

Corporate Governance

Internal Control

In order to improve the effectiveness and efficiency of its operations, to comply with laws and other rules, and to accomplish objectives as stipulated in the Act of the Incorporated Administrative Agency—Japan International Cooperation Agency, JICA has developed a corporate governance structure.

Specifically, in order to promote internal control as laid out in the Act on General Rules for Incorporated Administrative Agencies, JICA has established an internal control system, where under the President, who represents JICA and presides over its operations, the Senior Vice President in charge of general affairs takes charge of internal control along with the Director General of General Affairs Department, who takes charge of its promotion in the organization. The status of internal control is monitored on a regular basis, and reported to and deliberated on the Board of Directors.

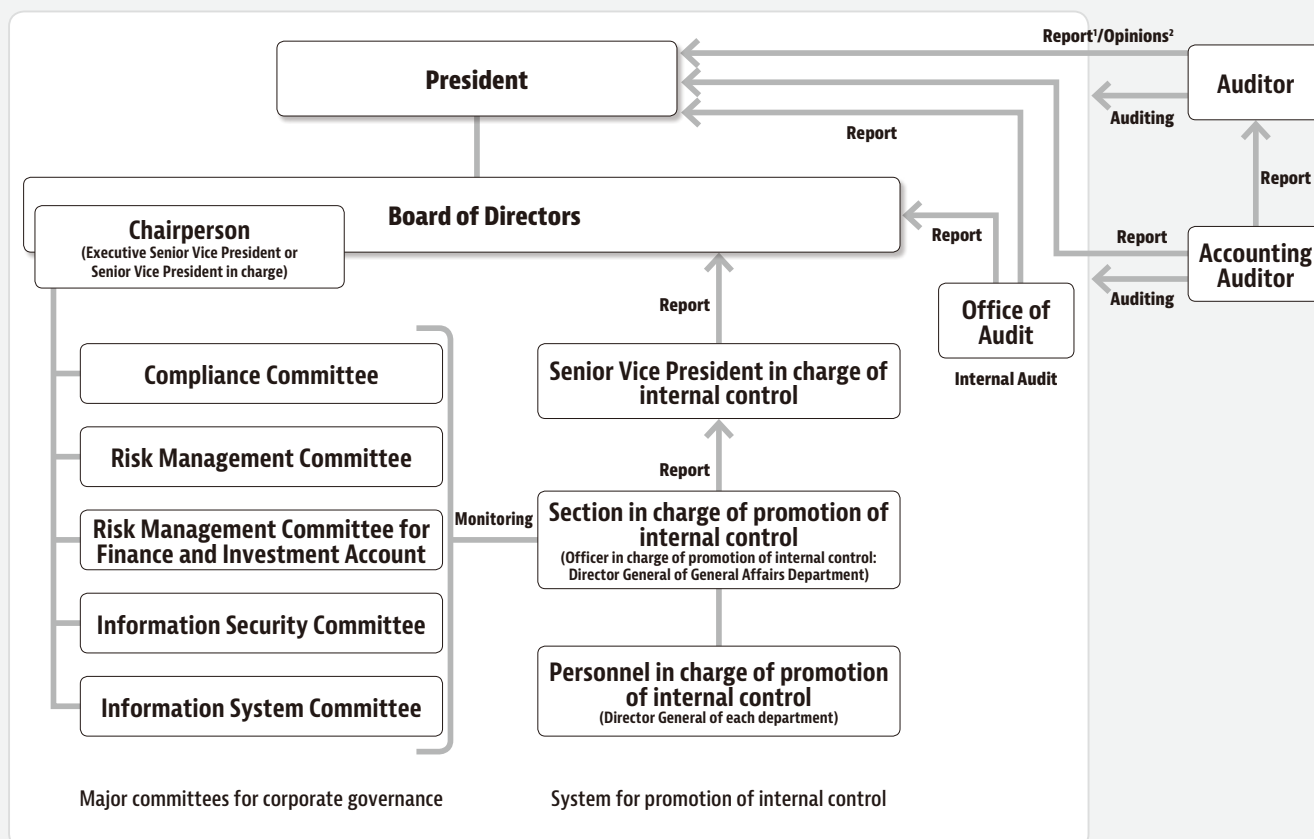
JICA has also established the Office of Audit as an independent

section that conducts internal audits to ensure the efficiency and effectiveness of its operations. Furthermore, JICA receives audits from auditors and accounting auditors, and maintains the quality of its governance by improving its operations based on the results of the audits.

