities. Throughout its cooperation efforts, JICA will take into account ways to improve intra- and inter-regional connectivity and resolve disparities.

(iv) Latin America and the Caribbean

While many of the countries in the region enjoy a certain extent of economic development, many of them also suffer from issues like poverty, economic and social disparities, and vulnerability to natural disasters. Given the region's situation, JICA will support infrastructure development efforts, and initiatives like disaster risk reduction and tackling climate change, in collaboration with multinational development banks, to address global issues.

Also, JICA will continue to provide necessary support for Japanese emigrants and their decedents (Nikkei) in the region, in order to further strengthen ties between Japan and the region. Furthermore, JICA will strengthen its partnership and cooperation initiatives with Nikkei communities by providing support for Nikkei communities.

(v) Africa

Africa is expected to form a large economy in the near future because of its

rapid population growth. Therefore, continuous cooperation for Africa's industrial development is important. However challenges persist, like the decline in commodity prices, the spread of infectious diseases, and the expansion of violent extremism. These challenges require cooperative solutions at the same time. Given the region's situation, JICA, in collaboration with the private sector, will support regional infrastructure development like transport, water and sanitation, and access to energy, including renewable energy; as well as industrial development; business and investment climate development, including human resource development; and improving basic human needs. Throughout its cooperation efforts, JICA will also emphasize the three pillars of the Nairobi Declaration that were adopted at TICAD VI: promoting structural economic transformation through economic diversification and industrialization; promoting resilient health systems for quality of life; and promoting social stability for shared prosperity, including for refugees. Furthermore, JICA will not only promote country-specific, but also region-wide, initiatives focusing on improving regional economic communities.

(vi) Middle East and Europe

Many countries in the region still suffer from the aftermath of Arab Spring, in addition to Syrian refugees now becoming a global issue. Under such circumstances, in addition to emergency humanitarian assistance by the international community, it is necessary to extend support to communities hosting refugees and address structural problems in the mid to long-term that triggered the crisis to begin with, like poverty and unemployment. Also in Europe, the consolidation of peace and economic development are of the utmost necessity to ensure stability in the region. Given the region's situation, JICA will provide assistance targeting efforts to reduce social and regional disparities, develop human resources and infrastructure, improve the region's investment environment and maintain and conserve the region's urban areas and natural habitats. Throughout its cooperation efforts, JICA will take into account its contributions to the Japanese Government's initiative called "Inclusive assistance towards the stability of the Middle East region".

Particularly, in dealing with Syria and other refugee issues, JICA will collaborate with neighboring countries and international organizations, and it will carefully take into consideration the balance of benefits between the citizens of host countries and the refugees.

Strengthen Japanese partnerships (including contribution toward regional vitalization in Japan)

(6) Contribute toward addressing development issues through partnerships with the private sector and other partners

(i) Private sector

JICA will implement wide-ranging schemes with private companies and other partners, including surveys, technology verification and dissemination, and private sector investment finance initiatives, which would encourage private sector engagement in development cooperation through close collaboration with other governmental institutions. Also, JICA will offer information and recommendations to the process of policy and strategy formulation by the Japanese Government and improving partnership schemes to address Japanese private sector needs. Furthermore, JICA will formulate and implement projects that help export infrastructure and facilitate Japanese business activities in developing areas.

(ii) Small and medium enterprises

JICA will help accelerate development solutions in developing areas by promoting the expansion of Japanese SMEs' business ventures abroad. In particular, JICA will (1) promote the participation of SMEs in development cooperation efforts, (2) further facilitate opportunities to match development needs with SME products and technology, (3) utilize SME products and technology in development cooperation, and (4) facilitate SME business expansion in developing areas. Throughout its cooperation efforts, JICA will strengthen its partnerships with related organizations to leverage synergies.

(7) Strengthen ties between various development partners and developing areas, and expanding the base of players

(i) Volunteer programs

In order to help address development issues through grassroots activities in developing areas, as well as encourage Japanese participation in the program and also foster a collaborative understanding with the people in the developing areas, JICA will implement volunteer programs. Throughout the process of these programs, JICA will provide technical support for volunteers to enhance the effectiveness of the volunteers' activities.

In addition, JICA, in collaboration with local governments, academic institutions and the private sector, will encourage the participation of Japanese people into various types of volunteer programs.

