

JICA Annual Plan for Fiscal Year 2022

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 2022 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

Based on the principles of quality growth and human security, JICA will promote the creation of a socio-economy with sustainability, inclusiveness, and resilience, and aim for development that protects people’s lives, livelihoods, and dignity, with a commitment to reduce disparities and no one left behind.

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

Since these initiatives will share the same issues and directions with the 2030 Agenda for Sustainable Development and the Sustainable Development Goals (hereinafter referred to as "SDGs"), JICA will proactively promote Japan’s contribution to the SDGs through its efforts.

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 environment for using satellite positioning, developing basic maps, and promoting the use of geospatial information, based on the development stage of each country.
 - (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 focus on supporting the introduction and use of efficient and high-quality road asset management systems.

- 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.
- 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 support to integrate infrastructure and software, by improving hard infrastructures, such as developing ports, airports, and international corridors, as well as strengthening operation and maintenance management. JICA will also continue to support capacities of maritime security organization.

(iii) Energy and natural resources

- From the viewpoint of improving access to electric power services, JICA will work on strengthening power supply capacity and stability. In particular, JICA will work to enhance stable grid operation capacity to cope with the mass introduction of variable renewable energies and the necessary equipment for that purpose, as well as to enhance the management sustainability of electric power utility companies. JICA will also work to improve the investment environment and promote the introduction of renewable energies by private businesses in Sub-Saharan Africa which has a large population with no access to electricity services.
- In order to promote energy transition toward carbon-neutrality, JICA will support formulation of long-term energy transition plan and related human resource development especially in Asia. In addition, JICA will make use of Japan’s technologies and experiences to promote renewable energy integration, particularly, focusing on geothermal development in geothermal potential areas and the introduction of renewable energies in island countries. JICA will also encourage the energy demand side to introduce highly energy efficient technologies, mainly in the industrial sector.
- 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.

(iv) Private sector development

- JICA will promote initiatives based on the JICA Global Agenda (cooperation strategy for global issues)¹ (hereinafter referred to as the “JICA Global Agenda”) (private sector development). In Asia, based on the Industrial Human Resource Development Cooperation Initiative 2.0, etc., JICA will utilize Japan Centers and our existing cooperation assets to promote the development of business human resources, the strengthening of networks between local and foreign companies (including Japanese ones), and the formulation of policies, to promote the development of new industries during and after COVID-19. Furthermore, JICA will work on formulating projects to assist in developing entrepreneurs that contribute to the realization of social impact.
- In other regions, mainly in Africa, from the perspective of developing new industries with and post COVID-19 and promoting innovation which is the pillar of the Seventh Tokyo International Conference on African Development (Tokyo International Conference on African Development: hereinafter referred to as “TICAD”), JICA will promote assistance in developing entrepreneurs (Project NINJA: Next Innovation with

¹ To address global development issues facing the world, the current situation analysis, the significance and goals of the initiatives of the Japanese government and JICA, and the direction of initiatives for solutions, etc., are described based on structural changes in the business environment both in Japan and overseas for each of the development issues (1 to 4) listed as important issues in Japan’s development cooperation of the fifth Medium-term Objectives, such as health care, governance, and climate change.

- Japan) and the Africa Kaizen Initiative to solve social issues and support capacity development for local companies.
- As part of Japan’s contribution for Africa at TICAD7, JICA will implement human resource development for business and industry through the ABE Initiative (industrial human resource development initiative for young Africans) 3.0, which will contribute to the promotion of business between Japan and Africa.
 - JICA will promote sustainable tourism development and mitigate the negative impacts on the environment, etc., while striving to achieve positive impacts on a wide range of SDGs, such as economy and employment. JICA will implement initiatives aimed at improving the resilience of the entire tourism industry for early recovery and rebuilding from the COVID-19 crisis.
- (v) Agriculture, forestry, and fisheries development, and rural development
- JICA will continue to work on initiatives based on the JICA Global Agenda (agriculture and rural development). As a major initiative, JICA will support small-scale farmers in the regions of Africa, Asia, Latin America, and the Middle East through the market-oriented agriculture promotion for small-scale farmers (SHEP: Smallholder Horticulture Empowerment & Promotion, hereinafter referred to as “SHEP”) approach. JICA will strive to expand projects through human resource development, networking, and cooperation with 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 (hereinafter referred to as “CARD”) and involve in formulating and revising national and regional rice farming development strategies through the CARD Secretariat.
 - 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, especially in Southeast Asia, to establish inclusive and sustainable FVCs by increasing value addition in each stage of the value chains, including production, processing, distribution, and consumption. In island countries, JICA will mainly work to promote the blue economy of fisheries, including sustainable use of fishery resources. In order to strengthen measures to increase the income of small-scale livestock farmers and prevent livestock diseases, including zoonotic diseases, JICA will also work to promote the One Health approach by strengthening livestock hygiene.
 - Based on the situation of the least developed 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 particular based on the JICA Global Agenda (health care).