As part of its efforts to raise awareness and reinforce action for internal control, JICA has developed relevant internal regulations and a series of manuals that set out standard operating procedures. It has also compiled a policy document titled "Internal Control at JICA," which is available to the public.

For important areas of internal control, JICA sets up committees that deliberate on relevant issues and take necessary precautions. JICA also has mechanisms to receive internal and external reporting for early detection and prevention of regulatory non-compliance.

Corporate Governance



1. The audit report is submitted to the competent minister via the president.
2. Opinions can be submitted to the competent minister.

Performance Evaluation

Framework for Formulation of Objectives and Plans, and Performance Evaluation

In accordance with the Act on General Rules for Incorporated Administrative Agencies, JICA prepares its five-year Medium-term Plan and an Annual Plan, and operates based on these Plans in order to achieve the Medium-term Objectives set by competent ministers (Minister of Foreign Affairs and other ministers principally for JICA). JICA also performs self-evaluations at the end of each fiscal year and each five-year Medium-term Plan period. Through these efforts, JICA aims for more effective and efficient operation of projects with the PDCA (plan-do-check-action) cycle.

More precisely, JICA prepares self-evaluations on its annual operational performance, compiles them into a Performance Report, submits it to the competent ministers, and publishes it. The ministers evaluate the report, give feedback to JICA and also publish it, and may order JICA to improve its operational management based on the results of the ministers' evaluation. At the end of each Medium-term Objectives period, the ministers conduct overall review on JICA's operations and organization, examining the necessity for the continuation of each operation and the retention of the organization itself, and take necessary measures to reflect these decisions in the next Medium-term Objectives based on the results.

Meanwhile, the Committee on the System of Evaluating Incorporated Administrative Agencies, established under the Ministry of Internal Affairs and Communications, states its opinions, as necessary, on the content of Medium-term Objectives, Medium-term evaluations conducted by the competent ministers, and the necessary measures to be taken at the end of a Medium-term Objectives period, as described in the previous paragraph. This mechanism ensures the objectivity of the evaluation system.

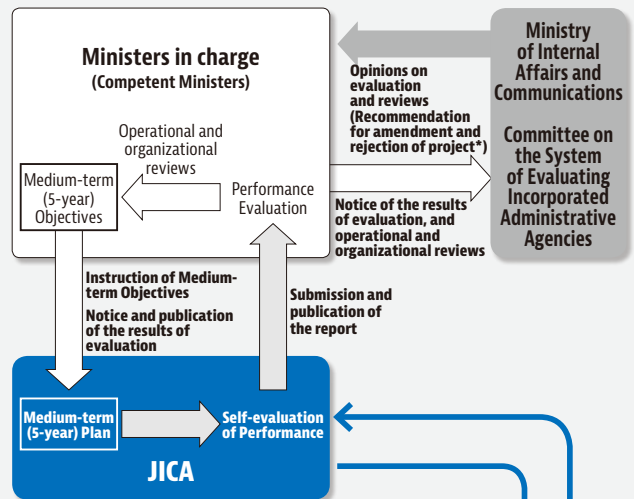
Results of Performance Evaluation for Fiscal 2018

In the 4th Medium-term Plan, JICA has formulated plans based on the Development Cooperation Charter and international frameworks such as the Sustainable Development Goals (SDGs), concerning development issues such as infrastructure and economic growth, human-centered development, universal values and peacebuilding, and global issues, along with regional priority issues as well as partnerships with various actors and contributions to international discussions. JICA also sets out detailed measures for strengthening its organizational and operational foundations, security, and internal controls in the Plan.

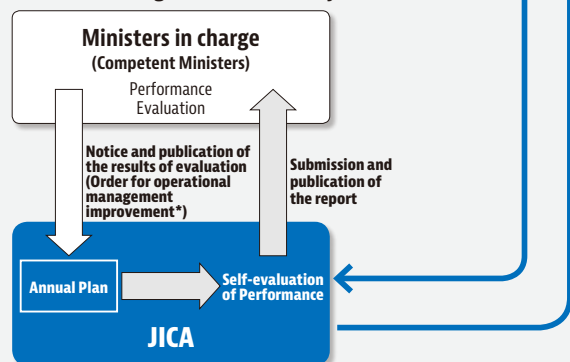
JICA's operations toward achieving these plans in relation to the Annual Plan for fiscal 2018, the second year of the 4th Medium-term Plan, were evaluated as having exceeded the intended Objectives—the objectives defined in the Medium-term

Framework for Performance Evaluation and Operational Management Review

Medium-term (Five-Year) Planning and Evaluation Cycle



Annual Planning and Evaluation Cycle



* Based on the results of the ministers' evaluation, the ministers may recommend improvement or elimination of operations or order JICA to improve its operational management.