Furthermore, in order to gain public understanding and support for development cooperation, JICA will publicize information about the volunteers' activities and achievements, as well as information about their activities after completing the program, to share their experience and knowledge with the Japanese public.

(ii) Local governments

JICA will implement projects to accelerate solutions for development issues in

developing areas by bringing in Japanese local governments' administrative expertise and technologies. In addition, JICA will promote the participation in development cooperation and expansion of their own overseas activities by helping them share their own cooperation experiences with others.

(iii) NGO/ Civil Society Organizations (CSOs)

JICA will extend its cooperation based on the needs of local residents in developing areas by utilizing its knowledge and experiences on site, in addition to the variety of approaches used by NGO/CSOs.

Furthermore, JICA will encourage having discussions with NGO/CSOs at NGO-JICA dialogue meetings to strengthen its consultations with them and provide opportunities and training for new NGOs. In addition, JICA will facilitate opportunities for NGO/CSOs to share their experiences working in development cooperation. Through these efforts, JICA will increase the citizens' public support and engagement on development issues, as well as help them contribute more to local Japanese communities by sharing their experiences.

(iv) Universities and research institutions

JICA will implement projects utilizing the academic expertise and networks of universities and research institutions. Particularly through the "Science and Technology Research Partnership for Sustainable Development" (SATREPS) program, JICA will help partner countries acquire and develop necessary knowledge to resolve global issues. Furthermore, JICA will help facilitate the dissemination of the research outcome by using and applying it to further development cooperation proposals.

In addition, JICA will provide opportunities for partner countries to acquire academic insight, including the history of Japan's developmental progression at Japanese universities. Through these efforts, JICA will foster the expertise of people who are anticipated to play key roles in finding solutions for development issues in developing areas.

Furthermore, JICA will contribute to further internationalize universities, research institutions, and local societies by helping them share their development cooperation experiences with university/research students and local communities.

(v) Development education and promoting public understanding

JICA will conduct development education programs in partnership with schools, the educational committees of local governments, NGOs, the private sector and other educational bodies. Through these programs, JICA will offer opportunities for children, students and citizens to recognize the development issues that the world faces, relate them to Japan, and foster their abilities to treat those problems as their own, as well as participate in development efforts to overcome them.

In addition, JICA will use its domestic offices, including the JICA Global Plaza, to support community-based development cooperation activities and foster better understanding of the importance of development issues and development cooperation.

Strengthen foundations for implementation

(8) Strengthen foundations for operational implementation

(i) Public relations

JICA will work on providing clear, uniform public messages to (1) enhance the international community's, including partner countries', awareness of Japan's development cooperation efforts; (2) promote Japan's involvement in the international agenda-setting and rule-making process; (3) enhance public support and raise awareness in Japan about issues that developing countries face and JICA's activities. To achieve this, JICA will publicize its information in a clear, fast and transparent manner; strategically have content that targets both opinion leaders and the general public, either separately or together; as well as factor in the timing of events and trends that occur both in Japan and internationally. Also, JICA will effectively use various media sources, including social media, and it will intensify its public relations efforts to target youth.

(ii) Operations evaluations

In accordance with the PDCA cycle, JICA will pursue operational accountability by publicizing evaluation results in a prompt, clear and easy-to-understand manner for the general public. Also, JICA will strengthen its ability to incorporate the gains made from the evaluation feedback and lessons learned and apply those gains to its assistance strategy and operations. In addition, JICA will use the results of the evaluation to improve and enhance project effectiveness, as well as review its operations. During ex-post evaluations, JICA will deploy third-party evaluators to prevent bias. Furthermore, JICA will partner with various organizations, including domestic and international NGOs and universities, to eventually improve the quality of project evaluations by incorporating more professional and diverse points of view to strengthen its evaluation analyses.

(iii) Recruit and train human resources who engage in development cooperation

In order to expand external human resources to address diversifying development needs, JICA will work to train development professionals, with particular focus on junior staff, while simultaneously reviewing the content of the training programs. Also, JICA will share and disseminate information to expand the base of development professionals and offer them more opportunities by bringing more users to the international cooperation career website, called PARTNER". Furthermore, JICA will help to register private companies, including consulting firms, as well as universities and local governments to the PARTNER website. JICA will also facilitate

communication from these groups to enrich the variety of information accessible on the website.

