

## JICA Annual Plan for Fiscal Year 2025

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 (JICA) set forth JICA’s Fiscal Year 2025 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**

The international community continues to face serious and compounded crises. Russia's invasion of Ukraine is still ongoing, and there are many countries and regions with unstable political and economic situations, of which the Gaza Strip is a prime example. Climate change, infectious diseases, and other global issues are advancing in tangible ways. In this context, the achievement of international goals such as the 2030 Agenda for Sustainable Development and the Sustainable Development Goals (SDGs), and the Paris Agreement on climate change is at risk.

To overcome these compounded crises, JICA will further promote the creation of a sustainable, inclusive and resilient socio-economy based on the principle of “human security”, which is established in the Development Cooperation Charter revised in 2023, as the guiding principle for all of Japan's development cooperation, aiming for development that protects people's lives, livelihoods and dignity, with a commitment to reducing disparities and leaving no one behind. As its priority areas, JICA is committed to the following priority issues of the Development Cooperation Charter: “Quality growth” in the new era and poverty eradication through such growth; Realization of peaceful, secure, and stable societies, and maintenance and strengthening of a free and open international order based on the rule of law; and Leading international efforts to addressing increasingly complex and serious global issues. In doing so, JICA will promote co-creation with diverse partners to generate new social value and circulate new solutions to Japan’s own social issues. In addition, JICA will strive to strengthen the strategic nature of its development cooperation through active collaboration, including “Co-creation for Common Agenda Initiative” that leverages Japan's strengths.

In July 2024, the Advisory Panel on New Financing for Development released its recommendations, and in February 2025, the “Draft Bill to Partial Amendment to the Japan International Cooperation Agency Act” was approved by the Cabinet. As private financial flows surpass ODA and sustainable finance expands to meet the enormous funding needs of developing areas, ODA is expected to play a catalytic role in mobilizing private funds. JICA will strive to enhance the impact of development cooperation through various forms of co-creation with domestic and international partners, so that it can play an effective role in response to the changing and diversifying needs of developing areas.

These efforts share the same issues and direction as the SDGs, and through JICA’s efforts, Japan will actively promote its contribution to the achievement of the SDGs. In addition, JICA will implement projects based on the JICA Global Agenda<sup>1</sup> (cooperation strategy for global issues established for each development issue) and the JICA Country Analysis Paper, which have been formulated for each country, while taking into account the JICA Sustainability

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

Policy, which aims to realize a sustainable world, and will work to further increase the development impact.

#### Japan's development cooperation priorities

- (1) Secure the foundation and driving force for economic growth in developing areas (“quality growth” in the new era and poverty eradication through such growth)
  - (i) Urban and regional development
    - In urban development, where the interests of residents and other stakeholders are intertwined, JICA will implement projects such as formulating urban development visions with the participation of diverse actors, formulating urban strategies and master plans based on these visions, improving development management systems and capacity building, introducing development methods including fund mobilization to promote private sector involvement, developing systems for affordable housing, and promoting residents and community-based inclusive urban planning.
    - JICA will propose urban structures and land use that can maximize the potential contribution of cities to solving global issues such as climate change over the long term, and promote the creation of walkable urban environment through Transit-Oriented Development (TOD), as well as compact land use centered on urban public transportation that capitalizes on the strengths of Japanese cities.
    - JICA will also strive to develop human resources by hosting JICA scholars, trainings and projects on urban and regional development issues, and build a human resources network between industry, academia, and government, as well as an inter-city collaboration platform, and aim to disseminate and share Japan's urban development experience overseas.
    - Based on the level of development of geospatial information in each country, JICA will unify the positioning standard, develop the environment for the use of satellite positioning, develop basic maps, etc., and promote digital transformation (DX) in urban development through the use of digital technology based on these and utilization of various urban data, thereby contributing to the realization of inclusive and resilient cities.
    - In order to respond promptly to the crisis in Ukraine and other parts of the world, JICA will assess the ever-changing information and needs of local people in terms of transportation, power and energy, reconstruction of urban infrastructure, and recovery of people's livelihood, jobs and economies in a timely manner, and will develop effective measures. Based on this understanding, JICA will carry out the projects to verify the establishment of energy-saving and high-efficiency heating systems, waste recycling systems, and promote financial cooperation projects and public-private partnership.

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| [Indicator 1-1] Progress status of initiatives related to the improvement of urban development in countries with rapid urbanization |
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- (ii) Transportation
  - In order to contribute to the realization of the Japanese government's strategies, such as the Free and Open Indo-Pacific (FOIP) and the Infrastructure System Overseas Promotion Strategy 2025, JICA will work on developing transportation infrastructure in accordance with the development stage of each developing areas.
  - Work with other sectors/partners to formulate projects such as Transportation and Health, Transportation and Gender Mainstreaming, etc. In doing so, JICA will actively engage in new areas such as the promotion of DX.
  - To strengthen the connectivity of the FOIP region, JICA will implement cooperation projects in the areas of port, airport and international corridor planning, resilient and sustainable infrastructure development as well as operation and maintenance

management and the integration of infrastructure (hard) and non-infrastructure (soft) components.

- In the area of maritime safety and security, JICA will initiate the formulation and implementation of strategic projects based on the direction of cooperation and specific plans considered by FY2024. Information on Maritime Domain Awareness (MDA) will also be collected.
- JICA will effectively support the introduction and utilization of high-quality road asset management systems, secure sustainable financial resources, and develop core human resources through industry-government-academia collaboration and the use of local resources. JICA will also work to resolve road asset management issues in many countries through efficient resource allocation.
- Regarding road traffic safety, in order to contribute to the SDG target of halving global road traffic deaths and injuries by 2030, JICA will support a combination of traffic enforcement using digital technology, road safety education, and facility improvements such as intersection upgrades. In addition, JICA will scale up road traffic safety through collaboration with private sector road safety activities.
- Since rapid urbanization and the increase in the number of private vehicles have led to worsening traffic congestion and air pollution, as well as an increase in traffic accidents, etc., JICA will support the introduction of urban mass rapid transit (MRT), buses, and other public transportation systems that contribute to reducing the environmental impact, and ITS that aims to maximize road traffic capacity (including the establishment of organizational systems, human resource development, and the formulation and implementation of measures to promote public transportation use.)

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| [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 |

(iii) Energy and mining

- To promote the energy transition to carbon neutrality, JICA will introduce Japan's policies and systems and next generation decarbonization technologies to developing countries and support the formulation of energy transition plans and human resource development in the regions especially in Asia. JICA will also train core human resources to promote the development and adoption of decarbonization technologies and formulate projects such as SATREPS. Furthermore, JICA will work to strengthen joint systems and promote joint utilization of research results through exchanges between Japanese and developing country researchers, and promote the Kumejima Model, which focuses on ocean thermal energy conversion in island countries. In addition, JICA will promote the Power Pool concept to realize the energy transition in the region.
- JICA will engage in the enhancement of power supply capacity and stability from the perspective of improving access to electricity, especially in Africa. In particular, JICA will promote initiatives to realize a Power Pool concept that includes hydropower development and international interconnections, while strengthening the involvement of stakeholders through means such as communications at the 9<sup>th</sup> Tokyo International Conference on African Development (TICAD9).  
In non-electrified areas, promote off-grid projects by private operators in coordination with development in agriculture, education, health, information and communication sectors, while taking care not to impede the extension of the grid.
- In the mining sector, in order to promote sustainable resource management and utilization in resource-rich countries, JICA will work to develop human resources through the Kizuna Program and expand networks with ex-participants who have

returned from Japan after completing the program, as well as to formulate projects utilizing these human networks, Japan’s experience, and digital technology. In particular, JICA will promote initiatives to build supply chains for mineral resources such as copper, rare earths, and beryllium needed for fusion energy.

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| [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 |

(iv) Private sector development

- In Asia, in order to promote the development of resilient industries under the economic conditions posed by compounded crises, JICA will leverage the Japan Center and other cooperative assets to develop business human resources, including entrepreneurs who contribute to social impact, strengthen linkages between foreign companies (including Japanese companies) and local companies, and support policy formulation.
- In regions such as Africa and Latin America, JICA is promoting Project NINJA (Next Innovation with Japan), an initiative to build and develop start-up ecosystems<sup>2</sup> with the aim of creating innovation, from the perspective of fostering resilient industries, co-creating innovative solutions, and promoting trade and investment in economic conditions under compounded crises. In the African region, with TICAD9 in mind, JICA will support the strengthening of the capabilities of local companies through the implementation of the Africa Kaizen Initiative and other measures, in addition to the above-mentioned Project NINJA, and work to develop industrial human resources that contribute to the promotion of business between Japan and developing countries.
- JICA will promote sustainable tourism development that will have a positive impact on the SDGs, such as economic growth and job creation, while limiting negative impacts on the environment, etc., so that many regions can secure self-sustaining growth through tourism.

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| [Indicator 1-6] Number of industrial human resources trained (private sector human resources)          | 18,500 persons |
| [Indicator 1-7] Number of companies that received support services to strengthen their competitiveness | 700 companies  |

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

- Through the Smallholder Horticulture Empowerment and Promotion (SHEP) approach, JICA will support smallholder farmers in more than 50 countries in Africa as well as in Asia, Latin America, and the Middle East. In addition, through the development and implementation of online training, JICA will seek to increase the diversity of SHEP target countries, while expanding JICA's programs through human resource development and promotion of networking and collaboration among international organizations, NGOs, and other development partners.
- JICA will promote all the aspects of the rice sector including stable rice production and value chain development. In particular, JICA will formulate and implement projects for the member countries of the Coalition for African Rice Development Phase2 (CARD2) and involve in formulating their national and regional rice development strategies through the support to the CARD Secretariat.

<sup>2</sup> A partnership in which local actors provide a variety of support, including financial and human resources, for the establishment and growth of start-ups.