Plan. Items for which JICA has exceeded the desired objectives for fiscal 2018 are listed in a table on page 82, together with major results.

JICA was also evaluated as having achieved the desired objectives with regard to three aspects for which improvement had been required in connection with the problems with budget management in fiscal 2017: Item No. 9 (develop organizational foundations for strategic operational management), Item No. 11 (financial improvement), and Item No. 16 (strengthen internal controls). The competent ministers acknowledged that JICA had made institutional arrangements—including setting up a new unit and improving regulations—in response to the final report of the Advisory Committee on Enhancement of Budget Disbursement Management. The competent ministers then expressed expectations that JICA will, while ensuring that these arrangements will not become mere formalities, work on

continuous review and improvement and nurture risk-checking departments for an organization where mutual checks and balances work. JICA remains committed to taking various

measures designed to strengthen its budget management and working on ceaseless review so that these measures will not become mere formalities.

Overview of Performance Evaluation Results for Fiscal 2018 (Items graded S and A)*

| Item (No.) | Major results |
|--|---|
| Grade S (Items having produced remarkable results that exceeded the desired objectives) | |
| Build a sustainable and resilient international community by addressing global challenges (No. 4) | <ul style="list-style-type: none"> Human resources development based on the Sendai Cooperation Initiative for Disaster Risk Reduction Prompt delivery of emergency relief and the launch of technical cooperation in the wake of the 2018 Sulawesi Earthquake and Tsunami in Indonesia Doubling of rice production through the Coalition for African Rice Development (CARD); the formulation of the National Rice Development Strategy in 23 countries |
| Strengthen ties between various development partners and developing areas, while also expanding the number of development partners (No. 7) | <ul style="list-style-type: none"> Full-fledged launch of the JICA Development Studies Program (JICA-DSP) Returning benefits of local government experiences in the JICA Partnership Program to local communities in Japan and the encouragement of participation in development cooperation (Obihiro City, Hokkaido; Osaki Town, Kagoshima Prefecture) Adoption of some works awarded in the annual Essay Contest on International Cooperation for Junior and Senior High School Students in teaching material for moral education classes at junior high schools |
| Grade A (Items having produced results that exceeded the desired objectives) | |
| Secure a foundation and driving force for economic growth in developing areas (No. 1) | <ul style="list-style-type: none"> Support for the completion of a nationwide digital topographic map in Bangladesh, the first of its kind in the country Japanese firms' participation in the management of a terminal at Vientiane International Airport in Laos Promotion of Japanese firms' business operations in Africa in cooperation with African youth who have completed a course under the African Business Education Initiative for Youth (ABE Initiative) |
| Promote people-centered development that supports basic human life in the developing areas (No. 2) | <ul style="list-style-type: none"> Response to mass Ebola outbreaks in the Democratic Republic of the Congo Substantial reduction of infant mortality in Bolivia Promotion of the use of the Maternal and Child Health (MCH) Handbook in cooperation with the World Health Organization (WHO) Introduction and spread of Japanese-style education in Egypt |
| Share universal values and realize a peaceful and secure society (No. 3) | <ul style="list-style-type: none"> Enactment of the Civil Code by the National Assembly in Laos Support for timely infrastructure development in the city of Marawi, on Mindanao in the Philippines |
| Regional priority issues (No. 5) | <ul style="list-style-type: none"> Contribution to a "Free and Open Indo-Pacific" Support for search and rescue activities for people trapped in a cave in Thailand; a national order for this support Achievement of the numerical targets of the ABE Initiative; fulfillment of the government pledge regarding support for Syrian refugees |
| Contribute toward addressing development issues through partnerships with the private sector and other partners (No. 6) | <ul style="list-style-type: none"> The grand prize of the Second Nikkei Social Business Contest awarded to the undertaking of assessing the business feasibility of telehealth support in Bangladesh The undertaking of adding high value to ornate octopus through SME support for Indonesia; the winning of an order for crack measurement work for the Rama VIII Bridge in Thailand |
| Strengthen foundations for operational implementation (No. 8) | <ul style="list-style-type: none"> Commercial publication of research work on human security Emergency relief for the disasters wrought by a volcanic eruption in Guatemala and a cyclone in Mozambique |
| Promote effective, efficient development cooperation (No.13) | <ul style="list-style-type: none"> Redoubling of efforts to raise the recognition of the SDGs among businesses, etc.; contribution to better understanding of SDGs in classroom settings A national order awarded to the founding leader of the JICA Alumni Association of Turkey; the signing of a memorandum of cooperation with the Overseas Private Investment Corporation (OPIC) |
| Secure appropriateness of development cooperation (No.15) | <ul style="list-style-type: none"> Contribution to a better learning environment for female students as Japan pledged at the G7 Ise-Shima Summit An increased ratio of gender-mainstreaming projects |
| Personnel planning (No. 17) | <ul style="list-style-type: none"> Selection of JICA by the Ministry of Internal Affairs and Communications as one of the top 100 pioneers in teleworking in Japan in fiscal 2018 because of the increased use of the telecommuting system An increase in the number of male employees taking child-care leave and a decrease in the number of overtime hours worked under JICA's work-style reform plan "SMART JICA 2.0" |