(iv) Solidify intellectual foundation

Using its operational experiences on the ground, JICA will carry out research to improve the effectiveness of development operations; help form international aid trends, including research on how to achieve the SDGs; and provide feedback on the operations. Also, JICA will publicize the results of its research through workshops, seminars, symposiums, websites and other means, and it will share its results with domestic and international aid practitioners and researchers, including those working in developing areas. JICA will also train JICA's human resources that will work on research activities and strengthening partnerships with domestic and international researchers and research institutions.

(v) Disaster relief cooperation

In order to promptly, efficiently and effectively conduct relief activities for large-scale disasters, JICA will conduct training and drills that meet international standards to strengthen the capacities of Japan Disaster Relief teams. Also, JICA will strengthen the dispatch system and ensure necessary materials and equipment are prepared to be dispatched, in order to maintain its international-level response capacity. Furthermore, JICA will strengthen its partnerships and contacts with other organizations by sharing JICA's knowledge and experience with the international community and by actively participating in international dialogues.

JICA will strengthen its system to dispatch its Infectious Disease Response Team to help prevent infectious disease outbreaks.

2. Necessary measures to improve administrative operational efficiency

(1) Develop organizational foundations for strategic operational management

(i) Develop implementation architecture

In order to respond more flexibly and promptly to external conditions and enhance the value of its operations, JICA will optimally allocate its management resources to headquarters, and to domestic and overseas offices, while simultaneously enhancing efficiency and optimizing its organizational and operational structures. Also, JICA will enhance its capacity to strategically cope with development issues by increasing the incorporation of external knowledge and expertise.

For headquarters and domestic and overseas offices, JICA will further clarify the role and responsibilities of each department and office to ensure strong operational output. For the same purpose, JICA will also promote more organic collaboration between headquarters and domestic and overseas offices. This could include headquarters extending its support to domestic and overseas offices, or domestic and

overseas offices sharing information to headquarters.

In order to promote development cooperation that utilizes domestic offices as a hub for various parties for which JICA can draw upon Japan's regional strength and resources, JICA will strengthen its institution to promote regional collaborations and provide reliable and prompt assistance to meet the needs of developing regions. Also, by conducting these activities, JICA will be promoting the use domestic office facilities.

For overseas offices, JICA will appropriately place offices based on situational considerations, socio-economic conditions, and the country's operational track record including its changes during a period in the developing regions. Also, JICA will develop a system for each office to respond with more flexibility and speed. Furthermore, in order to strengthen its ties with the overseas offices of the Japan Foundation, Japan External Trade Organization and Japan National Tourism Organization, JICA will make efforts to either share, or move into nearby office, while also taking into consideration the legal status of staff and office in the country.

(ii) Strengthen operational foundation

JICA will strengthen its operational foundation by further capitalizing on the use of ICT in its operational procedures. More specifically, JICA will renew its ICT systems that conduct core operations, and promote communication within the organization by constructing efficient links between different systems and by introducing new common ICT platforms to enable better information sharing.

(2) Optimize and streamline administrative operations

(i) Streamline 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 (except special operating expenses and personnel expenses), while simultaneously preserving the quality of operations.

In addition, for operations that will be formulated after the commencement of this plan that require operational grants, the operational cost will be rationalized by 1.4% or more from the following fiscal year.

(ii) Appropriate personnel cost management

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, 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, its rationality, and its appropriateness to the public.

(iii) Proper asset reviews

JICA will continue to disclose detailed information about its assets and will constantly review the necessity of holding its assets by taking into account its level of use, the possibility of further use without hampering its operations, the ability for effective disposal, and the economic rationalization of keeping the possession. Through these reviews, JICA will extensively examine the necessity to retain properties, and will return unnecessary properties to the national treasury, as long as doing so would not hamper its operations.

For JICA's portion of the Takebashi Godo Building, JICA has continuously examined its effective usage. If concrete examinations conclude that there is not a necessity to possess the property, and that it makes more rational sense to sell it, the property will be disposed.

(iv) Rational and appropriate procurement

In accordance to the "Promotion of Rationalization of Procurement in Incorporated Administrative Agencies" (Minister Decision on May 25, 2015, Ministry of Internal Affairs and Communications), JICA will establish and properly implement its rational procurement plan by properly taking into consideration JICA's operations and management. In addition, JICA will continue to monitor the situation of contracts through the Contract Monitoring Commission, composed of external experts, to further improve their procedures, including a decrease of non-competitive negotiated contracts.