- For the African region where food security risks are high, JICA will promote the “JICA Initiative for Food and Nutrition Security in Africa - achieving ‘human security’ through food and agriculture development in collaboration with partners” launched in FY2022 to realize human security through strengthening the resilience of food and agriculture sector. At the same time, the Africa Field Innovation Center for Agricultural Technology (AFICAT) will be promoted to improve agricultural productivity through mechanization.
- Regarding the food value chains (FVCs) which contributes to improve livelihoods of farmers and the stable supply of food, JICA will support to establish inclusive and sustainable FVCs by increasing value addition in each stage of the value chains, including production, processing, distribution, and consumption.
- Based on the Japanese concept of “*satoumi*\* creation,” JICA will work to promote the fisheries-centered blue economy, including sustainable use of fisheries resources, utilizing useful knowledge such as “co-management” of fisheries resources by government and coastal communities, and “community-based fisheries value chain”. JICA will also develop “tool box”, in which good practices and lessons in the field, are organized, accumulated, so that it can be shared and utilized as tips and options to be selected and applied in different contexts in formulation and implementation of activities related to fisheries-centered blue economy. and disseminate them as a “toolbox” that can be shared widely. (\**satoumi* is a coastal area where biological productivity and biodiversity has been enhanced through human interaction.)
- In order to strengthen measures to increase the income of small-scale livestock farmers and prevent livestock diseases, including zoonotic diseases, JICA will work to promote the One Health approach by strengthening livestock hygiene.
- Based on the Strategy for Climate Change Measures in Agricultural and Rural Development Cooperation formulated and announced in October 2024, and taking into account the situation in developing countries that are vulnerable to climate change, JICA will review existing projects that could be used as climate change measures, such as irrigation and water management, and the development and dissemination of weather-resistant crop varieties, and work to formulate and implement new projects that focus on climate change adaptation and mitigation.
- JICA will strengthen to share and disseminate knowledge through the JICA Platform for Food and Agriculture (JiPFA), industry-academia-government collaboration, and foster pro-Japanese human resources in the field of agriculture, forestry, and fisheries utilizing the Agriculture Studies Networks for Food Security (Agri-Net).
- In particular, with regard to the Hokuriku region damaged by the 2024 Noto Peninsula earthquake, JICA will support the medium- to long-term recovery and reconstruction of local resources, especially *satoyama*\* and *satoumi*, in response to the needs of local people. (\**satoyama* is an area consisting of farmlands, irrigation ponds, secondary forest, plantation forest, and grasslands around human settlements.)

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| [Indicator 1-8] Number of small-scale farmers who benefit from the SHEP approach   | 35,000 houses |
| [Indicator 1-9] Number of human resources who benefit 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)
  - (i) Health
    - Based on JICA’s Initiative for Global Health and Medicine, JICA aims to achieve Universal Health Coverage (UHC) by supporting the establishment of resilient health

systems that can cope with future public health crises. JICA will implement the activities by focusing on the following areas.

- To strengthen infectious diseases control, JICA will establish a network to strengthen institutions for infectious disease control and testing.
- To enhance continuum of care (CoC) for women 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 the Maternal and Child Health Handbooks, etc.
- To strengthen health systems to achieve UHC, JICA will work to strengthen financial protection in health and to address non-communicable diseases and population aging.
- For Ukraine, JICA will work to develop health personnel to promote the restoration and improvement of health services. In addition, as support for Ukraine's neighboring countries, JICA will assist in strengthening disaster health management system in Moldova.

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| [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 |                    |

(ii) Nutrition

- JICA will implement multi-stakeholder 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 also the JICA Nutrition Declaration announced by JICA at the same summit.
- In particular, JICA will strengthen cooperation with a variety of relevant stakeholders in Japan, including private companies, through the Nutrition Japan Public Private Platform, etc.
- Under the Initiative for Food and Nutrition Security in Africa (IFNA), JICA will work together with the governments, regional economic communities (RECs), and development partners in each country, as well as with JICA's Japan Overseas Cooperation Volunteers (JOCV), to enhance nutrition policies and strategies through advocacy promotion, strengthen the capacity of nutrition-related organizations and human resources, and implement nutrition improvement projects at the field level.
- In taking these measures, JICA will also take into account the results of the Paris Nutrition for Growth (N4G) Summit held at the end of March 2025.

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| [Indicator 2-3] Number of trained core human resources for nutrition (policy makers, decision makers, extension workers, etc.) to promote nutrition improvement in developing countries | 850 people |
| [Indicator 2-4] Progress status of initiatives by cross-sectoral and multi-institutional collaboration that contribute to nutrition improvement   |            |

(iii) Education

- JICA is committed to expanding quality education. For the basic education, JICA will work: 1) to improve education by developing textbooks and teaching materials as the most important learning tools, as well as by developing the professional skills of teachers as learning supporters; 2) to implement the "School for All" project, in which schools and local communities support children's learning and growth by making parents and local communities understand the value of education and building trust with schools; and 3) to improve access of education for vulnerable children including girls, children with disabilities, and children displaced by conflict, etc and to provide quality education to all the children without leaving no one behind. promoting gender and disability mainstreaming.

- In addition, JICA will support Ukraine in developing human resources for reconstruction by providing equipment for vocational training institutions and offering vocational training that utilizes the technology of Japanese private sector companies, in response to the changes in the labor force structure caused by the war.
- For higher education, JICA will proceed with the development of advanced human resources by enhancing and supporting the educational, research, and management capacities of leading universities in each region. JICA will promote collaborations in joint educational programs, joint research, etc., by strengthening networks among these leading universities and Japanese universities, as well as cross-regional networks between these leading universities, including international students. Furthermore, JICA will promote the use of science and technology in developing countries, and joint research and other partnerships through collaboration and co-creation with external organizations that contribute to the achievement of the SDGs. In addition, JICA will promote industry-academia collaboration and strengthen quality-assured education and research activities through the use of ICT.
- In the education sector as a whole, JICA will collaborate with various actors including universities, consultants, NGOs/NPOs, private companies, and international organizations under the Education Cooperation Platform. JICA will also share textbooks and teaching materials developed as “international public goods,” as well as work on knowledge sharing and co-creation, human resource development, and field-level collaboration in the education sector.

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| [Indicator 2-5] Number of children who benefitted from learning improvement support | 1.84 million<br>people |
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(iv) Social security, disability and development

- In social security sector, in response to the needs of developing countries expecting to learn from the experience of Japanese social security systems, JICA will promote practical human resource development by conducting trainings in Japan, implementing pilot projects in developing countries, etc., with a focus on capacity development for administrative officers and related organizations that support the formulation and implementation of social security policies and services.
- In a situation where economic and social disparities are widening in each country and the need for support for people who are prevented from equal participation in society is increasing, JICA will work for cooperation that takes into account employment policies as well as social security policies, so that these people can build a foundation for a life that is economically and socially independent.
- In the disability and development sector, JICA will promote the social participation of persons with disabilities through a twin-track approach consisting of “Disability-specific initiatives such as strengthening organizations of persons with disabilities” and “Disability mainstreaming initiatives,” which ensures that persons with disabilities are included in the development process as beneficiaries or implementers and that the disability perspective is taken into account in overall development initiatives.
- Under “Disability-specific Initiatives”, JICA will promote projects related to the promotion of employment for persons with disabilities, the creation of opportunities for dialogue between the government and persons with disabilities, and the support for the establishment of respite care models (short-term relief for primary caregivers) to promote the social participation of persons with disabilities.
- In the area of “Disability mainstreaming,” JICA will support disaster risk reduction and public health initiatives that incorporate inclusive perspectives and will promote collaborative projects with other sectors in response to diversifying needs.

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| [Indicator 2-6] Progress status of the social participation of persons with disabilities in developing areas |
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(v) Sport and development

- Based on the “Post Sport for Tomorrow,” which is Japan’s public-private partnership for international contribution through sports, JICA will promote; 1) Increased access to sports by strengthening sport administration capacity, promoting sports, among other activities.; 2) Human resources development through sport by training physical education teachers and developing guidance materials, etc.; and 3) Social inclusion and peacebuilding through sport by promoting sports for persons with disabilities and holding a national sports competition, etc. JICA will further strengthen its collaborations with other organizations to advance these activities.
- JICA will actively publicize initiatives related to the World Athletics Championships and the 25<sup>th</sup> Summer Deaflympics to be held in Tokyo in 2025, as well as the 20<sup>th</sup> Asian Games and the 5<sup>th</sup> Asian Para Games to be held in Aichi-Nagoya in 2026.
- To further promote the initiatives, JICA intends to logically analyze the causal relationships between sport and development by using actual cooperation results as examples.

[Indicator 2-7] Development status of an environment where people can enjoy sport according to their interests regardless of their attributes

(3) Realization of peaceful, secure, and stable societies, and maintenance and strengthening of a free and open international order based on the rule of law

(i) Peace and stability

- JICA will support the recovery, reconstruction, and strengthening of social and human capital, the provision of inclusive public services, and the capacity building of government institutions – including local governments – that contribute to conflict prevention. In addition, to improve community coexistence and strengthen social capital, JICA will support efforts to promote social cohesion, improve livelihoods, and address social issues resulting from conflicts, such as displaced persons, landmines and unexploded ordnance, and the need for psychosocial support in conflict-affected areas. JICA will also pursue cooperation that contributes to maintaining international order.
- For Ukraine and its neighboring countries, as well as for Palestine and its neighboring countries, JICA will provide emergency relief and other timely assistance as the situation requires, as well as support for reconstruction. JICA will also work to promote peace and development in Mindanao, in the Philippines.
- In addition to pursuing support for the Sahel region and the Horn of Africa based on discussions at TICAD 8, JICA will advance peace-building initiatives including youth, women, and other groups vulnerable to conflict in anticipation of TICAD 9. With regard to the humanitarian-development-peace nexus (HDP nexus), JICA will work to build the capacity of countries, host communities and of displaced persons themselves, based on the pledges made by the Government of Japan at the Global Refugee Forum. JICA will also promote cooperation with private sector actors, taking opportunities such as the EXPO.
- With regard to measures against landmines and unexploded ordnance, JICA will promote initiatives and technological development that contribute to strengthening the capacity of the affected countries, in cooperation with the Cambodian Mine Action Center, and contribute to the promotion of the Convention on the Prohibition of the Use, Stockpiling, Production and Transfer of Anti-Personnel Mines and on their Destruction (Ottawa Treaty), which the Japanese government will be the President in 2025. In addition, JICA will contribute to international conferences on mine action in Ukraine and promote initiatives that are prerequisite for the country’s reconstruction. JICA will also work to strengthen the capacity of mine action and unexploded ordnance clearance organizations in Africa by sharing experience and knowledge from Cambodia.