* Details of JICA performance evaluations by the competent ministers, including those for fiscal 2018, are available (in Japanese) for reference on the website of the Ministry of Foreign Affairs.

Compliance and Risk Management

JICA's Compliance Policy

- (1) JICA shall improve the transparency and fairness of its operations and financial activities in order to secure public trust.
- (2) JICA shall contribute to the sound development of the international community through development assistance in order to secure the trust of the international community.
- (3) JICA shall meet the needs of developing regions and swiftly and flexibly provide quality services.
- (4) JICA shall consider natural and social environments when conducting its operations.
- (5) JICA shall communicate well with various levels of society and maintain an organizational culture of transparency.

Compliance Framework and Risk Management

As a public administrative agency, JICA has important social responsibilities and a mission to serve the public. In order to fulfill these social responsibilities and respond to expectations of the Japanese public and the international community, in light of changes in the environment surrounding Japan, it is becoming increasingly important to ensure transparency and fairness of JICA's operational management in accordance with laws, internal regulations, and social norms. A compliance system is essential for appropriate operational management. Based on this understanding, JICA has defined principles of conduct as part of its compliance policies.

Compliance is one of the objectives of internal control. To properly enforce compliance, JICA has established the Incident Reporting system, Internal Whistleblowing system, and External Reporting system to prevent violations of laws and internal regulations, to ensure proper and prompt response to violations, and to prevent recurrences. JICA also endeavors to prevent fraud and corruption, such as bribery and other fraudulent practices, from occurring in JICA-funded projects by taking advantage of the Consultation Desk on Anti-Corruption and other means. Moreover, JICA distributes a compliance manual to all of its officers and staff. This manual plainly explains various compliance issues and serves as behavioral guidelines for each of the officers and staff.

In order to deliberate on matters related to compliance, the Compliance Committee, which is chaired by the Executive Senior Vice President, is held regularly to monitor any violations of laws and internal regulations.

Identification and assessment of risks are fundamental components of internal control. JICA defines risks as factors that will act as barriers to its operations. To achieve organizational

objectives and plans, such as Medium-term Plans, in an effective and efficient manner, JICA assures implementation of risk management systems and performs risk identification and assessment for the smooth running of its projects.

All departments in JICA annually identify risks that are relevant to their operations. They assess how these risks affect their operations and review how they have addressed them. On that basis, JICA classifies potential major risks to the entire organization. Of these risks, "material risks" are identified by the Board of Directors as well as the Risk Management Committee, which regularly meets with the Senior Vice President in Charge of Internal Control serving as chair. These two groups discuss and examine measures against each risk to strengthen organizational responses.

Activities in Fiscal 2019

JICA maintained the Consultation Desk on Anti-Corruption as well as the Internal Whistleblowing and External Reporting system. It also deployed experts overseas and invited partner governments' personnel to Japan for trainings on good governance and corruption prevention. In an effort to prevent corruption such as money laundering in Private-Sector Investment Finance, JICA conducted background checks on an experimental basis when providing a loan or equity and gathered lessons with a view to launching such checks on a full scale. Additionally, JICA worked to prevent sexual exploitation, abuse, and harassment (SEAH), against which the international community is making concerted efforts to take more actions. JICA made its SEAH policy widely known, and placed a senior official to clarify roles and responsibilities within the organization with regard to SEAH.