JICA will also increase transparency through external expert assessments. Additionally, JICA will encourage new competitors in its bidding process and increase bidding competitiveness by conducting institutional improvements and seminars. Furthermore, JICA will continuously ensure a strong institutional procurement foundation by conducting trainings on procedural clerical work processed by domestic and overseas offices and by conducting distance training courses. JICA headquarters will also provide direct assistance.

3. Financial improvement

For operations that use operational grants, JICA will properly draw up a budget, an income and expenditure plan, and a financial plan that takes into account the items that are stipulated in "2. Necessary measures to improve administrative operational efficiency". Based on these plans, JICA will properly manage the disbursement of budget to ensure quality operations. JICA will analyze the cause of operational grant liabilities at the end of each fiscal year and strictly calculate the amount of operational grants each year. In addition, JICA will continue to work to secure, and properly manage, its own revenue.

4. Security measures

JICA will reinforce its efforts to collect, analyze and share information regarding threats; comply and abide by codes of conduct on the field; expand protection measures for both hardware and software security; implement more security trainings and drills; improve its capacity to respond to crises; and raise awareness for crisis management, in accordance to the final committee meeting report of committee on security measures for international cooperation activities (August 30, 2016, Ministry of Foreign Affairs and JICA).

In addition, JICA will review its frameworks to support efforts that improve safety measures implemented by developing country governments, executing agencies, consultants, contractors and others to enhance the safety of those involved in construction work.

5. Other important operational management items

(1) Promote effective, efficient development cooperation

(i) Enhance predictability and impact

In order to carry out operations more strategically, JICA will formulate and revise its development cooperation strategies, including the JICA Country Analysis Papers (JCAP) and its country and sector-specific strategy papers. Through the use of these papers, JICA will provide necessary information and recommendations to help formulate the Japanese Government's development cooperation policies, and it will also share those visions with various developmental partners, including developing country governments.

In addition, JICA will improve the predictability and impact of its operations by tailoring its various development mechanisms and encouraging a more strategic approach that clarifies its contributions for achieving the SDGs.

(ii) Enhance effectiveness and efficiency

In order to improve the effectiveness and efficiency of its development cooperation, while taking into account promptness, JICA will work on improving the operational rules and management of various schemes to meet development partner demands: technical cooperation, including the use of technical training programs; ODA loan operations, including private-sector investment finance; and grant aid. Throughout this process, JICA will strengthen its network of former training program participants, as well as other resources. JICA will also capitalize on Japan's strengths including its own development history, JICA's experiences and lessons learned, and the knowledge and resources of its various partners. Furthermore, JICA will pay attention to collaborations that are happening between the Japanese Government, related entities and the private sector.

(2) Proactive contribution in international discussions and strengthening partnerships with international organizations, bilateral donors, and others

(i) Participation and dissemination of information at international discussions

JICA will disseminate and share JICA's knowledge and experiences that are based on Japan's principles at international conferences and other places that may influence development agendas, norms, and trends.

(ii) Promote partnerships with international organizations, bilateral donors and other organizations

JICA will promote partnerships with international organizations, bilateral donors and other actors through dialogues that occur at the headquarters-level. Through such partnerships, JICA will jointly and effectively contribute to international discussions and will help strategically carry out synergetic implementation and operational collaborations. In addition, JICA will strengthen partnerships and share experiences with emerging donors, including through the use of triangular cooperation methods, to expand the outreach of the international framework of development cooperation.

(3) Secure appropriateness of development cooperation

(i) Environmental and social considerations

In order to avoid and minimize negative environmental and social impacts caused by development projects, JICA will operate in accordance with JICA Guidelines for Environmental and Social Considerations by involving third parties and collaborating with other development partners, like the World Bank. Also, JICA will raise various concerned parties' awareness for more appropriate environmental and social considerations by providing training programs and seminars. In addition, JICA will comprehensively review and revise the Guidelines through a transparent and accountable process that reflects the review and operational process of the World Bank's safeguard policies. Through such reviews and revisions, JICA will strengthen environmental and social considerations in its operations to comply with international standards.