[Indicator 3-1] Progress of building countries and societies that prevent the occurrence and recurrence of violent conflicts

(ii) Rule of law and governance

- JICA aims to strengthen democratic and inclusive governance through the following measures in accordance with FOIP and other policies: strengthening the capacity to develop

and administer laws and regulations, as well as the law enforcement capacity of security agencies and the capacity related to maritime and cybersecurity as international public goods; improving access to justice; improving election management; enhancing the functions of public broadcasting and media; anti-corruption measures; and strengthening the functions and human resources of central and local administrations.

- In particular, JICA will implement training program for judicial institutions in the ASEAN region as a follow-up to the 50th Year of Japan-ASEAN Friendship and Cooperation, and will launch training program in the field of governance based on the results of the 10<sup>th</sup> Pacific Islands Leaders Meeting (PALM 10). JICA will also work promoting Business and Human Rights, promoting preventive measures against crimes in Indonesia, strengthening community policing in Africa and Central America, developing human resources for international public law of the sea, strengthening the functions of maritime security agencies, etc., and strengthening the functions of the Public Broadcasting Company of Ukraine.

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| [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) | 115 people |

(iii) Public finance and financial systems

- JICA will implement projects to strengthen the national fiscal base, including revenue enhancement, implement appropriate monetary policies and develop financial systems, and promote the appropriate and fair collection of taxes, customs duties and trade facilitation, as a basis for the stability and improvement of people's lives, economic stability and growth, and efficient allocation of resources. In addition, JICA will start supporting public financial management that is tailored to the needs of developing countries and takes climate change measures into account (including new areas such as sustainable finance).
- Mainly in Asia, JICA will support the reinforcement of the fiscal base by improving tax administration, public investment management, and debt management, in accordance with FOIP. JICA will also support the sound development of financial systems and accelerate and modernize customs administration procedures that can lead to improved intra-regional connectivity (e.g., technical cooperation project targeting several countries in the Mekong region). For the Central Asia and the Caucasus region, JICA will collaborate with the World Customs Organization (WCO) to train customs officers and conduct preparatory surveys and other activities to provide prepare grant aid for customs equipment.
- In Africa, JICA will continue its efforts to promote the implementation of African Continental Free Trade Area agreement, strengthen connectivity and customs administration leading up to TICAD 9, and develop customs officers in collaboration with the WCO (improving the ability to detect smuggling using geospatial intelligence (GEOINT)). In addition, JICA will support to strengthen the fiscal base, including strengthening debt management.
- In the Pacific region, JICA will strengthen the debt management, public investment management, resource revenue management, etc., with the aim of increasing revenues by strengthening the national fiscal base and supporting customs modernization, and will also support the strengthening of customs capacity.

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| [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 |
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(iv) Promotion of gender equality

- JICA will improve the quality and quantity of gender-related projects through mainstreaming gender perspectives in JICA's projects. Specifically, JICA will provide advice during the formulation and implementation of projects, strengthen monitoring

and operations evaluation for gender equality in projects under implementation, and conduct various trainings for its internal and external stakeholders. In addition, JICA will further encourage women to apply for and participate in trainings and overseas study programs implemented by JICA.

- JICA will develop projects that contribute to addressing gender-based violence and women’s economic empowerment. With regard to addressing gender-based violence, JICA will strengthen efforts in conflict-affected countries to contribute to Women, Peace, Security (WPS) agenda in particular. In addition, JICA will take initiatives to contribute to the G7 2X Challenge (Finance for Women).
- JICA will promote efforts from the perspective of WPS in its reconstruction and development cooperation with countries affected by conflict and disasters. In doing so, JICA will promote initiatives that take into account aspects such as the utilization of Japan's knowledge and experience, and the circulation of know-how cultivated through international cooperation to Japan.

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| [Indicator 3-5] Ratio of gender-related projects in all projects (Technical Cooperation, Finance and Investment Cooperation, and Grant Aid) | 35% |
| [Indicator 3-6] Percentage of women in trainings and JICA’s scholarship programs (number-based)   | 39% |

(v) Digital for development (DX)

- In order to support the digitalization of society and the promotion of DX in developing areas, JICA will implement projects that contribute to the development of human resources for ICT and digital technologies and ICT industries, formulation of ICT and digital-related policies and systems for an ICT environment, and creation of a free and safe cyberspace, which all serve as the foundation for digitalization and DX.
- With regards to support in the field of cybersecurity, JICA will promote collaboration among projects implemented in each country and with related efforts by other donors and international organizations, mainly in ASEAN and neighboring regions where JICA's projects are expanding.
- JICA will promote the launch of projects related to the development of ICT and digital industries with a view to mutually beneficial industrial development between Japan and developing countries.
- JICA will promote the use of space technology and satellite data through cooperation and projects related to capacity building of space agencies and other organizations in developing countries.
- Based on the JICA DX Vision formulated in March 2022, JICA will work on the use of digital technology in its projects, promotion of external co-creation, and data utilization in all issue areas to create a high development impact.

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| [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) Leading international efforts to addressing increasingly complex and serious global issues

(i) Climate change

- Based on the 2050 Carbon Neutral Declaration announced by the Japanese government and the commitments and discussions on climate finance at the Conferences of the Parties (COPs) of the United Nations Framework Convention on Climate Change

(UNFCCC), JICA will further promote cooperation with developing countries to achieve net-zero emissions and build a society resilient to climate change.

- JICA aims to implement all new projects in a manner consistent with the Paris Agreement.
- JICA will support capacity building and project formulation necessary for the implementation of various initiatives, including the formulation and revision of Nationally Determined Contributions (NDCs) required of developing countries under the Paris Agreement, the creation and renewal of national greenhouse gas inventories, and the formulation of long-term low emission development strategies. JICA will promote the co-benefit approach that contributes to solving development issues (development benefits) as well as climate change countermeasures (climate benefits) by providing advice at the time of formulating policies and planning stage of projects. JICA will further formulate and implement projects for the utilization of the Green Climate Fund (GCF), which is a funding mechanism established under the UNFCCC.
- At important international forums such as TICAD9 and COP30, JICA will disseminate its cooperation policies, support achievements, results and lessons learned in the field of climate action.

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| [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 |              |

(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 change targets at the UNFCCC COP28 and the proposed indicators of the Kunming-Montreal Global Biodiversity Framework at the Convention on Biological Diversity (CBD) COP16, 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 Forest-based Solutions, etc., and the utilization of external funds, such as the GCF and the Central African Forest Initiative (CAFI).
- JICA will promote DX and STI (Science, Technology, and Innovation) in the field of nature conservation, including the use of satellite imagery and AI for warning and monitoring deforestation.
- At the UNFCCC COP30 and TICAD9, etc., JICA will organize side events to disseminate and share the knowledge and experiences that Japan has co-created with developing countries through its development cooperation to date.
- JICA will study mainstreaming efforts and processes within the organization by identifying and analyzing trends related to biodiversity mainstreaming, experiences and trends in Japan, and trends of individual donors.

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| [Indicator 4-3] Number of trained administrative officers in charge of natural environment conservation | 1,000 people |
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(iii) Environmental management

- JICA aims to maximize the impact of its development impact through the JICA Clean City Initiative (JCCI) by partnering with a variety of organizations, bringing together the know-how of local governments, the technology of private companies, external funding, and the academic knowledge of universities. In addition to taking measures to



(v) Disaster risk reduction

- Based on Japan’s leading disaster risk reduction technologies and its experiences in pre-disaster investment in disaster risk reduction with structural measures, JICA will contribute to achieving the Global Targets designated by the Sendai Framework for Disaster Risk Reduction 2015-2030, to reduce human and economic losses. To attain these Targets, JICA sets three initiatives: 1) Realizing pre-disaster investment that contributes to disaster risk reduction; 2) Establishment of disaster risk reduction institutions to understand disaster risks and strengthen disaster risk governance; and 3) Securing “Build Back Better” recovery in disaster affected areas. JICA will also present the results to date and the direction of the initiatives at international conferences organized by the United Nations and other organizations.
- JICA will strengthen the capacity 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 they can maintain and operate the infrastructures. In addition, JICA will support to build overall disaster risk reduction governance mechanisms of developing countries that are equipped with the capacities to plan and execute comprehensive disaster risk reduction practices.
- In addition, to ensure seamless assistance from the emergency phase to the recovery and reconstruction phase, JICA will provide assistance not only to recover to the original pre-disaster state, but to build resilient nation and societies by substantially reducing disaster risks also considering the effects of climate change and other factors in the recovery process, based on the principles of “Build Back Better.”