JICA also held training sessions and seminars for its staff members and contracted personnel to raise their awareness about compliance and further prevent the recurrence of any fraud. At the department level, JICA identified risks through self-review.

In fiscal 2019, the findings of the self-review process by each department became subject to scrutiny by the departments that play a central role in risk management (e.g., the General Affairs Department; the Treasury, Finance and Accounting Department; the Personnel Department; and the Security Management Department), the six regional departments, and the Domestic Strategy and Partnership Department. This new arrangement helped to enhance risk perception and management at the department level. Among these departments, those playing a central role in risk management successfully kept abreast of risk trends in a cross-sectoral manner and shared risk perception across all departments. This helped strengthen the risk management framework of the entire organization.

Financial Risk Management of Finance and Investment Cooperation

The operations of the Finance and Investment Cooperation involve various risks, including credit risk, market risk, liquidity risk, operational risk and other risks. The nature as well as the volume of risks in JICA's operations and the ways to deal with them differ from the risks and countermeasures at private financial institutions. Nonetheless, it is essential for JICA to have appropriate risk management just as at a financial institution. In line with the global trend of increasingly focusing on risk management among financial institutions and regulators, JICA is constantly improving risk management of its Finance and Investment Cooperation.

More specifically, risk management of Finance and Investment Cooperation is positioned as a managerial issue that needs to be addressed systematically by the entire organization. JICA has thus adopted a risk management policy for its operations. Under the policy, JICA identifies, measures and monitors various risks. The objective of this policy is to ensure sound and effective operations and to earn returns commensurate with risks. JICA has established the Risk Management Committee for Finance and Investment Account that examines important issues related to integrated risk management.

Credit Risk

Credit risk refers to the potential loss from difficulties or failure to recover credit assets due to the deteriorating financial condition of a debtor. The main area of Finance and Investment Cooperation is lending. Consequently, the control of credit risk is a major part of JICA's risk management. Sovereign risk makes up a considerable part of the credit risk that accompanies ODA Loan operations. JICA, as an official financier, evaluates sovereign risk by making full use of information gathered through communication with the governments and relevant authorities in the recipient countries, multilateral institutions such as the International Monetary Fund (IMF) and the World Bank, other regional and bilateral donor organizations, and private financial institutions in developed countries. As for Private-Sector Investment Finance (PSIF), JICA assesses the risk associated with lending to private entities as well as country risk and currency risk.

1. Credit rating system

JICA has established a credit rating system as part of the organization's operating procedures that is to cover all the borrowers. Credit ratings are the cornerstone of credit risk management, being used for conducting individual credit appraisals, calculating allowance for loan losses, and quantifying credit risks. Credit ratings are divided into two categories: sovereign borrowers and non-sovereign borrowers. A different credit rating system is used for each category. Ratings are

subsequently updated as appropriate.

2. Self-assessment of asset portfolio

When managing credit risks, it is important to accurately assess the quality of the loan portfolio, and implement write-offs and allowance for loan losses in a proper and timely manner. JICA's internal rules for self-assessment align with the laws applicable to general financial institutions, and to ensure an appropriate checking function, the first-stage assessment is conducted by the financing departments while the second-stage assessment is conducted by the credit risk analysis department.

3. Quantifying credit risk

In addition to individual credit risk management, JICA is working on quantifying credit risks with a view to evaluating the risk of the overall loan portfolio. To do that, it is important to take into account the characteristics of JICA's loan portfolio, a significant proportion of which consists of long-term loans and sovereign loans to developing and emerging countries. Also, JICA takes into account multilateral mechanisms for securing assets such as the Paris Club, which is a unique framework for debt management by official creditor countries. By incorporating these factors in the credit risk quantification model, JICA measures credit risks and utilizes it for internal controls.

Market Risk

Market risk refers to the potential losses incurred through changes in the value of assets and liabilities caused by fluctuations in foreign currency exchange rates and/or interest rates.

JICA bears risks arising from long-term fixed rate interest loans due to the characteristics of its lending activities. In this regard, JICA is enhancing its capacity to absorb interest rate risk by using capital injections from the General Account Budget of the Japanese government.