(ii) Promote the empowerment of women and gender equality

Based on the "Development Strategy for Gender Equality and Women's Empowerment" set by the Japanese Government, JICA will promote gender equality at every project stage, thereby expanding its mainstreaming of gender in both quality and quantity. Also, JICA will encourage women's participation in preventing conflicts and creating solutions and promote efforts to support the rehabilitation and prevention of disasters, as well as measures to protect and recognize the rights and special needs of women who have encountered conflicts. Through these activities, JICA will contribute

to the implementation of the Japanese Government's "National Action Plan on Women, Peace and Security," which is based on UN Security Council Resolution 1325 and relevant UN resolutions.

(iii) Fraud and corruption prevention

In order to foster an environment with government counterparts that prevents fraud and corruption in development projects, JICA will take stringent measures to fight against fraud and corruption based on relevant acts, rules and guidelines. JICA will also raise anti-fraud and corruption awareness among concerned parties.

(4) Strengthen internal controls

(i) Control environment

Based on the Act on General Rules for Incorporated Administrative Agencies (Act No.66 of 2014) and JICA's Statement of Operational Procedures, JICA will maintain rules and regulations related to internal control, revise them as necessary, and publicize them internally to ensure its efficient management.

(ii) Risk assessments and organizational management responses

In order to respond to various operational risks, JICA will recognize, analyze and assess risks associated with JICA's operations. JICA will also thoroughly manage those risks and create a more stringent environment for compliance at headquarters, domestic, and overseas offices. Also, to ensure effective Finance and Investment Account operations, JICA will appropriately identify, measure and monitor risks associated with the Finance and Investment Accounts. In addition, JICA will further strengthen its institutional capacity to make sure people comply with legal standards, not only at headquarters, but also at overseas offices, to ensure appropriate and effective operations.

(iii) Internal control activities

JICA will regularly monitor the operational status of internal control, and adjust the internal control system accordingly based on monitoring results. Also, JICA will regularly monitor whether necessary operational processes are properly installed, and will update them as necessary. Furthermore, JICA will conduct its performance evaluation to improve its operational efficiency and effectiveness.

(iv) Internal and external information communication systems

JICA will properly manage an internal and external whistleblower system to safeguard both internal and external communication.

(v) Internal audits

JICA will conduct internal audits following the guidelines of the International Professional Practices Framework of internal auditing. JICA will implement and address the findings of the audit without fail.

(vi) ICT related issues

Based on the Management Standards for Information Security Measures for the Central Government Computer Systems (August 2016) of the Japanese Government, JICA will work on strengthening the organization's information security capacity by using JICA's Information System Committee and Information Security Committee framework. More specifically, JICA will review its Information Security Management Rules and formulate a plan to improve its information security.

Additionally, JICA will review the plan every year based on the PDCA (plan-do-check-act) cycle to continuously improve its information security measures and protect personal information.

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: 67 billion yen

Finance and Investment Account: 290 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 months delay in the receipt of operational grants from the Japanese Government. The Finance and Investment 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 FILP agency bonds are issued, rapid changes in the amount of loans extended, and other events.

8. Disposal of assets

Not applicable.

9. Using surplus funds (excluding the Finance and Investment 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 operational grant expenditure reductions will be limited to expenditures that will be covered by the operational grant (excludes those covered by subsidies, which are allocated separately).

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

(1) Plan for facilities and equipment

JICA will maintain facilities and equipment using a long-term perspective for effective and efficient operational management. To this end, taking into account an operational necessity, JICA will repair and upgrade existing facilities and equipment to address aging and other concerns.

Facilities and Equipment Plan: Fiscal 2017-2021

(Million yen)

Facilities and equipment	Source of funds	Budget
Maintenance and renovation of facilities at head office, offices in Japan and others	Facilities maintenance subsidy and other items	3,796
		Total 3,796

Note: The amount of the facilities maintenance subsidy and other items are determined during the budget formulation process of each fiscal year.

(2) Personnel planning

JICA will work to reform its working style and its human resource management to improve its operational quality by providing each staff member with the chance to maximize their potential as career professionals in the field of development cooperation. JICA will also work proactively to enhance its overall productivity. Specifically, JICA will continue to work on (1) creating an enabling environment for female staff to take leading roles in the organization, (2) utilizing diverse human resources, including national staff, (3) developing institutional rules and operating them thoroughly to provide more workplace flexibility, more active channels of communication, and strengthen knowledge management, and (4) improving its overall work environment.