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| [Indicator 4-7] Number of trained administrative officers, etc., (policy and plan makers, etc.) who support organizations in charge of DRR infrastructure and important infrastructure (government offices in charge of river and sand erosion control, infrastructure-related government agencies) | 1,000 people |
| [Indicator 4-8] Number of strategies, plans, policies, etc., to realize pre-disaster investment projects  | 4 cases      |

(5) Regional priority 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 FOIP and the Joint Statement on Cooperation on ASEAN Outlook on the Indo-Pacific (AOIP).
- In particular, JICA will promote economic integration, which is essential for the unity and sustainable growth of ASEAN, and strengthen connectivity in relation to land and maritime economic corridors. In addition, JICA will promote cooperation with the ASEAN community, including support for Timor-Leste’s accession, and third-country cooperation with a regional scope.
- In each country in Southeast Asia, JICA will promote cooperation in areas such as improving urban transportation, developing marine infrastructure and strengthening maritime law enforcement capabilities, achieving quality growth that reduces disparities and overcomes distortions in growth, addressing climate change, including decarbonization and adaptation, developing human resources for future leaders and government officials, and addressing the region's vulnerabilities. In addition, JICA will strengthen its cooperation with the private sector, other countries, other development partners, and other domestic and international stakeholders to respond flexibly to the new development needs of the rapidly changing region.
- Based on the Comprehensive Connectivity Initiative announced in September 2023 and the Joint Vision Statement and its Implementation Plan announced by the Government of Japan at the Commemorative Summit Meeting for the 50th Year of ASEAN-Japan Friendship and Cooperation in December 2023, JICA will strengthen cooperation in the

following broad areas in addition to those mentioned above, with an awareness of building trust and promoting co-creation, and will communicate these efforts to the public: human resource development, public-private partnership, knowledge co-creation, electricity, UHC and other health, disaster risk reduction, supply chain strengthening, digital technology, and food security.

- For Myanmar, JICA will take appropriate actions, such as providing the humanitarian assistance, in accordance with the Japanese government's policy and considering the local and humanitarian situation in the country.
- For the Pacific region, JICA will formulate and promote projects that contribute to the following seven topics, based on the Action Plan for Japan's assistance announced at PALM10 in July 2024: Political Leadership and Regionalism, People-Centered Development, Peace and Security, Resources and Economic Development, Climate Change and Disasters, Ocean and Environment, and Technology and Connectivity. Alongside these, JICA will also work to support human resource development and personnel exchange, including cooperation with local governments and long-term training programs.
- In order to provide effective assistance with limited resources, JICA will communicate and collaborate more closely with a wide range of development partners, including the Partners in the Blue Pacific, which was established in June 2022, as well as domestic stakeholders such as local governments.

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

- JICA will provide support in the following priority areas: strengthening governance; industrial diversification; infrastructure development; human resource development including young administrative officers, leaders in technical departments, and advanced industrial human resources, and strengthening of the health care system.
- In Mongolia, JICA will work to further develop the capacity of administrative officials and advanced industrial human resources, and provide cooperation that contributes to industrial diversification, including digital/ICT, agriculture and livestock farming, and contribute to the development and improvement of urban infrastructure such as airports.
- In the Central Asia and Caucasus region, based on the progress of the "Central Asia plus Japan" Dialogue, JICA will work on wide-ranging cooperation that contributes to strengthening connectivity within the region and with other regions, including the Trans-Caspian International Transport Route (Middle Corridor), and promoting GX through energy conservation. While focusing on the traditional areas of electricity, transportation, agriculture, business development, and health, JICA aims to formulate and implement finance and investment cooperation and grant aid based on the key policies of the Japanese government, such as quality infrastructure, DX, and climate change measures, as well as technical cooperation that contributes to the development of highly skilled professionals and the acceptance of foreign human resources.

(iii) South Asia

- Towards "building inclusive and resilient society," JICA will cooperate with South Asian countries in areas including infrastructure development, improvement of trade and investment climate, initiatives to secure peace and stability, improvement of basic human needs, digitalization, and countermeasures against global threats such as climate change and disaster risks.
- Throughout its cooperation, JICA will formulate and implement programs/projects to address various issues with emphasis on: 1) flexibly and systematically combining JICA's schemes including technical cooperation, finance and investment cooperation (ODA loans and Private Sector Investment Finance), and grant assistance; 2) collaboration with other development partners, international organizations, and private

sector; 3) the policies pursued by the Japanese government such as high-quality infrastructure cooperation, FOIP, the Japan-India Special Strategic and Global Partnership, and the Japan-Bangladesh Strategic Partnership etc.

- JICA will continue to strengthen human resource development under the JICA Development Studies Program (JICA-DSP) and other programs/projects.
- With regards to countries affected by conflict, political upheaval, natural disasters, debt crisis, etc., such as Afghanistan, Bangladesh, Nepal, and Sri Lanka, JICA will appropriately consider and take measures to support from a humanitarian point of view, to provide assistance for policy reform and reconstruction, and to deal with debt management, while properly assessing the situation of each country, under the policy of the Japanese government and in cooperation with the international community.

(iv) Latin America and the Caribbean

- JICA will cooperate in the priority areas of infrastructure development, disaster risk reduction/climate change mitigation, gender, environmental issues in urban areas, and income inequality from the perspective of promoting the Diplomatic Initiative toward Latin America and the Caribbean.
- In particular, JICA will support agriculture/fisheries, transportation, and start-up projects. To address global issues, JICA will support clean energy that uses hydrogen and geothermal energy, as well as climate action and disaster risk reduction.
- JICA will also promote efforts to reduce the causes of migration and to integrate the host society from the perspective of human security, with a view to co-creation with partners in the region.
- JICA will further develop its partnership with the Latin American region to enhance development effectiveness and impact, and expand the scale of cooperation through “co-creation” with various partners through a “Region-wide approach” and the introduction of external funding.
- JICA will promote the development of new projects that make use of cooperation frameworks with development partners in the region, including 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 use of digital technology, collaboration with leaders of new industries in the private sector, and the development of human resources that play key roles in Latin American cooperation through the JICA Development Studies Program (JICA-DSP).

(v) Africa

- Taking the opportunity of TICAD 9, JICA will publicize the results of its cooperation with Africa, which is based on the three areas of the Tunis declaration announced at TICAD 8: Economy, Society, and Peace and Stability, as well as the direction of new initiatives by JICA.
- Specifically, in addition to the private sector support and the development of human resources for 300,000 people announced at TICAD 8, JICA will also advance Private Sector Engagement (PSE) and climate change measures (particularly adaptation measures) with a view to TICAD 9 and beyond. Moreover, JICA is committed to fostering human resources that will play a key role in Africa's development, while utilizing Japan's knowledge and forming an intellectual network through the African Business Education Initiative for Youth (commonly known as the ABE Initiative) and other long-term trainees.
- To contribute to the long-term development vision “Agenda 2063” formulated by the African Union (AU), which is increasing its influence and voice in the international community through its membership in the G20, JICA will work with AU-related

organizations to contribute to the resolution of transcontinental issues (African Continental Agenda).

- JICA will also promote co-creation through dialogue and partnership with a wide range of actors, including domestic and international partners as like governments, regional governments, development partners, the private sector, universities, and others.

(vi) Middle East and Europe

- In response to the circumstances of each country facing the impact of compounded crises (geopolitical crises, climate change, economic and social vulnerabilities, etc.), JICA will provide strategic support for human security and inclusive quality growth. In doing so, JICA will work to share Japan's policy, development experience, and good practices.
- With regard to Ukraine, under the policy of the Japanese government, and based on the needs of the Ukrainian government, JICA will promote the three pillars of assistance: 1) support for the continuation of government functions; 2) support for Ukrainians displaced by the invasion and for neighboring host countries; and 3) support for recovery and reconstruction, in a timely and flexible manner. In particular, JICA will work with the Japanese government to move forward with the procedures for providing ODA loans using the revenue from the frozen Russian assets, and will steadily implement support. JICA will also implement support in mine action in preparation for the Ukraine Mine Action Conference scheduled for the fall of 2025, and collaborate with the Japanese government in disseminating the results of this cooperation. In addition, JICA will promote cooperation with private sector companies in both Japan and Ukraine, based on the outcomes of the Japan-Ukraine Conference for Promotion of Economic Growth and Reconstruction held in February 2024. JICA will also take the opportunity of various meetings and ceremonies to strengthen its communication about the results of its past and future support, and to enhance Japan's presence in the region.
- With regard to Palestine, JICA will swiftly and flexibly promote seamless support from emergency relief to recovery and reconstruction based on the needs of Gaza Strip and West Bank, as well as neighboring countries (such as Egypt, Jordan, and Lebanon), under the policy of the Japanese government.
- In relation to the context in Syria, JICA will carefully monitor the political and security situation in the country, and continue to investigate and implement support measures that are responsive to the needs of the Syrian people.
- JICA will continue to hold discussions with the Turkish government and other relevant parties, including development partners, regarding the earthquake with its epicenter in southeastern Turkey, and will swiftly facilitate recovery and reconstruction assistance.
- For the countries of the Western Balkans, JICA will implement various cooperation, including disaster risk reduction, SME development and the environment, based on the Western Balkans Cooperation Initiative.
- Based on the outcome of COP29, JICA will continue to formulate projects and conduct survey on climate change measures that will contribute to achieving the goals of various policies promoted by the Japanese government.
- As initiatives to share Japanese policy and development experiences and promote mutual understanding, JICA will host JICA scholars and trainees, utilize JICA Chairs, collaborate with Japanese local governments, establish Japanese-style education in Egypt and promote it both within and outside the country.
- JICA will promote partnerships with international organizations, Gulf donors, and the private sector to enhance development effectiveness through co-creation.
- Seizing the opportunity of TICAD 9, JICA will communicate the achievements of its cooperation in the North African region, centered around the three areas of economy, society, and peace and stability as outlined in the Tunis Declaration announced at TICAD 8, while also conveying the direction of JICA's new initiatives in the region.

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| [Indicator 5-1] Progress status of development cooperation based on the regional characteristics, geopolitical position, and Japan's regional commitments and policies |  |
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| [Indicator 5-2] Number of newly developed and revised JICA's Country Analysis Papers and Working Papers for Project Planning | 140 papers |
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- (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.
  - Maintain the status of 2,000 foreign students studying in Japan.
  - JICA will encourage to utilize the expanded contents on Japan's modernization and development experiences to convey Japan's development experiences and promote the JICA Chair through collaboration with overseas universities and other research institutions to increase the number of sites and promote stable implementation.
  - In addition, JICA will promote the development and utilization of JICA scholars' database, etc., to maintain and develop relationships with former JICA scholars.