Furthermore, interest rate swaps are carried out exclusively for the purpose of hedging interest rate risk. In order to control counterparty credit risk of interest rate swaps, the market value of transactions and credit worthiness of each counterparty are constantly assessed and collateral is secured when necessary.

JICA hedges exchange rate risks, which may arise from foreign currency-denominated loans and the Japanese ODA Loan with Currency Conversion Option, by way of issuing foreign currency-denominated bonds, as well as currency swaps, etc.

Moreover, when foreign currency-denominated investments are extended in PSIF, the valuation of investments is exposed to exchange risks. JICA manages this risk through regular and continuous monitoring of exchange rate fluctuations in the currency of the country in which the counterparty is located.

Liquidity Risk

Liquidity risk refers to risk of having difficulty securing sufficient funds due to a deterioration of JICA's credit or to an unexpectedly large increase in expenditures or an unexpectedly large decrease in revenues.

JICA uses many measures to avoid liquidity risk through management of its cash flow. This includes efforts to secure multiple sources of funds such as Agency Bonds and borrowing under the Fiscal Investment and Loan Program.

Operational Risk

Operational risk refers to potential losses incurred from work processes, personnel activities, improper systems, or other external events. For JICA, this refers to risks that stem from its operations, systems, and internal or external misconduct. JICA manages operational risks as part of efforts to promote its compliance policy.

Security and Safety Management

JICA is committed to the safety of partners in international cooperation so as to ensure safe and secure activities in field operations. Following the Dhaka terrorist attack and the evacuation of JICA-related personnel from South Sudan, both in July 2016, JICA has been enhancing security measures in line with the "Final Report of the Council on Safety Measures for International Cooperation Projects." This report was compiled by the Ministry of Foreign Affairs of Japan and JICA based on requests from partner companies and organizations.

Building on these enhanced security measures, JICA announced in November 2017 the JICA Declaration on Security Measures, which sets out the three policy pillars shown below. The following paragraphs describe JICA's efforts based on these pillars to ensure the safety of its international cooperation partners including JICA personnel.

- 1 Raise crisis management awareness to forestall any threat.
- 2 Strengthen protective capabilities in both physical and nonphysical aspects.
- 3 React quickly and with good judgement during an emergency.

1 Raise Crisis Management Awareness to Forestall Any Threat

Strengthening the framework for collecting, analyzing, and sharing threat information

JICA is continuously engaged in collecting and analyzing security information to cope with changes in security trends, including international terrorism. Timely and appropriate provision of updated information, necessary directions, and alerts allows JICA partners in the field to promptly avoid danger. JICA thus makes arrangements to collect information from various resources in Japan and abroad and builds networks

involving international organizations as well as aid agencies and research institutions in other countries. JICA is now working to build an organizational structure for taking more appropriate security measures that better reflect the situations in other countries and regions. The information thus collected constitutes a basis to assess the threat level of project sites and is reflected in Security Measures (Travel Regulations and Code of Conduct) regulated for each country.

To call on JICA partners to be better prepared, JICA developed and distributed a handbook that describes safety preparedness measures to be taken abroad and case studies of general crimes, terror attacks, riots, and traffic accidents there.

Reinforcing traffic safety measures

JICA partners face various risks abroad. The risk of being involved in a traffic accident is particularly high. Traffic accidents can cause serious consequences in developing countries, where the health care system is inadequate. And yet, they can be avoided to a significant extent if JICA partners have a heightened awareness of safety and act accordingly. With this in mind, JICA ran the Overseas Traffic Safety Campaign aimed at building and raising awareness of traffic safety among JICA partners at all of its overseas offices from October 2019 to March 2020.

2 Strengthen Protective Capabilities in Both Physical and Nonphysical Aspects

Strengthening protective measures at overseas offices and project sites

In light of the need to strengthen physical and nonphysical security measures for each project in technical cooperation and financial assistance, JICA in fiscal 2018 identified the type of required security information that corresponds to the threat level and the project type and built a review system for designing appropriate security measures from the project formulation phase. Under these arrangements, JICA designed

concrete measures and strengthened protective measures in particular for 45 project sites in 18 countries in fiscal 2019. Additionally, JICA enhanced physical protective measures at its overseas offices, including equipping office buildings with safe rooms. It also checked and strengthened the security system at its overseas offices including field offices in high-risk countries.