- 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.
- (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.
 - In particular, JICA will strengthen collaboration with a variety of relevant parties in Japan, including private companies, through the Nutrition Japan Public Private Platform, etc., as well as international partners through the Initiative for Food and Nutrition Security in Africa (hereinafter referred to as “IFNA”), etc. At TICAD8, JICA will hold a side event to promote IFNA.
 - To promote IFNA with the aim of accelerating nutrition improvement for 200 million children in the entire Africa, based on IFNA’s Commitments (Nutrition Improvement in Africa) shared at the Tokyo Nutrition for Growth Summit 2021, JICA will work to strengthen nutrition policies and strategies through the promotion of advocacy, enhance capacity building of nutrition-related organizations and human resources, and implement field-level nutrition improvement projects.
- (iii) Education
- Based on the JICA Global Agenda (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. In addition, JICA will expand educational opportunities for girls and people with disabilities whose primary school enrollment rates remain extremely low.
 - From the viewpoint of responding to education with and post COVID-19, the use of digital technologies, such as the development of arithmetic apps, will be considered.
 - 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 also 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. Moreover, JICA will work to strengthen research and development in response to the COVID-19 crisis and enhance quality education and research activities, including online education.

(iv) Social security /disability and development

- In social security sector, in response to the needs of developing countries expecting to learn from social security systems in Japan, JICA will promote practical human resource development based on its experiences in Japan by conducting trainings in Japan, implementing pilot projects in developing countries, etc., with a focus on human resource development for administrative officers and related organizations that support the formulation and implementation of social security policies.
- Based on increase of support needs for the socially vulnerable due to the COVID-19 crisis in each country, JICA will newly support the poor and needy gain independence and to protect children, particularly in Mongolia and other target countries. In addition, JICA will formulate new projects to develop welfare human resources in charge of these supports.
- In the disability and development sector, JICA will include people with disabilities into projects in various sectors implemented by JICA and promote their social participation through the twin-track approach that comprises “mainstreaming disability, which ensures that people with disabilities can participate in the development process as beneficiaries as well as practitioners”, and “disability-specific intervention, which supports the empowerment of groups for people with disabilities”.
- In particular, JICA will implement projects that meet diversifying needs, such as supporting the formulation of disaster risk reduction plans through inclusive disaster risk reduction trainings and promoting universal tourism.
- Through disability-specific intervention, JICA will promote job support for people with disabilities to enhance their social participation (Mongolia and Sri Lanka) and improve their information accessibility using digital technologies (Egypt and Ecuador).

(v) Sport for development

- Based on the JICA Global Agenda and (Post SFT (Sport For Tomorrow)) , which is Japan’s public-private partnership for international contribution through sport, JICA will promote; improvement of access to sport through strengthening the capacity of sport administration, popularizing and strengthening competitions, etc.; development of sound human resources through sport by training physical education teachers and developing guidance books, etc.; and promotion of social inclusion and peace building through promoting sports for persons with disabilities and holding sports events, etc. JICA will further strengthen its collaborations with related organizations to promote those activities.
- To further promote sport for development, JICA will conduct surveys on the current situation, needs and expected social benefits of sport in developing countries.

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

(i) Peace and stability

- Based on the JICA Global Agenda (Peacebuilding), 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.
- In particular, for Ukraine and its neighboring countries, JICA will provide timely support in response to the situation, including emergency support. 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 in line with TICAD8, 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., while collaborating with international organizations. JICA will also support the strengthening of the functions of institutions that handle landmines and unexploded ordnances.

(ii) Rule of law and governance

- Based on the JICA Global Agenda (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 judicial access and election administration; the enhancement of the functions of public broadcasting and media; and functional enhancement and human resource development for central and local administrations.
- In particular, JICA will consider new initiatives for African based on TICAD8 and also focus its efforts towards promotion of Business and Human Rights with the contribution to National Action Plan on Business and Human Rights (2020-2025) by Japanese Government. JICA will also cooperate on community policing systems in Indonesia; develop human resources on international public law and enhance functions of maritime security agencies, etc. and expand the scope of regional support for cyberspace focusing on ASEAN and its surrounding regions.