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| [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 | 1,400 people |
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| [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. |  |
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- (7) Contribute toward addressing development issues through partnerships with the private sector and other partners
- In order to resolve various development issues facing developing areas, JICA will promote development cooperation through various collaborative programs (Preparatory Surveys, SDGs Business Supporting Surveys, Private Sector Investment Finance, etc.) by utilizing the technologies, products, systems, funds, etc., of private companies, while closely working with other government agencies and organizations.
  - In particular, JICA will work to strengthen partnerships with companies that actively contribute to the achievement of the SDGs by improving collaborative programs based on the needs of private companies. JICA will also promote the involvement of the private sector in JICA's various projects, including collaboration in the JICA Global Agenda, in order to maximize development impact. In addition, JICA will promote human resource development to strengthen collaboration and support the smooth implementation of activities by Japanese companies in developing countries, including the overseas deployment of infrastructure system, while promoting initiatives that contribute to circulation to Japan's regional development.
  - JICA will also provide advice on a trial basis to companies that are already doing business in developing countries, to help them contribute to solving social issues in developing countries. This will promote the use of the companies' products and technologies to solve new social issues, and will also lead to the promotion of fundraising from impact investors who seek social and environmental returns alongside economic and financial returns.

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| [Indicator 7-1] Number of corporations and organizations that used Preparatory Surveys and SDGs Business Supporting Surveys  | 80 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 | 700 corporations/organizations |

(8) Strengthen ties between various partners and developing areas and contribute to the acceptance of foreign human resources and multicultural coexistence

(i) JICA Volunteer Program (Japan Overseas Cooperation Volunteers: JOCV)

- Through the JICA Volunteer Program (JOCV), JICA will continue to contribute to encourage public participation as a program for developing human resources capable of contributing to international cooperation and solving social issues. Additionally, JICA will aim to promote mutual understanding with residents of developing regions through on-site activities, contributing to the resolution of challenges in these area through grassroots-level efforts.
- In the fiscal year 2025, JICA will continue to work on project formulation, recruitment and selection, and pre-dispatch training to ensure that the scale of the program remains appropriate. To this end, JICA will promote various institutional improvements and administrative streamlining, such as strengthening information dissemination to a wide range of people through active use of social media, promoting dispatches in Partnership Program, and shortening the period from application to dispatch. Additionally, JICA will further promote the DX of this program by utilizing digital technologies to support volunteers before and during their dispatch, as well as to strengthen the network with returned volunteers.
- With a view to promoting the circulation of knowledges and experiences within Japan, acceptance of foreign human resources, realization of a multicultural coexistence society, and regional revitalization, JICA will strengthen cooperation with various organizations in Japan, and promote social contribution of returned volunteers through “Glocal” Programs, scholarship programs, start-up support and the facilitation of networking among returned volunteers.
- In addition to volunteer activities in developing areas, JICA will actively communicate the concept and achievements of the JICA Volunteer Program, which will contribute to Japan by fostering young people in Japan, through the volunteer activities and giving back their experience to Japanese society. In this way, JICA will work to gain the understanding and support of the Japanese public, while creating momentum for current and former JOCV members to giving back their experience to society. JICA will also continue to examine ways to further improve and streamline its Volunteer Program.
- As the JICA Volunteer Program marks its 60th anniversary, JICA will reflect on its achievements and results to date and work to enhance the value and presence of the JICA Volunteer Program through anniversary events and publicity activities in Japan and in countries where JICA has overseas offices.
- JICA will ensure that volunteers are able to perform their duties with a high sense of ethics and mission, both in their pre-dispatch training and in their activities in their assignment locations, by making every effort to operate the training centers properly, including thorough maintenance of discipline and order.

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| [Indicator 8-1] Status of efforts for dispatch of JOCV and to promote activities of returned volunteers for giving back their experience to society and expansion of participants base |
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(ii) Support for the acceptance of foreign human resources and multicultural society

- JICA will actively support efforts to contribute to the economic development of developing areas through migration, to resolve issues faced by migrant workers, and to build a society in which foreign human resources live together in harmony in Japan. JICA will work in cooperation with local governments, NPOs and private companies

through former JOCV members (returned volunteers), Coordinators for International Cooperation, and JICA domestic offices, as well as with government agencies and international organizations in developing areas.

- Regarding support for building a multicultural and inclusive society, JICA will work with local governments and private enterprises to promote the participation of foreign residents in society and the understanding of multicultural coexistence among Japanese people by expanding opportunities for former JOCV members, assigning Coordinators for International Cooperation, and supporting development education in schools. JICA will work on capacity development of both foreign residents and Japanese so that they can become key actors of a multicultural and inclusive society. JICA will also support companies and other institutions in resolving issues related to migrant workers through cooperation with Japan Platform for Migrant Workers towards Responsible and Inclusive Society (JP-MIRAI).
- Considering the future direction of the system for accepting foreign human resources in Japan, including the establishment of the Employment for Skill Development program, JICA will promote the formulation and implementation of technical and financial cooperation projects and projects proposed by private companies, local governments, NGOs, etc. in developing areas with the following objectives: strengthening the information dissemination system to promote the adequate practices of sending and hosting human resources; strengthening the capacity of ministries and agencies in charge of labor policy and education and training institutions, including ones delivering Japanese language education; and developing skilled and business human resources.

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| [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/<br>companies |
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(iii) Partnerships with local governments

- JICA will conduct 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 the participation of Japanese local governments, JICA will also collect and share good practices from collaborative projects with local governments and provide opportunities to share case studies and experiences among themselves.
- In particular, JICA will support Japanese local governments in formulating policies related to the SDGs. Through the JICA Partnership Program (JPP), JICA will also encourage the internationalization of local communities, expansion of overseas activities by the local governments, and the circulation of development effects back to the Japanese society.
- In particular, JICA will work with local governments and NGOs to support reconstruction and restoration of livelihoods in areas affected by the 2024 Noto Peninsula Earthquake, including those of foreign residents.

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| [Indicator 8-3] Progress status of efforts for partnerships with local governments |
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(iv) Partnerships with NGOs /CSOs

- JICA will formulate and implement projects that meet the needs of developing areas by utilizing 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.
- JICA will support NGO/CSO in implementing its projects by providing local information of the project area.

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| [Indicator 8-4] Number of participants involved in support projects for NGOs' activities | 500 people |
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| [Indicator 8-5] Progress status of efforts for NGO/CSO cooperation and strengthening project implementation capacities |
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- (v) Partnerships with universities and research institutions
  - JICA will strengthen collaboration through the implementation of projects that utilize the expertise and networks of universities, research institutions and technical colleges.
  - JICA will promote JICA scholars to come to Japan for learning opportunities and the contribution of the globalization of universities and research institutions.
  - Based on the discussions at the Meeting of the Advisory Board for Promoting Science and Technology Diplomacy, JICA will expand cooperation between developing regions and Japan through science and technology cooperation projects to contribute to international brain circulation and promote the acquisition and development of new knowledge and technologies to solve global issues.

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| [Indicator 8-6] Progress status of research to acquire new knowledge and technologies in collaboration with research institutions in developing countries |
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- (vi) Development education
  - JICA will support the promotion of development education through the provision of training programs and on-delivery lectures, and the production as well as sharing of educational materials, with a view to promoting the understanding of global issues, diversity, and the connection between Japan and the world among citizens, especially students and schoolchildren, and their participation in efforts to solve issues, as well as the promotion of multicultural coexistence in local communities.
  - In its efforts targeting elementary and junior high school students and high school students, JICA will strengthen cooperation with boards of education in particular, while also collaborating with other education-related organizations and NGOs to effectively promote the development education programs. In addition, JICA will work to expand the base of the program by reaching out to university students.
  - In addition to its existing efforts, JICA will work to effectively incorporate digital tools and online to develop projects and disseminate information, providing opportunities for visitors to better experience developing areas and the field of international cooperation.
  - JICA will conduct an outcome analysis to determine how the development education support program is contributing to the expansion of the scope of international cooperation providers.

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| [Indicator 8-7] Number of participants in the development education instructor training programs for educators | 13,000 people |
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- (vii) Partnership with Nikkei communities
  - In order to contribute to strengthening the response capacities of Nikkei communities (Japanese emigrants and their descendants) in Latin America and Japan to 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, and support the sustainable development of Nikkei communities. In doing so, JICA will focus on activities that involve the Nikkei communities at the core of its activities, involve people who can be good partners in understanding Japan, that develop the next generation of human resources, and that enable people to recognize and feel the benefits of Nikkei identity.
  - In particular, JICA will work to promote partnership between Japanese local governments, companies, etc. and the Nikkei communities, promote understanding of Japan by the Nikkei communities in Latin America, and encourage young Nikkei people in Japan to participate in the activities of the Japanese Overseas Migration Museum among others.

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| [Indicator 8-8] Number of participants in the Training Program for Japanese Descendants | 140 people |
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(9) Strengthen foundations for implementation

(i) Public relations

- JICA will release information on JICA's activities and achievements both domestically and internationally, utilizing effective public relations tools that are appropriate to the target audience, based on the Public Relations' Priority Themes.
- JICA will continue to strengthen its public relations activities for opinion leaders with social influence, mainly through domestic and overseas media. At the same time, JICA will take advantage of diplomatic opportunities and anniversary events to communicate the necessity and purpose of Japanese ODA based on the Development Cooperation Charter, as well as JICA's efforts, achievements and impact, in order to enhance understanding and trust in the importance of development cooperation and the value of JICA and its activities. In addition, as the results of the Cabinet Office's public opinion survey on diplomacy indicate, respondents' support for Japanese ODA has been declining in recent years, especially among the younger generation, so JICA will strengthen its outreach to the younger generation.
- For the general public, JICA will continue to improve the contents of its website and disseminate information on social media in a timely manner to further enhance information provision.