In addition, JICA will work to build the capacity of its staff by providing career development programs and by expanding and enhancing the quality of training opportunities, including secondment programs for staff to be dispatched to other organizations. Through these measures, JICA will also strengthen its staff capacities and foster core human resources to help them respond to the recent expansion and increased complexity of JICA's operations.

(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

When reserve funds remain after the procedure prescribed in Article 44 of the

Act on General Rules for Incorporated Administrative Agency, 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; 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.

For recovered claims and other funds that have been received during the previous Medium-term Objectives period, those funds will be submitted to the Japanese Government in accordance with the Act for the Incorporated Administrative Agency-Japan International Cooperation Agency.

(4) Liabilities that go beyond the Medium-term Objectives period

JICA may enter into contracts that exceed the current Medium-term Objectives period if necessary.

(End)

Budget

Attachment 1

(¥ million)

Items	Priority development cooperation issues	Partnerships with the private sector	Partnerships with various development partners	Strengthen foundations for operational implementation	Common to agency	Total
Revenues						
Operational grants	490,552	39,402	126,576	25,287	45,858	727,675
Subsidies for facilities, etc.	-	-	-	-	3,654	3,654
Interest income & miscellaneous income	1,224	-	103	-	-	1,327
Contracted programs	1,400	-	24	-	-	1,424
Donations	-	-	177	-	-	177
Reversal of reserve funds carried over from the previous Medium-term Objective period	7,623	1,493	1,403	23	-	10,542
Total	500,800	40,895	128,282	25,310	49,512	744,799
Expenditures						
Operating expenses	499,400	40,895	128,081	25,310	-	693,686
(Excluding special operating expenses)	497,280	39,295	127,781	20,910	-	685,266
Facilities	-	-	-	-	3,654	3,654
Contracted programs	1,400	-	24	-	-	1,424
Donation programs	-	-	177	-	-	177
General administrative expenses	-	-	-	-	45,858	45,858
Total	500,800	40,895	128,282	25,310	49,512	744,799

Notes 1. In some cases, the numbers do not correspond to the figures reflected in the "Total" section because of rounding estimates.

2. The figures for "Subsidies for facilities, etc." in the revenue section and "Facilities" in expenditures are based on figures from the 2017 Facilities and Equipment Plan. The actual figures are determined during the budget formulation process, etc., of each business year.

3. Because Grant Aid planning is determined by cabinet decision, 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 2012), are not included.

4. Operational grants and operating expenses includes the budget (4,020 million yen), which was adopted by the supplementary budget (No. 1) for FY2017, relating to technical cooperation contributing Japanese small and medium enterprises overseas business development and increasing their productivity, mentioned in the "New Economic Policy Package" (December 8, 2017).

[Estimated personnel expenses] The estimated personnel expenses for the plan period is ¥70,767 million. 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.

[The metric used to calculate operational grants] Operational grants were calculated based on the rule-based method

[The rule on how to calculate operational grants] See Appendix

Income and Expenditure Plan

Attachment 2

(¥ million)

Items	Priority development cooperation issues	Partnerships with the private sector	Partnerships with various development partners	Strengthen foundations for operational implementation	Common to agency	Total
Expenses	500,800	40,895	128,282	25,310	44,821	740,108
Ordinary expenses	500,800	40,895	128,282	25,310	44,821	740,108
Operating expenses	499,400	40,895	128,081	25,310	-	693,686
(Excluding special operating expenses)	497,280	39,295	127,781	20,910	-	685,266
Contracted programs	1,400	-	24	-	-	1,424
Donation programs	-	-	177	-	-	177
General administrative expenses	-	-	-	-	42,845	42,845
Depreciation	-	-	-	-	1,976	1,976
Financial expenses	-	-	-	-	-	-
Extraordinary loss	-	-	-	-	-	-
Revenues	493,177	39,402	126,879	25,287	44,821	729,566
Ordinary revenues	493,142	39,402	126,876	25,287	44,821	729,528
Operational grants	490,552	39,402	126,576	25,287	42,845	724,662
Interest income & miscellaneous income	1,190	-	100	-	-	1,289
Contracted programs	1,400	-	24	-	-	1,424
Donations	-	-	177	-	-	177
Reversal of contra accounts for assets funded by operational grants	-	-	-	-	1,976	1,976
Financial revenues	35	-	3	-	-	38
Interest income	35	-	3	-	-	38
Extraordinary profits	-	-	-	-	-	-
Net income (loss)	-7,623	-1,493	-1,403	-23	-	-10,542
Reversal of reserve funds carried over from the previous Medium-term Objective period	7,623	1,493	1,403	23	-	10,542
Reversal of reserve funds for a specific purpose	-	-	-	-	-	-
Total income (loss) for the current year	-	-	-	-	-	-

Note: In some cases, the numbers do not correspond to the figures reflected in the "Total" section because of rounding estimates.