(iii) Public finance and financial systems

- Based on the JICA Global Agenda (public finance and financial systems) and in accordance with FOIP, JICA will implement cooperation to strengthen the national fiscal base, ensure the appropriate implementation of monetary policies, develop financial systems, ensure the proper and fair collection of tariffs, and promote trade facilitation, all of which constitute the foundation in securing the basis and driving force of economic development.
- In particular, JICA will focus on Asia and provide the following support: reinforcement of the fiscal base by improving tax administration, public investment management, and debt management which also lead to infrastructure governance enhancement under the G20 Principles for Quality Infrastructure Investment; development of financial systems; and acceleration and modernization of procedures in the customs administration that can lead to improved intra-regional connectivity.
- 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 for capacity building for customs administrations in the Oceanian region to increase the revenue (customs duties and taxes).

(iv) Promotion of gender equality

- Based on the JICA Global Agenda (gender equality and women's empowerment), through mainstreaming gender perspectives in JICA's projects, JICA will improve the quality and quantity of gender-related projects. Specifically, JICA will provide advice at the stage of project formulation and 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 formulate and promote a “cluster strategy²” focusing to eliminate gender-based violence and promote gender-smart business; strengthen initiatives to respond to gender-based violence, including human trafficking; 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 and TICAD8.
- (v) Promotion of digitalization and digital transformation (DX)
- Based on the JICA Global Agenda (Promotion of digitalization), 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.
 - In particular, JICA will promote the expansion of its projects mainly in ASEAN and surrounding regions as support for the cyber security.
 - JICA will also undertake the promotion of DX in solving social issues in developing areas, as well as improve the effectiveness and efficiency of development projects through the application of digital technologies.
 - To achieve the objectives above, JICA will work on creating new values through DX promotion projects in various different sectors.
- (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 commitment to the climate finance in the 26th session of the Conference of the Parties (COP) to the United Nations Framework Convention on Climate Change (hereinafter referred to as “UNFCCC”), JICA will further promote cooperation to support developing countries transition to a decarbonized society and build a climate-resilient society.
 - JICA will strategically implement cooperation in line with promoting the implementation of the Paris Agreement and the co-benefit climate change measures set forth in the JICA Global Agenda.
 - 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 incorporate measures contributing to the mitigation of and adaptation to climate change into its project designs as needed based on the analysis of climate change risk in project designs in related sectors by giving advice, etc., during the formulation and planning stage of policies and projects for climate change, with the aim of creating the dual benefits of resolving development issues and tackling climate change.

² A “cluster strategy”; JICA sets “cluster strategies” as a global approach providing a logical framework to solve target development issue under the framework of the JICA Global Agenda. Each cluster strategy is built based on a theory of change (ToC) describing the course of change from the current situation with problems to the final outcome, and consists of projects across regions. JICA will also intend to create platforms where other stakeholders including multi/bilateral development organizations, NGOs, researchers, municipalities, and private companies are expected to work together toward achieving development goals set by JICA Global Agenda, and SDGs.

- 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 COP27 and TICAD8 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 COP26 and the post-Aichi targets 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).
 - At the COP27 of the UNFCCC, the COP15 of the United Nations Convention to Combat Desertification (UNCCD), the COP15 of the Convention on Biological Diversity (CBD), TICAD8, etc., 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.
 - As part of the JCCI for TICAD8, JICA will promote the African Clean Cities Platform (hereinafter referred to as the “ACCP”), 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.
- (iv) Water resources and water supply
- In order to properly manage water resources and build a society where all people can continuously use the water resources for drinking water and other purposes, 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 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 also share cases and lessons as knowledge with a wide range of stakeholders.
 - 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 use the textbooks for developing countries that summarize Japan’s

development experiences in water resources management and 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 achieve the target goals designated by the Sendai Framework for Disaster Risk Reduction 2015-2030, to reduce human and economic losses while also achieving the Sendai Cooperation Initiative for Disaster Risk Reduction Phase 2, launched by the Government of Japan. To attain these goals, 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. The initiatives will be shared, along with their challenges and achievements, at international conferences, including the UN Global Platform for Disaster Risk Reduction.
- 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 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 based on the Agreement on Technical Cooperation between the Government of Japan and the ASEAN community.
- Based on the assistance policy announced by the Government of Japan at the ASEAN-Japan Summit in October 2021, JICA will strengthen cooperation in a wide range of fields, such as COVID-19 measures, climate change, health, disaster risk reduction, DX, quality infrastructure investment, and supply chain enhancement.
- 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 Oceania region, JICA will reinforce measures in the health sector in response to the impact of COVID-19, and support for maritime infrastructure development, maritime safety, and maritime law enforcement capacities based on the FOIP, as well as fisheries resource management, maritime environment conservation, etc. JICA will also

address climate actions; overcoming and mitigating vulnerabilities to natural disasters; building the infrastructure for independent and sustainable development, trade, investment, and tourism; developing human resources, through the SDGs Global Leader Course; and supporting human interactions.