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| [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 |

(ii) Project evaluation

- In accordance with the PDCA cycle and based on JICA's new evaluation criteria applied from FY2021, JICA will steadily conduct its ex-ante evaluation, monitoring, ex-post evaluation, and feedback of its projects. The evaluation results will be disclosed on the website in a prompt and easy-to-understand manner.
- In order to improve JICA's projects and enhance their effectiveness, JICA will work to improve the quality of projects and method of managing the progress of projects, including setting more appropriate project costs and timeframes, by applying the lessons learned and recommendations from project evaluations, comprehensive and cross-sectional analyses, and efforts to improve evaluation methods in the formulation and implementation of the next projects.
- In order to improve the quality of project evaluation, JICA will collaborate with diverse bodies in conducting project evaluation, while incorporating advice from universities and other external experts.
- Based on the progress of each pilot initiative in introducing new project management based on the Cluster Strategy for JICA Global Agenda and the use of digital technologies such as generated AI in project evaluation, JICA will work to organize and study methods of project evaluation.

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

- To contribute to the recruitment and training of human resources for development cooperation in response to increasingly diverse and complex development issues, JICA will work to expand its human resource base, particularly among young people, and to train human resources in important fields. To expand the human resource base, JICA will utilize the international cooperation career information website (PARTNER)

launched in FY2024 and SNS to promote the registration and use of PARTNER, especially among young people, and strengthen the dissemination of information on career development support, including collaboration with organizations that train and secure human resources with international careers and with JICA domestic center.

- JICA will provide and promote internship opportunities for university and graduate students and working adults interested in international cooperation, aiming to recruit and foster human resources for development cooperation. In addition, JICA will actively provide career information to JOCVs before, during, and after their volunteer activity assignments, and will utilize the Associate Expert Program to foster specialized human resources who will take on JICA operations in the future.
- JICA will also conduct capacity enhancement trainings for personnel who have a certain level of expertise and practical experience in development cooperation fields with an emphasis on acquiring practical knowledge and skills with the condition that they participate in JICA projects, in order to develop ready-to-work personnel who can contribute to the achievement of the SDGs and the JICA Global Agenda.

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| [Indicator 9-4] | Number of registrations to the international cooperation career information website (PARTNER) | 8,300 people |
| [Indicator 9-5] | Number of participants in Capacity Enhancement Training                                       | 437 people   |

(iv) Research

- Under the vision of JICA Ogata Sadako Research Institute for Peace and Development (JICA Ogata Research Institute) of “Co-creating Practical Knowledge for Peace and Development,” JICA will conduct academic research at an international standard that contributes to the improvement of operational quality and the formation of international trends regarding the development cooperation, and actively share the results with the public.
- Specifically, JICA will conduct research on contemporary issues and threats such as human security, international policies related to FOIP, UHC, climate change measures, migration, sustainable peace-building, and socio-economic impact on infrastructure projects. JICA will also continue its research on Japan's development experience and the review of the effectiveness of its projects, as well as research that contributes to the strategic promotion of the SDGs with a view to the post-SDG era. In addition, JICA will compile and disseminate its flagship report “Human Security Today No. 3” to contribute to the realization of human security.
- Research results will be fed back into projects and shared through various media, such as academic papers, books, and seminars. In particular, JICA will disseminate its research results widely and effectively to development practitioners, researchers, policymakers, etc., in Japan and abroad through international conferences, academic conferences, lectures at universities, and other opportunities. In addition, JICA will improve the research capabilities of its staff by sharing research information within JICA and strengthening cooperation between operational departments and the Research Institute.

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| [Indicator 9-6] | Number of publications of research results | 60 cases |
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(v) Emergency disaster relief

- Based on the experience gained from the full-scale operations deployed in response to the earthquake centered in southeastern Turkey in February 2023, JICA will work to maintain and improve the quality of its activities and the speed of its disaster response, as well as to strengthen the implementation systems that support these activities. In addition, based on the foundation of the Act on Dispatchment of the Japan Disaster Relief Team, JICA will maintain and develop its cooperation with related organizations and the Ministry of Defense and Self-Defense Forces to further improve its deployment capabilities.
- The Japan Disaster Relief (JDR) Search and Rescue Team was re-classified as a heavy USAR(Urban Search and Rescue)level team through the INSARAG (International Search and Rescue Advisory Group) External Reclassification Process in FY2022. Based on the issues identified during the reclassification process and the deployment to

the above-mentioned earthquake, JICA, as the JDR secretariat, will inspect and review various techniques, unit command and operation, guidelines for field activities, further strengthening of the international coordination function, training programs, etc., in order to pursue higher quality activities and strengthen the team infrastructure to rescue as many disaster victims as possible. In particular, as the 2025 chair of INSARAG for the Asia-Pacific region, Japan will hold a regional meeting in Tokyo in August and engage in activities to gather opinions within the region and represent the region at global meetings in various settings.

- The JDR Medical Team deployed EMT Type 2 (medical care including obstetric surgery for trauma and other major conditions as well as inpatient acute care) support for the first time in its history, during the earthquake in southeastern Turkey. The team also received international re-classification from the World Health Organization (WHO) in 2023 and has participated in international conferences and Technical Working Groups. Based on the lessons learnt and issues raised through these activities, JICA will further improve the operational and deployment capabilities of Type 2, secure more registered personnel, improve equipment and materials, and strengthen the emergency procurement system, further contribute both domestically and internationally by utilizing the expertise of the Medical Team, formulate and implement medium-term action guidelines, and enhance its presence and leadership in international coordination, with the aim of improving the quality of medical services provided.
- The JDR Infectious Disease Response Team will continue to address how to improve team operations to enable more appropriate responses and actions, based on the recent situation of global infectious diseases and the corresponding domestic and international trends.
- In order to deploy Japan's international emergency disaster relief promptly and appropriately, JICA will maintain its presence in the international coordination framework and take proactive measures to lead the international community. JICA will participate in the international framework for cooperation in search and rescue, disaster medicine, and infectious disease control, and will disseminate Japan's disaster relief experience and knowledge, while maintaining and strengthening international networks to ensure effective cooperation.
- JICA will maintain and strengthen its system for the prompt provision of emergency relief. To this end, appropriate stockpiling, commodity management and emergency transportation systems will be secured and maintained.

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| [Indicator 9-7] Promotion status of efforts to strengthen emergency relief systems |
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(vi) Enhance project strategies and improve systems

- JICA will promote Co-creation for Common Agenda Initiative and make necessary institutional improvements based on the revised Development Cooperation Charter.
- JICA will promote the formulation and implementation of projects to achieve the SDGs based on the principle of human security in the new era, in the midst of compounded crises. With regard to human security in the new era, JICA will further communicate its importance and relevance and continue to take initiatives to gain more endorsement from the international community.
- With regard to the post-SDGs, JICA will gather information and continue discussions through international conferences, bilateral meetings and other means.
- In countries where JICA's Country Analysis Papers are to be developed or revised, JICA will assess and analyze the challenges faced by such countries and regions, and formulate a direction for cooperation. While consulting and coordinating with the Ministry of Foreign Affairs of Japan and related organizations of partner countries, JICA will utilize the Analysis Papers when formulating, implementing, and monitoring cooperation programs and project plans for each country.
- JICA will promote its JICA Global Agenda and work to build a platform to share goals and objectives with diverse actors and maximize development impact. JICA will also promote effective project formulation and implementation based on improved project management and collaboration with external resources to implement Cluster Strategies.

- JICA will utilize all of its tools to respond to the Japanese government's important policies and major events and diplomatic initiatives (such as Regional Revitalization 2.0, Infrastructure System Overseas Promotion Strategy 2030, and FOIP), as well as major diplomatic initiatives (such as the Osaka-Kansai Expo, TICAD 9, and the 60th anniversary of the Japan Overseas Cooperation Volunteers).
- Regarding Technical Cooperation projects, JICA will promote effective project formulation and implementation based on financial cooperation and collaboration with external resources, while paying attention to appropriate budget execution management.
- With regard to ODA loans, JICA will respond to the changing needs of partner countries while utilizing improved new systems. With regard to Private Sector Investment Finance, JICA will explore new support tools that contribute to the mobilization of private funds and work to realize cooperation projects.
- Regarding Grant Aid, JICA will continue to make organization-wide efforts to identify and formulate projects and promote project implementation (including efforts to minimize pre-payment funds). JICA will also begin full-scale operation of its procurement agency system (Grant Aid for the Economic and Social Development Programme).
- Regarding knowledge management, JICA will promote the accumulation, sharing and dissemination of knowledge within the organization. In addition, promote co-creation of knowledge with other donors, international organizations, external experts, and other related parties, and promote mutual learning.
- Regarding the promotion of co-creation and innovation, JICA will work across the projects, including fostering an organizational culture and the necessary systems.

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| [Indicator 9-8] Cooperation status with various development partners based on the JICA Global Agenda |
|--|

- (vii) Proactive contribution toward international discussions, and partnerships with international organizations and other development partners
- In order to participate in and contribute to the formation of international cooperation trends, JICA will actively take part in international conferences and other events to share Japan's knowledge and experience. In particular, JICA will contribute by providing input and disseminating information on human security, efforts to achieve the SDGs, COP, and discussions on development finance.
  - 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 consultation and partnership with various development partners to strategically implement and disseminate the concept of cooperation in projects related to important issues (human security, response to compounded crises, climate change, UHC, quality infrastructure investment, FOIP, etc.)
  - JICA will deepen partnerships with emerging countries and participate in international discussions on South-South and triangular cooperation, promoting the sharing of the organization's experience, lessons learned, and knowledge.
  - JICA will actively participate in and contribute to various opportunities to discuss the creation of frameworks and norms for development cooperation involving new development partners.
  - JICA will actively gather information on advanced and innovative initiatives undertaken by other organizations and contribute to information sharing and consolidation within the organization.
  - At the 2025 Osaka-Kansai Expo, JICA will promote the attractiveness of developing countries and their connections with Japan through developing country assistance programs and other activities.

|   |                 |
|---|-----------------|
| [Indicator 9-9] Number of international conferences in which JICA participated and/or shared its activities | 140 conferences |
|---|-----------------|

- (viii) Environmental and social considerations

- In order to avoid, minimize, reduce, mitigate, and compensate for the negative impacts of development cooperation projects on the environment and society, JICA will conduct its operations by properly complying with the JICA Guidelines for Environmental and Social Considerations, review the environmental and social considerations, and confirm the results of monitoring, while involving the members of the Advisory Committee for Environmental and Social Considerations. In order to further improve the operation of the JICA Guidelines for Environmental and Social Considerations, JICA will collect information on the operational status of the World Bank’s environmental and social policies, various issues related to environmental and social considerations, and the response of other institutions. JICA respects internationally established human rights standards, such as the International Covenants of Human Rights, when implementing development cooperation projects.
- In order to disseminate the Guidelines and ensure their proper application, JICA will develop and revise manuals, reference materials and other documents. JICA will also provide explanations and training to relevant parties within and outside JICA to promote understanding and strengthen capacity regarding environmental and social considerations.