Funding Plan

Attachment 3

(¥ million)

Items	Priority development cooperation issues	Partnerships with the private sector	Partnerships with various development partners	Strengthen foundations for operational implementation	Common to agency	Total
Cash outflow	500,918	40,895	128,282	25,310	73,893	769,299
Operational payments	500,800	40,895	128,282	25,310	42,845	738,132
Operating expenses	499,400	40,895	128,081	25,310	-	693,686
(Excluding special operating expenses)	497,280	39,295	127,781	20,910	-	685,266
Contracted programs	1,400	-	24	-	-	1,424
Donation programs	-	-	177	-	-	177
General administrative expenses	-	-	-	-	42,845	42,845
Investment payments	-	-	-	-	6,667	6,667
Purchases of non-current assets	-	-	-	-	6,667	6,667
Financial payments	-	-	-	-	611	611
Payments to national treasury for unnecessary properties	-	-	-	-	611	611
Payments to the national treasury	-	-	-	-	8,028	8,028
Reserve funds that are carried on to the next Medium-term Objective period	118	-	-	-	15,743	15,861
Cash inflow	500,918	40,895	128,282	25,310	73,893	769,299
Operational proceeds	493,177	39,402	126,879	25,287	45,858	730,603
Operational grants	490,552	39,402	126,576	25,287	45,858	727,675
Interest income & miscellaneous income	1,224	-	103	-	-	1,327
Contracted programs	1,400	-	24	-	-	1,424
Donations	-	-	177	-	-	177
Investment proceeds	118	-	-	-	834	952
Subsidies for facilities	-	-	-	-	834	834
Sales of non-current assets	-	-	-	-	-	-
Loan collection	118	-	-	-	-	118
Financial proceeds	-	-	-	-	-	-
Reserve funds carried over from the previous Medium-term Objective period	7,623	1,493	1,403	23	27,201	37,743

Note: In some cases, the numbers do not correspond to the figures reflected in the "Total" section because of rounding estimates.

[Rules on calculation of operational grants]

Operational grants are calculated using the following formula.

$$A(y) = B(y) + C(y) + D(y) - E(y)$$

A(y): Operational grants

B(y): Operating and administrative expenses

C(y): Personnel expenses

D(y): Special operating expenses

E(y): Interest income and miscellaneous income

- Operating and administrative expenses B (y)

The Operating and administrative expenses B (y) for each business year is calculated by the following method.

B(y) is the operating and administrative expenses for the previous business year B (y-1) x “efficiency coefficient α ” x “adjustment factor σ ”

- Efficiency coefficient α

Specific coefficient is determined during the budget formulation process for each business year.

- Adjustment factor σ

Specific factor is determined during the budget formulation process for each business year taking into account changes in operations in accordance with revisions of laws and increases or decreases in the size of operations depending on political considerations.

- Personnel expenses C (y)

Personnel expenses are determined during the budget formulation process for each business year.

- Special operating expenses D (y)

The special operating expenses are operating expenses necessary for dealing with national policy issues for which JICA would have difficulty deciding on or executing on its own.

Specific figures are determined during the budget formulation process for each business year.

- Interest income and miscellaneous income E (y)

Interest income and miscellaneous income E (y) for each business year are calculated by the following method.

E (y) = “interest income for the current business year” + “miscellaneous income for the previous business year F (y-1)” x “income factor δ .”

- Income factor δ

Specific factor is determined during the budget formulation process, etc., for each business year.

The specific coefficients and factors for the above calculations used in determining the Mid-term Plan budget are as follows.

α : Efficiency coefficient (assumed to be 0.986)

σ : Adjustment factor (assumed to be 1.00)

δ : Income factor (assumed to be 1.03)