- Based on the assistance policy announced by the Government of Japan at the 9th Pacific Islands Leaders Meeting (hereinafter referred to as “PALM9”) held in July 2021, JICA will develop and proceed with projects that contribute to the COVID-19 pandemic response and recovery, creation of sustainable oceans based on the rule of law, implementation of climate actions and disaster risk reduction, strengthening of the foundations of sustainable and robust economic development, and human interactions and human resources development.
- Based on the PALM9 Leaders Declaration and the Joint Action Plan, JICA will communicate and collaborate more closely with partners such as the United States, Australia, New Zealand, in order to provide effective support with limited resources.

(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 particular, in order to diversify industries that contribute to sustainable economic growth in Mongolia, JICA will continue its initiatives for market economic stabilization, enhanced governance, and enhanced health care system, while supporting the development of the ICT, tourism, and agriculture and livestock sectors as well as climate actions. JICA will also work to develop an ODA loan project that will contribute to improving the worsening traffic congestion in Ulaanbaatar.
- In Central Asia and the Caucasus, JICA will promote cooperation that considers the enhancement of health systems based on the impact of COVID-19, the enhancement of in and out of the regional connectivity, correction of domestic disparities, and quality infrastructure. JICA will also continue to steadily formulate and implement ODA loan projects for power stations, agricultural financing, health, and financial support, while working on creating grant aid and technical cooperation projects in the fields of electricity, agriculture, business promotion, healthcare, etc.
- As for China, JICA’s ODA projects ended in March 2022. JICA will continue to carry out its role based on the following opinion of the Japanese government: “Japan will no longer adopt ODA project proposals for China, recognizing that both countries have concurred in seeking Japan-China cooperation at a new stage as equal partners. Japan will work shoulder to shoulder with China to pave an era for contributing to regional and global stability and prosperity, through dialogue and personnel exchanges in the area of development as well as cooperation on global issues” (White Paper on Development Cooperation 2020).

(iii) South Asia

- To build inclusive and resilient society that leave no one behind in the aftermath of the COVID-19 pandemic, JICA will cooperate South Asian countries, with human security and quality growth as the two pillars, in areas including infrastructure development, improvement of trade and investment environment, 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.
- JICA, throughout its cooperation, 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 aid, (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 Comprehensive 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, including the SDGs Global Leader Course and the Project for Human Resource Development Scholarship (JDS).
 - Given that 2022 is the Japan-Southwest Asia Exchange Year, JICA will share and spread information more actively both in Japan and abroad in order to promote understanding and support for its efforts in partner countries.
 - As for Afghanistan, JICA will continue to explore supports from a humanitarian point of view, human resource development, and other cooperation, while carefully monitoring the political situation in the country.
- (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 Chair (JICA Program for Japanese Studies) and JICA scholarship programs.
- (v) Africa
- Taking the opportunity of TICAD8 being held in 2022, JICA will share with the international community and Africa its achievements in Africa since TICAD7 as well as the direction of its efforts to build a new socio-economic framework in Africa after the pandemic of COVID-19.
 - Specifically, JICA will continue to engage in comprehensive healthcare initiatives through JICA's Initiative for Global Health and Medicine, and implement strategic projects to build a sustainable social infrastructure (creating decent works, addressing global issues through ACCP and other initiatives etc.), to build a resilient African economy (regional economic integration and enabling business environment), and to build a safe and secure society (ensuring peace, stability, and security, and enhancing fair and inclusive governance).
 - Throughout these activities, JICA will promote cross-sectoral efforts such as utilizing and promoting DX and science, technology and innovation (STI); strengthening partnerships with Japanese private companies and international organizations; contributing to the African Continental agenda; sharing Japan's development experiences; and developing and strengthening its network with African people who will be key persons for future Africa-Japan relationship.
 - Based on the above strategies, JICA will proceed with its efforts to achieve Japan's contribution measures which will be announced by the Japanese government at TICAD8.