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| [Indicator 9-10] Appropriate operational status of the JICA Guidelines for Environmental and Social Considerations |
|--|

(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.

|  |            |
|--|------------|
| [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. Necessary measures to improve administrative operational efficiency**

- (1) Strengthen organizational structure and infrastructure, and improve operations and efficiency by promoting DX
- Based on the JICA Sustainability Policy, JICA will progressively check the status of each relevant item and formulate a transition plan to achieve the organization’s carbon neutrality by 2030 and will take action.
  - In order to strengthen the foundation for strategic and appropriate operations, JICA will continue to review its organizational structure, including strengthening the management of overseas offices through strengthening networks among regional offices and enhancing training for National Staff, and strengthening legal functions, while reviewing the status of operations.
  - JICA will respond to the operational burden and financial and operational risks arising from the introduction of new method of Private Sector Investment Finance (such as by strengthening risk management, appropriate personnel allocation, and systematic staff development.)
  - In order to clarify the roles and responsibilities of each department and office, JICA will continuously review its internal rules.
  - JICA will further strengthen its efforts to promote the elimination of discrimination against persons with disabilities by its executives and all staff, etc., in accordance with

the Guidelines for the Elimination of Discrimination against Persons with Disabilities in the Japan International Cooperation Agency (JICA).

- JICA will review the support and control provided by the Portfolio Management Office (PMO) based on its performance to date to ensure that it can be appropriately utilized for strengthening cross-functional management of JICA's internal systems.
- In order to improve the speed and efficiency of projects through the digitalization of operations and procedures, JICA will continue to promote the use of tools introduced through cloud computing and the Robotic Process Automation (RPA: automation of routine tasks using software-type robots on computers).
- JICA will implement measures such as in-house training to improve IT (Information Technology) literacy of all JICA staff.
- JICA will promote efforts to upgrade its information system infrastructure (information and communications network, domestic LAN, office PCs, MPS (Multifunctional Printers), Teams phones, and official smartphones) and common system infrastructure (common servers) that contribute to infrastructure strengthening, operational improvements, and efficiency. In addition, JICA will ensure the stable operation of the upgraded infrastructure (computer operations, headquarters LAN, common databases, etc.).
- JICA will improve the efficiency of its operations in the Finance and Investment Cooperation through the renewal and additional improvement of the ODA Loan System environment, the establishment of the Private Sector Investment Finance System and the smooth transition to the operation and maintenance, as well as the safe and stable implementation.
- JICA will utilize domestic offices as a nexus for development cooperation in to strengthen collaboration with various partners and promote the use of facilities, while also making effective use of online correspondence.

|   |          |
|---|----------|
| [Indicator 10-1] Implementation of trainings, seminars, etc., for IT literacy improvement of staffs | 30 times |
|---|----------|

(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.

|   |                                |
|---|--------------------------------|
| [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 |
|---|--------------------------------|

(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,

their rationality and appropriateness to the public. In addition, taking into account changes in the environment surrounding JICA, appropriate personnel plans and personnel cost structures will be considered 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

- JICA will establish measures such as institutional reforms and operational improvement to radically simplify and expedite procurement and dispatch procedures, and DX promotion to automate administrative procedures both within and outside the organization. In addition, it will utilize the time saved to further implement value-added operations that contribute to improving the quality of our cooperation.
- JICA will promote the introduction of frameworks that enable high-quality cooperation tailored to needs, such as the trial launch and monitoring of the JICA consultancy contract (resident expert) and efforts to establish a procurement structure that promotes Co-creation.
- JICA will formulate rationalization plans for procurement with specific consideration given to JICA’s operations and management, and work on the appropriate management of non-competitive-negotiated contracts in response to reviews by the JICA Contract Monitoring Committee, improvement of degree of competition, and reduction of barriers for entry and expansion of new partner’s participation. In addition, JICA will utilize the formulation and revision of procurement and dispatch systems and external review systems to prevent fraud, thoroughly implement procurement procedures that contribute to VfM (Value for Money), and raise awareness of procurement literacy both internally and externally through seminars.
- In order to ensure efficient travel expense management, JICA will revise its travel expense rules and other regulations and simplify travel-related administrative procedures such as expense settlement.
- Simplify and improve the quality of procurement operations at domestic and overseas offices. JICA will work to reduce the burden of contract procedures at its offices and promote capacity building of contracting officers (including National Staff) through continuous implementation of remote training and direct support. In addition, JICA will promote the intra-regional partnerships and coordination among overseas offices.

|  |              |
|--|--------------|
| [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  |

### **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.
- JICA will continue to strengthen its governance, including reporting, control, and institutional systems, to ensure steady budget execution throughout the organization. In addition to monthly budget execution status reports and biannual budget monitoring opportunities, each department will review the status of budget execution for individual operational budgets to ensure thorough budget execution management.
- JICA will improve the budget management skills of its staff through continuous training for project managers, budget managers, and other administrative staff members in charge of each project, as well as training programs by job level.
- 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 current fiscal year's budget and identify projects whose expenditures have to be postponed to the next fiscal year due to external factors at an early stage, and make appropriate budget allocations based on the reasons for the delay and the review of the scope of expenditures.
- 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 security measures based on the Final Report of the Council on Safety Measures for International Cooperation Projects announced on August 30, 2016, and JICA's Declaration on Security Measures, which was revised and announced on October 6, 2022.
- JICA will ensure the safety of all parties involved based on a systematic security management approach. Specifically, JICA will take appropriate security measures based on the constant collection and analysis of information, respond in a timely and appropriate manner to unforeseen events, and strengthen its capacity and systems to support these measures.
- JICA will raise awareness of security management and promote concrete changes in behavior through training programs and educational materials, so that all concerned individuals can engage with a high level of awareness that they will ensure their own safety.
- In addition, JICA will work on security measures that take into account the trend of increasing and aggravating crimes caused by Russia's invasion of Ukraine and subsequent price hikes, intra-regional conflicts and coups in the Middle East and Africa, the movements of terrorist groups that are becoming more widespread, and political situations surrounding elections scheduled in various countries.
- JICA will work on safety measures for construction projects for facilities, etc., through the appropriate application and review of guideline documents on construction safety measures and the implementation of surveys and seminars that contribute to strengthening safety measures at construction sites. In particular, JICA will intensively investigate and provide advice on safe construction in countries with a high number of accidents and large project scale.

|  |              |
|--|--------------|
| [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 operational management items**

- (1) Internal control
  - (i) Development and operation of internal control
    - Based on the results of the Review Committee regarding the leakage of confidential information related to the procurement procedures for the ODA loan "Metro Rail Transit Line 3 Rehabilitation Project" for the Republic of the Philippines, JICA will strengthen its legal and compliance systems and take further measures to prevent recurrence.
    - Based on JICA's Statement of Operational Procedures and other relevant rules, and in order to ensure that JICA's internal control functions properly, JICA shall establish rules and regulations necessary for internal control, monitor the operational status of internal control on a regular basis, report the results to the board members, and ensure that the results are thoroughly shared 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 and other relevant opportunities.
  - 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.

|                  |   |         |
|------------------|---|---------|
| [Indicator 14-1] | Number of times internal control monitoring was conducted | 2 times |
| [Indicator 14-2] | Number of risk management committee meetings              | 6 times |

- (iii) Internal audit
- JICA continues to carry out internal audit in accordance with the global internal audit standards and steadily conduct follow-up to observations.
  - Global internal audit standards stipulate that an external quality assessment of internal audit must be performed at least once every five years. JICA will conduct external quality assessment (the last one was conducted in FY2020) to improve the quality of internal audit, as the last one was conducted in FY2020.
- (iv) Internal and external information communication systems
- JICA will properly manage the Internal Whistleblowing system and the External Reporting system, and promptly and appropriately respond to cases reported through those systems.
- (v) Response to information security
- Based on the revision of the “Common Standards Group for Cybersecurity Measures of Government Agencies and Related Agencies” among others, JICA will steadily implement the rules and regulations regarding cybersecurity measures. JICA will also review the plan to promote information security measures and strengthen the organizational capability to respond to information security.
  - JICA will ensure that information security measures based on the above rules and regulations on cybersecurity measures and personal information protection measures based on the Act on the Protection of Personal Information are implemented in the outsourcing contracts, etc., that require careful handling of information.

**6. Budget, income and expenditure plan, and financial plan (excluding the Finance and Investment Account)**

See Attachments 1, 2, and 3.

**7. Short-term loan ceilings**

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

Reasons: The General Account requires loans to avoid late payments of personnel expenses to staff members and operational expenses in the event of an approximately 3-month delay in the receipt of operational grants from the Japanese Government. The Finance and Investment Cooperation Account requires loans to quickly and efficiently address events such as short-term funding gaps involving short-term loan repayments and the collection of loans

receivable, temporary funding when Fiscal Investment and Loan Program (FILP) Agency bonds are issued, rapid changes in the amount of loans extended, and other events.

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

Not applicable.

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

Not applicable.

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

JICA may allocate surplus funds to programs that will be able to improve its quality of operations, facilities, and equipment, while simultaneously taking into account the progress of the Medium-term Plan. The use of reserve funds that have been accumulated by incurred profits through reductions of expenditures covered by operational grants will be limited to expenditures that will be covered by the operational grants (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 large-scale renovation at the Tokyo Center and improve facilities at several other domestic offices. At the Okinawa Center, design work is planned for large-scale renovation. In addition, initiatives will be taken to strengthen the framework for domestic facility improvements.