Implementing and scaling up security training in Japan and abroad

In fiscal 2019, JICA continued to offer various forms of security training to partner companies and organizations engaged in international cooperation. Specific training included lectures on recent trends in general crime, traffic safety, and trends in overseas terrorist activities as well as practical anti-terrorism training designed to teach hands-on self-defense skills for coping with security risks. In addition, JICA offered manager-level training to security managers of partner companies and organizations. It also provided general security and manager-level training in three major cities in Japan, in addition to Tokyo. Outside Japan, JICA provided security training for JICA partners.

In October 2019, JICA started to offer web-based training materials on its website, including video-based material and achievement tests, thus allowing JICA partners in remote areas to learn the same content as that for those assigned abroad.

JICA works with the Office of the United Nations High Commissioner for Refugees (UNHCR) eCentre, based in Bangkok, Thailand, to offer security risk management training chiefly

| Security Training in Fiscal 2019 | | |
|----------------------------------|--|---------------------------------|
| Type of seminar and training | No. of seminars/trainings or no. of host countries | No. of participants and viewers |
| Lecture (in Japan) | 20 | 776 participants |
| Practical training (in Japan) | 13 | 417 participants |
| Practical training (abroad) | 18 countries | 860 participants |
| Total | — | 2,053 participants |
| Web-based training | — | 3,210 views |



Participants in practical counter-terrorism training throw themselves down and look around on the assumption that they heard a bomb blast.

for international NGO workers and partners. In fiscal 2019, it provided training in self-defense and security risk management.

3 React Quickly and with Good Judgement During an Emergency

Preparations and training for emergencies

In order to cope with a crisis as it occurs in a timely and appropriate manner, it is crucial to make a level-headed judgment and response depending on the situation and ensure close coordination among JICA partners. JICA thus conducts emergency contact drills at all of its overseas offices to ensure the systematic provision of information to JICA partners and to make appropriate initial responses, including safety confirmation, in emergencies such as disasters. In fiscal 2019, JICA continued to conduct tabletop exercises and simulated training in order to prepare its overseas offices as well as relevant departments at its headquarters for international emergencies. Through these processes, JICA reconfirmed the basics, including the initial response procedure for a serious incident, the structure of coordination among the departments concerned, and the chains of command and reporting.

Raising crisis management awareness and ensuring compliance with the code of conduct

Apart from the efforts to enhance security measures, JICA provides safety guidance to JICA partners and works to raise their risk awareness through pre-departure briefings, sending security advisory missions to selected countries, and organizing security seminars to the partners who are working in the field. JICA headquarters has a 24-hour/365-day standby system in place to securely receive emergency call from abroad and promptly make initial responses. In addition, special emphasis is placed on JICA partners working in high-threat countries for peacebuilding or reconstruction assistance. JICA continuously provides updated security information and alerts them to strictly comply with the code of conduct to ensure their safety. JICA also reinforces protection measures based on their environment.

Contingency Responses

Responding to major cases of public security deterioration

JICA responded appropriately to major public security incidents, including the Sri Lanka Easter bombings in April 2019, the change of government and the subsequent disturbance in Sudan from April 2019 onward, large-scale demonstrations in South American countries in late 2019, and the heightened tension in the Middle East in January 2020 due to the hostility between the U.S. and Iran.

Responses to COVID-19

In response to COVID-19, which has been spreading worldwide

since the beginning of 2020, JICA ordered the temporary return home of JICA Volunteers, accompanying family members—as well as other concerned personnel from around the world who

are vulnerable because of their age, underlying conditions, and other factors—as the first step to protect JICA partners.

Information Security and Personal Information Protection

JICA has been engaging in information security and protection of personal information by developing internal regulations for information security and personal information protection.

JICA has further strengthened its internal structure for information security. In January 2020, it revised the Information Security Management Rules and the Information Security Management Bylaws to comply with the Common Standards of Information Security Measures for Government Agencies (fiscal 2018), which had been established under the Basic Act on Cyber Security. JICA also took other relevant measures during fiscal 2019.

JICA also worked to reinforce personal information protection. In December 2018, it revised the Bylaws for the Implementation of Personal Information Protection in light of the Guidance Concerning the Measures to Properly Manage the Personal Information Held by Independent Administrative

Agencies, etc. (October 2018 notice of the Administrative Management Bureau, Ministry of Internal Affairs and Communications) as well as the EU's General Data Protection Regulation (GDPR), which was put in force in May 2018. JICA also revised its contract templates and relevant handbook. JICA is now gathering information to cope with the developments in its partner countries toward amending their legislation related to personal information protection in line with the EU's GDPR.