(vi) Middle East and Europe

- JICA will support human resource development, infrastructure development, and improvement of policies and rules as priority areas, which will contribute to the development of each country, with attention to securing regional stability, ensuring human security, promoting inclusive and quality growth, promoting regional approaches, and recovering from damage caused by conflicts and the pandemic.
- In particular, JICA will strengthen its measures to address disparities and socio-economic impacts caused by the pandemic, conflicts and geopolitical crises in Ukraine and the Middle East. JICA will also formulate projects and carry out surveys that will contribute to climate change measures, with a view to discussing them at the COP27 to be held in Egypt in 2022.
- 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.
- JICA will also promote efforts to share Japan's knowledge and experiences. JICA will promote the spread and establishment of Japanese-style education in Egypt through technical cooperation including the acceptance of JICA scholars and overseas participants in Japan, etc. JICA will expand and continue to implement the JICA Chair to share Japan's development experiences and deepen mutual understanding.
- Based on the commitments of the Government of Japan for TICAD7, JICA will support private companies in expanding businesses to North Africa, proceed with efforts to achieve Japan's contribution measures to be announced by the government of Japan at TICAD8 to be held in Tunisia this year, and formulate and implement new ODA loan projects for the North African region.
- 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.
- Although there are restrictions on the international movement of people during the COVID-19 crisis, JICA will coordinate with the Japanese government to invite JICA scholars to Japan and contribute to the achievement of the goals announced by former Prime Minister Abe.
- JICA will utilize the expanded contents on Japan's modernization and development experiences to convey Japan's development experiences and promote the JICA Chair by increasing the number of bases through collaborations with overseas universities and other research institutes.
- In addition, JICA will promote the development 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, projects for small and medium enterprises and SDGs Business Expansion, Private Sector Investment Finance, etc.) corresponding to each stage of the project 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 expand the bases of collaborative programs and strengthen cooperation with companies that actively contribute to the achievement of the SDGs by constantly improving and reviewing systems based on the needs of private companies. At the same time, JICA will thoroughly manage the progress of the adopted projects and develop new projects that create further development impacts by promoting the JICA Global Agenda through private-sector cooperation. JICA will also promote human resource development to strengthen partnerships, support Japanese companies and facilitate their activities in developing countries, including infrastructure exports, 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. JICA will systematically and flexibly implement recruitment and pre-dispatch trainings so that the number of dispatched volunteers returns to the pre-pandemic level of 2,000 by FY2024. 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 returns 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 varied, 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 will work to introduce former members of Japan Overseas Cooperation Volunteers, assign coordinators for international cooperation who are involved in the field of foreign human resources and coexistence, and support multicultural activities and promote multicultural and inclusive communities. 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 construction and operation 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 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 will contribute to the achievement of SDGs both in Japan and overseas by supporting the formulation of SDG plans for local governments in Japan and promoting development cooperation activities through JICA Partnership Program, regional internationalization, and overseas activities of local governments.
- (iv) Partnerships with NGOs /CSOs
- JICA will formulate and implement projects that meet the needs of developing areas by utilizing the knowledge and diversity of NGO/CSO's approaches. In order to improve the quality of projects and expand the participation of new NGOs/CSOs, JICA will strengthen the dialogue with NGOs/CSOs and carry out capacity enhancement trainings, etc.
 - In particular, JICA will work with NGOs/CSOs to formulate support projects for vulnerable groups that have been seriously affected by COVID-19.
 - Since the spread of COVID-19 will continue to make international travel to partner countries difficult, JICA will support the business continuity of each NGO/CSO by investigating and providing local information that contributes to the creation of projects.
- (v) Partnerships with universities and research institutions
- JICA will implement projects that utilize the academic expertise and networks of universities and research institutions.
 - Although there are restrictions on the international movement of people during the COVID-19 crisis, JICA will coordinate with the Japanese government to invite JICA scholars to Japan to ensure their learning opportunities and will also 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 through science and technology cooperation projects in developing areas and Japan.
- (vi) Development education
- JICA will support the promotion of development education in schools and local communities through training and teaching materials production, in order to cultivate the ability of children, students and citizens to recognize global diversity, issues and the relationships between Japan and other countries, foster their abilities to treat those problems as their own, and participate in development efforts to overcome them, as well as in order to contribute to regional revitalization through ties with developing areas and the promotion of multicultural coexistence in local communities.

- JICA will promote projects effectively through partnerships with educational institutions, such as schools, boards of education, etc., NGOs, and private sector, while fully considering the New National Curriculum Standards for high schools introduced in FY2022.
- JICA will continue effective efforts to promote multicultural coexistence, while considering the situations of children and students who have ties with foreign countries in each region by referring to the implemented efforts so far.
- JICA will use its domestic offices including the JICA Global Plaza, to support community-based development cooperation activities by effectively utilizing digital technology and to foster better understanding of importance of development issues and development cooperation.