(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 also implement various human resources measures, including creating an environment in which diverse human resources can play an even more active role, such as increasing the number of female staff in management positions. Furthermore, JICA will work to secure human resources, including the recruitment of experienced workers to enhance its capacity to respond to more advanced and diversified operations, and to create an environment where staff members can autonomously enhance their skills according to their own interests and aptitudes to expand their career development opportunities.
- In particular, JICA will steadily operationalize and promote the new vision for JICA staff and the evaluation system that reflects it, which was set as part of the overall review of the personnel system, so that young staff members can quickly take an active role as core members of the organization. JICA will also strategically strengthen internal open recruitment for positions in order to promote autonomous career development. In addition, JICA will work on measures to continue the active participation of senior employees, including extending the retirement age, and will strengthen the collaborative structure within the organization. For fixed-term employment positions, JICA will work to secure excellent human resources, quickly bring them into the workforce, and ensure proper employment and work management. JICA is also working to improve the ability of staff to manage their own mental health, in addition to their physical health, and to provide support, including line management by supervisors. Furthermore, JICA will

promote efforts to expand the base of IT human resources in line with the promotion of DX.

|  |       |
|--|-------|
| [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 (27% at the end of FY2026).

- (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.

END

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

(unit: million yen)

| Items  | Priority development cooperation issues | JICA Development Studies Program/JICA Chair | Partnerships with private sector | Partnerships with various development partners | Strengthening of foundation for operational implementation | Common to agency | Total   |
|--|---|---|----------------------------------|--|--|------------------|---------|
| Revenue  |   |   |                                  |  |  |                  |         |
| Operational grants   | 85,679                                  | 8,101                                       | 5,119                            | 30,677   | 5,888  | 12,378           | 147,843 |
| Subsidies for facilities, etc.   | -                                       | -   | -                                | -  | -  | 537              | 537     |
| Interest income & miscellaneous income   | 316                                     | -   | -                                | -  | -  | -                | 316     |
| Contracted programs  | 611                                     | -   | -                                | 6  | 3  | -                | 619     |
| Donations  | -                                       | -   | -                                | 376  | -  | -                | 376     |
| Other revenue  | -                                       | -   | -                                | -  | -  | -                | -       |
| Reversal of reserve fund carried over from previous Medium-term Objective period | -                                       | -   | -                                | -  | -  | -                | -       |
| Total  | 86,606                                  | 8,101                                       | 5,119                            | 31,059   | 5,890  | 12,915           | 149,691 |
| Expenditures   |   |   |                                  |  |  |                  |         |
| Operating expenses   | 85,995                                  | 8,101                                       | 5,119                            | 30,677   | 5,888  | -                | 135,780 |
| (Excluding special operating expenses)   | 85,995                                  | 8,101                                       | 5,119                            | 30,677   | 5,008  | -                | 134,900 |
| Facilities   | -                                       | -   | -                                | -  | -  | 537              | 537     |
| Contracted programs  | 611                                     | -   | -                                | 6  | 3  | -                | 619     |
| Donation programs  | -                                       | -   | -                                | 376  | -  | -                | 376     |
| General administrative expenses  | -                                       | -   | -                                | -  | -  | 12,378           | 12,378  |
| Total  | 86,606                                  | 8,101                                       | 5,119                            | 31,059   | 5,890  | 12,915           | 149,691 |

[Estimate of personnel expenses] The estimated personnel expenses for the period is 19,568 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 FY2025 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 FY2025 "Priority development cooperation issues" | 21,125                     | 4,068                                  | 11,360     | 7,406                           | 30,983 | 7,343                  | 3,710     |

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

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

**Income and expenditure plan**

Attachment 2

(unit: million yen)

| Items  | Priority development cooperation issues | JICA Development Studies Program/ JICA Chair | Partnerships with private sector | Partnerships with various development partners | Strengthening of foundation for operational implementation | Common to agency | Total   |
|--|---|--|----------------------------------|--|--|------------------|---------|
| Expenses   | 87,242                                  | 8,161  | 5,157                            | 31,286   | 5,927  | 14,427           | 152,201 |
| Ordinary expenses  | 87,242                                  | 8,161  | 5,157                            | 31,286   | 5,927  | 14,427           | 152,201 |
| Operating expenses   | 86,631                                  | 8,161  | 5,157                            | 30,904   | 5,925  | -                | 136,779 |
| (Excluding special operating expenses)   | 86,631                                  | 8,161  | 5,157                            | 30,904   | 5,045  | -                | 135,899 |
| Contracted programs  | 611                                     | -  | -                                | 6  | 3  | -                | 619     |
| Donation programs  | -                                       | -  | -                                | 376  | -  | -                | 376     |
| General administrative expenses  | -                                       | -  | -                                | -  | -  | 13,407           | 13,407  |
| Depreciation   | -                                       | -  | -                                | -  | -  | 1,021            | 1,021   |
| Financial expenses   | -                                       | -  | -                                | -  | -  | -                | -       |
| Extraordinary loss   | -                                       | -  | -                                | -  | -  | -                | -       |
| Revenue  | 87,242                                  | 8,161  | 5,157                            | 31,286   | 5,927  | 14,427           | 152,201 |
| Ordinary revenue   | 87,242                                  | 8,161  | 5,157                            | 31,286   | 5,927  | 14,427           | 152,201 |
| Operational grants   | 85,679                                  | 8,101  | 5,119                            | 30,677   | 5,888  | 12,298           | 147,763 |
| Interest income & miscellaneous income   | 308                                     | -  | -                                | -  | -  | -                | 308     |
| Contracted programs  | 611                                     | -  | -                                | 6  | 3  | -                | 619     |
| Donations  | -                                       | -  | -                                | 376  | -  | -                | 376     |
| Reversal of contra-account for assets funded by operational grants                   | -                                       | -  | -                                | -  | -  | 1,021            | 1,021   |
| Contra-account for provision for bonuses   | 637                                     | 60   | 38                               | 227  | 37   | 207              | 1,206   |
| Contra-account for provision for retirement benefits                                 | -                                       | -  | -                                | -  | -  | 901              | 901     |
| Financial revenues   | 8                                       | -  | -                                | -  | -  | -                | 8       |
| Interest income  | 8                                       | -  | -                                | -  | -  | -                | 8       |
| Other revenue  | -                                       | -  | -                                | -  | -  | -                | -       |
| Extraordinary profit   | -                                       | -  | -                                | -  | -  | -                | -       |
| Net income (loss)  | -                                       | -  | -                                | -  | -  | -                | -       |
| Reversal of reserve fund carried over from the previous Medium-term Objective period | -                                       | -  | -                                | -  | -  | -                | -       |
| Gross profit (loss) for the current year   | -                                       | -  | -                                | -  | -  | -                | -       |

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

(unit: million yen)

| Items  | Priority development cooperation issues | JICA Development Studies Program/JICA Chair | Partnerships with private sector | Partnerships with various development partners | Strengthening of foundation for operational implementation | Common to agency | Total   |
|--|---|---|----------------------------------|--|--|------------------|---------|
| Cash outflow   | 86,612                                  | 8,101                                       | 5,119                            | 31,059   | 5,890  | 39,680           | 176,461 |
| Operational payments                                       | 86,606                                  | 8,101                                       | 5,119                            | 31,059   | 5,890  | 12,298           | 149,074 |
| Operating expenses   | 85,995                                  | 8,101                                       | 5,119                            | 30,677   | 5,888  | -                | 135,780 |
| (Excluding special operating expenses)                     | 85,995                                  | 8,101                                       | 5,119                            | 30,677   | 5,008  | -                | 134,900 |
| Contracted programs  | 611                                     | -   | -                                | 6  | 3  | -                | 619     |
| Donation programs  | -                                       | -   | -                                | 376  | -  | -                | 376     |
| General administrative expenses                            | -                                       | -   | -                                | -  | -  | 12,298           | 12,298  |
| Investment payments  | -                                       | -   | -                                | -  | -  | 617              | 617     |
| Purchases of non-current assets                            | -                                       | -   | -                                | -  | -  | 617              | 617     |
| Financial payments   | -                                       | -   | -                                | -  | -  | -                | -       |
| Payments to national treasury for unnecessary properties   | -                                       | -   | -                                | -  | -  | -                | -       |
| Payments to the national treasury                          | -                                       | -   | -                                | -  | -  | -                | -       |
| Reserve funds that are carried into the next business year | 7                                       | -   | -                                | -  | -  | 26,764           | 26,771  |
| Cash inflow  | 86,612                                  | 8,101                                       | 5,119                            | 31,059   | 5,890  | 39,680           | 176,461 |
| Operational proceeds                                       | 86,606                                  | 8,101                                       | 5,119                            | 31,059   | 5,890  | 12,378           | 149,154 |
| Operational grants   | 85,679                                  | 8,101                                       | 5,119                            | 30,677   | 5,888  | 12,378           | 147,843 |
| Interest income & miscellaneous income                     | 316                                     | -   | -                                | -  | -  | -                | 316     |
| Contracted programs  | 611                                     | -   | -                                | 6  | 3  | -                | 619     |
| Donations programs   | -                                       | -   | -                                | 376  | -  | -                | 376     |
| Other revenue  | -                                       | -   | -                                | -  | -  | -                | -       |
| Investment proceeds  | 7                                       | -   | -                                | -  | -  | 537              | 544     |
| Subsidies for facilities                                   | -                                       | -   | -                                | -  | -  | 537              | 537     |
| Sales of non-current assets                                | -                                       | -   | -                                | -  | -  | -                | -       |
| Loan collection  | 7                                       | -   | -                                | -  | -  | -                | 7       |
| Financial proceeds   | -                                       | -   | -                                | -  | -  | -                | -       |
| Reserve funds carried over from previous business year     | -                                       | -   | -                                | -  | -  | 26,764           | 26,764  |

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