Today, we face a growing need for stricter information security and personal information protection. JICA has been stepping up efforts to meet this need by, among others, (1) offering drills and training courses for its staff, (2) keeping relevant information updated and alerting its staff, and (3) forming and training the Computer Security Incident Response Team (CSIRT).

Information Disclosure

In accordance with the Act on Access to Information Held by Independent Administrative Agencies, JICA, through its website and other means, provides access to the below information:

Information Related to the Organization

Objectives, overview of operations, relationships with Japanese government programs; overview of organization; laws and regulations; salary and retirement allowance for board members; salary and retirement allowance for staff; outline of JICA's internal control; etc.

Information Related to Operation

Performance Evaluation Report; Medium-term Objectives; Medium-term Plan; Annual Plan; etc.

Information Related to Finance

Financial statements, etc.

Information Related to the Evaluation and Audit of the Organization, Operation, and Finance

Performance evaluation documents; accounting audit reports; etc.

Information Related to Procurement and Contracts

Information related to noncompetitive negotiated contracts; bidding lists; etc.

Information on Related Entities

Information on contracts with related entities with which JICA maintains a certain level of relationship, etc.

Efforts to Improve Management of Organization and Operations

Based on the Medium-term Objectives and Plan, JICA has been working on improvement of the organizational and operational management. JICA has placed priorities on the development of organizational foundations for strategic operational management and the optimization and streamlining of administrative operations.

Development of Organizational Foundations for Strategic Operational Management

As part of efforts on the in-house framework for promoting innovation, JICA set up the Office for Innovation and SDGs within the Operations Strategy Department. It also changed the name of the Office for Science and Technology Cooperation in the Infrastructure and Peacebuilding Department to the Office for Science, Technology and Innovation (STI Office) and placed the operations related to information communication and outer space under the control of the STI Office. Moreover, JICA transferred SDGs Business Supporting Surveys from the Domestic Strategy and Partnership Department to the Private Sector Partnership and Finance Department to strengthen

cooperation with private companies. Furthermore, JICA studied an organizational framework that allows for closer cooperation with various actors in Japan and abroad as well as strategic fostering of human resources for development.

Optimization and Streamlining of Administrative Operations

JICA is committed to streamlining its administrative operations to meet domestic and international expectations for Japan's ODA. In the course of optimization and streamlining of administrative operations, JICA has focused on reducing fixed expenses, optimizing personnel expenses, streamlining its assets, and improving the procurement process.

JICA's efforts in fiscal 2019 centered on procurement improvement, which included (1) partially introducing Quality- and Cost-based Selection (QCBS) in the process of screening consultants, (2) increasing the number of items subject to price competition, and (3) streamlining and simplifying the settlement procedures with the introduction of agreed unit prices.

Efforts to Better Global Environment

JICA is committed to addressing environmental issues in concert with sustainable development toward the conservation of the global environment. During 2004, JICA announced its Environmental Policy (updated in 2015) and obtained certification to ISO 14001, an internationally standardized environmental management system (EMS). In 2013, JICA switched to its own EMS to cope with various environmental problems and regulations more appropriately and flexibly.

JICA Environmental Policy

As stated in the Law on General Rules of Japan International Cooperation Agency, JICA's mission is to "Contribute to the promotion of international cooperation and to the sound development of Japan and the international socioeconomy by contributing to the development or reconstruction of the economy and society, or economic stability of overseas regions which are in the developing stage," particularly to global environmental protection in compliance with environmental laws and regulations. Furthermore, in order to prevent and reduce negative environmental impacts that result from JICA's activities, JICA will utilize an environmental management

system and continuously work to improve it.

The system will be based on the following policies:

1. Promotion of environmental measures through international cooperation activities

Based on the Japanese government's Official Development Assistance (ODA) policies, JICA will promote cooperation activities for the protection and improvement of the environment.

2. Promotion of activities for general environmental awareness

With the aim of raising public awareness, JICA collects information about environmental issues.

3. Promotion of environmentally friendly activities within JICA offices and facilities

JICA promotes environmental programs to reduce any negative impacts caused by its activities in all facilities.

4. Compliance with environmental laws and regulations

JICA will consistently adhere to relevant environmental laws and regulations.