(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 launch 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 develop educational tools and improve educational programs at the Japanese Overseas Migration Museum, and promote activities related to the Worldwide Uchinanchu Festival to be held on the 50th anniversary of Okinawa's return to Japan, where ethnic Okinawans living around the world will gather, in collaboration with Okinawa Prefecture.

(9) Strengthen foundations for implementation

(i) Public relations

- JICA will release information about JICA's activities and their results both in Japan and overseas to both inside and outside Japan with a focus on priority themes from a PR perspective through various means such as organizing events both inside and outside Japan and utilizing effective PR media according to the target group.
- In particular, JICA will further strengthen public relations for opinion leaders who have an impact on society in Japan, which was launched in 2021, to increase understanding and trust in JICA and the value of its activities.
- Taking the opportunity of TICAD8, JICA will enhance public relations activities for domestic and foreign opinion leaders and the general public about the connection between Africa and Japan as well as the significance and achievements of Japan's development cooperation projects.
- On its official website, JICA will carefully examine the priority of the information to be posted, improve the layout and design to make it easier to visually understand and access necessary information, and work on renewing the website to improve the efficiency of data management.

(ii) Project evaluations

- Using the PDCA cycle, 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 our 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 new evaluation criteria applied from FY2021, JICA will review the external ex-post evaluation references by properly adding its commitments to ensure no one will be left behind and human well-being.
- In order to examine and develop the new evaluation method, which is well suited for the latest project management methods being introduced by JICA from FY2022, JICA will promote the pilot evaluation of cluster project strategies in collaboration with the related departments within JICA.

(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, strengthen information dissemination related to career development support, provide training content, and increase the number of PARTNER registrations of organizations. JICA will proceed with the requirement definition and development of the next PARTNER system, which is scheduled to be deployed in FY2023. In addition, JICA will provide internship opportunities to students (university and graduate students) and working adults who are interested in international cooperation.
- Regarding human resource development in important fields, JICA will provide opportunities to acquire academic degrees at overseas educational institutions, with the aim of developing highly specialized human resources who will play key roles in JICA projects in fields with high development needs for individuals who are willing to engage in development cooperation projects in the future. JICA will also conduct capacity enhancement trainings for development cooperation personnel who have a certain level of expertise and practical experience 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 level that contributes to the improvement of operational quality and the formation of international trends regarding the development cooperation, and actively share the results.
- 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; high-quality infrastructure; multicultural coexistence; and sustaining peace. JICA will continue research that contributes to the strategic promotion of the 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 make up and disseminate a 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 online seminars, video contents, papers, and books, 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 in international conferences such as TICAD8, academic conferences, lectures in universities, and other opportunities. JICA will also improve the research capacities of its staff members by sharing research information within JICA and strengthening the collaboration between operational departments and the research institute.

(v) Emergency disaster relief

- In order to demonstrate the capacities of the Japan Disaster Relief (hereinafter referred to as "JDR") Rescue Team at home and abroad and to ensure seamless support for affected areas, it is necessary to maintain and update the international classification currently held by the team. In preparation for the International Search and Rescue Advisory Group (INSARAG) External Re-Classification that has been deferred to FY2022 due to COVID-19, JICA will plan and conduct practical training programs and promote the strengthening of the level of the JDR Rescue Team by maintaining and improving the abilities of the team members, strengthening the executive organization, and updating materials and equipment so that it can be re-classified as a heavy team.
- 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 examine and verify the operations of each department, prepare manuals, conduct training programs, and improve equipment and materials in preparation for dispatch by meeting the WHO EMT Type 2 (field hospital level) standards and re-classification for the certification. 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

- In countries where JICA's Country Analysis Papers are to be developed or revised, JICA will assess and analyze the challenges faced by countries and regions with a focus on the post COVID-19 situation, 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.
- While keeping in mind further promotion of the PDCA cycle, JICA will strengthen its quality and strategy of projects by analyzing current development issues and solutions

in each region. JICA will aim to effectively promote the “Revisiting Human Security in Today’s Global Context” in project formulation and implementation by disseminating information and continuing to reach out to the international community to win greater support for the concept.

- JICA will collect good practices and lessons learned from various projects that lead to stronger partnerships and collaborations in Japan and other countries to promote the achievement of the SDGs, and share and disseminate them both inside and outside JICA.
- Based on the JICA Global Agenda, JICA will build a platform to share objectives and goals with various actors and promote efforts to maximize the impact of cooperation.
- Regarding Technical Cooperation projects, JICA will promote effective project formulation through JICA’s other schemes such as ODA Loans/Grant Aid and partnerships with external resources, while working on establishing and improving project management methods for implementing cluster strategies set under the JICA Global Agenda.
- Regarding Finance and Investment Cooperation, JICA will continue to respond to development needs in anticipation of the post COVID-19 period while implementing measures set forth in the “Infrastructure System Overseas Promotion Strategy 2025” and other Japanese government policies.
- Regarding Grant Aid, JICA will promote strategic and systematic project formulation based on country, regional, and thematic policies and strategies and the implementation of projects that address the development needs of developing areas as well as important issues from a policy perspective in Japan. In particular, JICA will utilize the JICA Global Agenda in medium-term projects formulation.
- Regarding knowledge management, JICA will promote the accumulation and sharing of internal knowledge through Knowledge Management Network (hereinafter referred to “KMN”) activities, while promoting professional development of personnel. In addition, JICA will promote knowledge co-creation and mutual learning with as other donors, international organizations, external experts, etc. through KMN activities.

(vii) Proactive contribution toward international discussions and promote partnerships with international organizations and other donors

- In order to participate and contribute to the formulation of international cooperation trends, 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 TICAD8.
- 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 strategically implement collaborations in projects and disseminate and share visions and principles related to important challenges, such as COVID-19 measures, 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, mitigate, alleviate, 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 getting the members of the Advisory Committee for Environmental and Social Considerations involved. 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 status 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.
- For the promotion of DX, JICA will proceed with requirements definition for the new information system infrastructure and launch the full-scale operation of the Portfolio Management Office (PMO) to strengthen the cross-sectional system management within JICA.
- In order to improve the speed and efficiency of projects through the digitalization of operations and procedures, JICA will 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). In addition, JICA will implement in-house trainings and other measures to improve the ICT literacy of JICA staffs.
- JICA will use domestic offices as nodes for development cooperation in regions to strengthen collaboration with various partners and promote the use of facilities.

(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

- For the promotion of DX, JICA will implement institutional reforms and automate administrative processes to drastically simplify and rationalize procurement and dispatch support procedures.
- JICA will actively incorporate the opinions of external experts through the JICA Contract Monitoring Committee and improve the procurement system to enable high-quality procurement (by increasing competitiveness, expanding opportunities for new bidders, etc.).
- In order to improve procurement by domestic and overseas offices further, JICA will continuously work on remote trainings and direct support for local employees.
- 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.
- JICA will properly manage contracts, improve transparency, prevent cases of fraud, and avoid other relevant risks by using external expert assessments, holding seminars, etc.
- JICA will introduce a system to procure high-quality proposals at a rational price by improving the quality of request for proposal and applying QCBS (Quality and Cost Based Selection) to 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 FY2022 budget and identify projects whose expenditures have to be postponed to FY2023 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.

- Specifically, JICA will strive to prevent threats, strengthen protection capacities for both infrastructure and software, and respond promptly and appropriately in the event of a crisis. In particular, JICA will raise awareness of security management by improving and implementing trainings and developing and distributing teaching materials to maintain the safety awareness of the people concerned. In light of the global spread of COVID-19, JICA will continue its initiatives to control the COVID-19 infection and spread, while working on security measures that take into account the crime trends that are increasing both in number and brutality due to the COVID-19 pandemic.
- JICA will work on safety measures for construction projects for facilities, etc., through appropriate management and adequate review of construction safety guidelines and support for safety measures at construction sites. In particular, JICA will enhance safety measures in countries that have a high number of accidents or where large-scale operations are conducted.

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 audits in accordance with the International Professional Practices Framework of internal auditing, and steadily conduct follow-up to the audit results.

(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
 - Regarding information security, based on the Information Security Management Rules revised in accordance with the “Common Standard on Cyber Security Measures of Government Entities” (FY2021 version), JICA will review the plan to promote information security measures and strengthen the organizational response capacity for information security. In order to promote organization-wide DX, JICA will consider enhancement of technological countermeasures against information security risks, such as cyberattacks, in the process of requirements definition for the next renewal of information system infrastructure and network.

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: 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-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 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 set the vision for the desired human resources by reviewing the personnel system and establishing and operating the evaluation system steadily based on the vision, and 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	15,000 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	650 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	80,000 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)	90 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,	20%

	Finance and Investment Cooperation, and Grant Aid)	
[Indicator 3-6]	Percentage of women in trainings and JICA's scholarship programs (number-based)	36%
[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	3 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	146 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	1,100 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	60 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	800 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	10,000 people
[Indicator 8-8]	Number of participants in the Training Program for Japanese Descendants	100 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)	7,200 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 implementation	Common to agency	Total
Revenue							
Operational grants	99,517	8,387	5,396	20,162	6,708	9,969	150,139
Subsidies for facilities, etc.	-	-	-	-	-	1,612	1,612
Interest income & miscellaneous income	289	-	-	-	-	-	289
Contracted programs	286	-	-	6	3	-	295
Donations	-	-	-	145	-	-	145
Other revenue	-	-	-	-	-	-	-
Reversal of reserve fund carried over from previous Medium-term Objective period	-	-	-	-	-	-	-
Total	100,091	8,387	5,396	20,313	6,711	11,582	152,480
Expenditures							
Operating expenses	99,806	8,387	5,396	20,162	6,708	-	140,459
(Excluding special operating expenses)	99,806	8,387	5,396	20,162	5,828	-	139,579
Facilities	-	-	-	-	-	1,612	1,612
Contracted programs	286	-	-	6	3	-	295
Donation programs	-	-	-	145	-	-	145
General administrative expenses	-	-	-	-	-	9,969	9,969
Total	100,091	8,387	5,396	20,313	6,711	11,582	152,480

[Estimate of personnel expenses] The estimated personnel expenses for the period is 17,681 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 FY2022 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 FY2022 "Priority development cooperation issues"	24,959	4,581	12,151	7,556	36,077	5,999	8,483

[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 presented 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 implementation	Common to agency	Total
Expenses	100,712	8,439	5,429	20,438	6,747	12,378	154,144
Ordinary expenses	100,712	8,439	5,429	20,438	6,747	12,378	154,144
Operating expenses	100,426	8,439	5,429	20,288	6,744	-	141,327
(Excluding special operating expenses)	100,426	8,439	5,429	20,288	5,864	-	140,447
Contracted programs	286	-	-	6	3	-	295
Donation programs	-	-	-	145	-	-	145
General administrative expenses	-	-	-	-	-	10,742	10,742
Depreciation	-	-	-	-	-	1,636	1,636
Financial expenses	-	-	-	-	-	-	-
Extraordinary loss	-	-	-	-	-	-	-
Revenue	100,712	8,439	5,429	20,438	6,747	12,378	154,144
Ordinary revenue	100,712	8,439	5,429	20,438	6,747	12,378	154,144
Operational grants	99,517	8,387	5,396	20,162	6,708	9,676	149,846
Interest income & miscellaneous income	282	-	-	-	-	-	282
Contracted programs	286	-	-	6	3	-	295
Donations	-	-	-	145	-	-	145
Reversal of contra-account for assets funded by operational grants	-	-	-	-	-	1,636	1,636
Contra-account for provision for bonuses	620	52	34	125	36	174	1,042
Contra-account for provision for retirement benefits	-	-	-	-	-	892	892
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 implementation	Common to agency	Total
Cash outflow	100,100	8,387	5,396	20,313	6,711	281,070	421,977
Operational payments	100,091	8,387	5,396	20,313	6,711	9,676	150,574
Operating expenses	99,806	8,387	5,396	20,162	6,708	-	140,459
(Excluding special operating expenses)	99,806	8,387	5,396	20,162	5,828	-	139,579
Contracted programs	286	-	-	6	3	-	295
Donation programs	-	-	-	145	-	-	145
General administrative expenses	-	-	-	-	-	9,676	9,676
Investment payments	-	-	-	-	-	1,906	1,906
Purchases of non-current assets	-	-	-	-	-	1,906	1,906
Financial payments	-	-	-	-	-	-	-
Payments to national treasury for unnecessary properties	-	-	-	-	-	-	-
Payments to the national treasury	-	-	-	-	-	12,208	12,208
Reserve funds that are carried into the next business year	9	-	-	-	-	257,281	257,290
Cash inflow	100,100	8,387	5,396	20,313	6,711	281,070	421,977
Operational proceeds	100,091	8,387	5,396	20,313	6,711	9,969	150,868
Operational grants	99,517	8,387	5,396	20,162	6,708	9,969	150,139
Interest income & miscellaneous income	289	-	-	-	-	-	289
Contracted programs	286	-	-	6	3	-	295
Donations programs	-	-	-	145	-	-	145
Other revenue	-	-	-	-	-	-	-
Investment proceeds	9	-	-	-	-	1,612	1,621
Subsidies for facilities	-	-	-	-	-	1,612	1,612
Sales of non-current assets	-	-	-	-	-	-	-
Loan collection	9	-	-	-	-	-	9
Financial proceeds	-	-	-	-	-	-	-
Reserve funds carried over from previous business year	-	-	-	-	-	269,488	269,488

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