

JICA Annual Plan for Fiscal Year 2026

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 2026 Annual Plan (hereinafter referred to as the “Annual Plan”) based on its fifth Medium-term Plan.

1. Measures to be Taken to Achieve Goals for Improving the Quality of Services and Other Operations Provided to the Public

The international community continues to face persistent challenges to a free and open international order based on the rule of law, as successive armed conflicts and protracted humanitarian crises unfold. Global challenges, including climate change–induced natural disasters and infectious diseases, are advancing in increasingly tangible ways. In addition to these impacts, recent developments—such as the United States’ withdrawal from international organizations and agreements, the dissolution of USAID, the review of its foreign assistance policy, and changes in Europe’s development policies—have raised concerns that the achievement of international goals, including the 2030 Agenda for Sustainable Development and the Sustainable Development Goals (SDGs), as well as the Paris Agreement on climate change, is at risk.

To overcome compounded crises facing the world, 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 policies 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 particular, JICA will strengthen its efforts to ensure economic security, the importance of which has been heightened in light of the current international situation. In doing so, based on the amended JICA Act that came into effect in April 2025 (the Act to Partially Amend the Act on the Japan International Cooperation Agency), JICA will seek to fulfill its role more effectively in response to the evolving and increasingly diverse needs of developing regions. Through co-creation with a wide range of partners both in Japan and abroad, JICA will generate innovative solutions and circulate them among various countries, including Japan, thereby contributing to the resolution of social challenges faced by both developing countries and Japan.

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 Agenda¹ (cooperation strategy for global issues established for each development issue) and the JICA Country Analysis Paper (JCAP), which have been formulated for each country, while taking into account the JICA Sustainability Policy, which aims to realize a sustainable world, and will work to further increase the development impact.

Japan's development cooperation priority policies

(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

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

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.

[Indicator 1-1] Progress status of initiatives related to the improvement of urban development in countries with rapid urbanization

(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 2030, JICA will work on developing transportation infrastructure in accordance with the development stage of each developing area.
- JICA will promote project formulation in collaboration with other sectors and partners, including gender mainstreaming in the transport sector and linkages with the health sector in traffic safety. In doing so, JICA will also actively engage in emerging areas such as the promotion of digital transformation (DX).
- To strengthen the connectivity of the Free and Open Indo-Pacific (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 continue the strategic formulation and implementation of projects based on the detailed direction of cooperation and specific plans developed by FY2025. In addition, based on the results of information collection and analysis on Maritime Domain Awareness (MDA) conducted in FY2025, JICA will examine the future direction of cooperation in the MDA field and initiate the formulation of concrete projects.
- 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, JICA will support improvements to public transportation systems, including railways and

other modes of transport that contribute to reducing environmental impact, as well as the introduction of Intelligent Transport Systems (ITS) aimed at maximizing road traffic capacity. Such support will include the establishment of organizational frameworks, human resource development, and the formulation and implementation of measures to promote public transportation use.

[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 realize decarbonization in developing countries, it is essential to achieve both economic growth and energy security, particularly the stable supply of affordable energy. In particular, in light of the Russian invasion of Ukraine and changes in the situation surrounding Iran, energy security has become an urgent issue. Accordingly, JICA will promote the formulation and implementation of energy transition policies and plans, the development and social application of next-generation decarbonization technologies, the joint procurement and utilization of resources and energy at the regional level, and the strengthening of mineral resource supply chains.
- In supporting the formulation and implementation of energy transition policies and plans, JICA will provide assistance for transition planning, including the research of master plans, and foster core human resources in developing countries responsible for advancing the transition. JICA will also promote the formulation of energy transition projects—including hydropower projects—that can lead to financial cooperation and private sector investment. In Africa, JICA will promote off-grid projects by private operators in non-electrified areas, in coordination with development initiatives in agriculture and information and communications technology (ICT).
- In supporting the development and social application of next-generation decarbonization technologies—such as hydrogen, fusion energy, and perovskite solar cells—JICA will promote initiatives to co-create innovation with outstanding human resources from developing countries, particularly in light of the shortage of researchers in Japan. Specifically, JICA will foster core human resources in developing countries and strengthen exchanges and joint research between Japanese and developing country researchers through science and technology cooperation, and promote the Kumejima Model, which utilizes deep ocean water for power generation, industrial applications (including aquaculture and hydroponic farming), and drinking water production in island countries. In addition, with regard to perovskite solar cells developed in Japan, JICA will promote their social application in collaboration with private sector companies.

- In supporting the joint procurement and utilization of resources and energy at the regional level, JICA will promote Power Pool initiatives—such as AZEC and the African Power Pool—to realize the energy transition in regions including Asia and Africa. In particular, in Africa, JICA will undertake initiatives to promote international power interconnections in order to strengthen regional electricity integration.
- In the mining sector, in order to promote sustainable resource management and utilization in resource-rich countries, JICA will enhance human resource development through the Kizuna Program and expand networks with ex-participants who have returned to their home countries after completing the program. JICA will also promote initiatives to build and strengthen mineral resource supply chains, particularly for resources such as copper, rare earth elements, and minerals required for fusion energy, including beryllium.

[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, Latin America, and the Middle East and Europe, under economic conditions characterized by compounded crises, JICA will promote “Project NINJA (Next Innovation with Japan),” an initiative to build and develop start-up ecosystems² aimed at fostering resilient industries, creating innovation, and addressing social challenges. Furthermore, taking into account the outcomes of the 9th Tokyo International Conference on African Development (TICAD 9), JICA will, in the African region, support economic diversification as a means of responding to compounded crises. To this end, in addition to “Project NINJA”, JICA will support the strengthening of local companies’ capabilities through the implementation of the “Africa Kaizen Initiative” and other measures, 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

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

on the environment, etc., so that many regions can secure self-sustaining growth through tourism.

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

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

- Through the Smallholder Horticulture Empowerment and Promotion (SHEP) approach, JICA will support smallholder farmers in more than 60 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 aspects of rice sector development, including the stable expansion of rice production and the construction and strengthening of the rice value chain. In particular, JICA will formulate and implement projects in the member countries of the Coalition for African Rice Development Phase 2 (CARD Phase 2), and will promote the formulation and revision of national and regional rice development strategies through support to the CARD Secretariat.
- For African regions 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,” which was launched in FY2022, with the aim of realizing human security through strengthening the resilience of the food and agriculture sector. At the same time, JICA will promote a wide range of initiatives through the Africa Field Innovation Center for Agricultural Technology (AFICAT) to improve agricultural productivity through agricultural mechanization.
- Regarding food value chains (FVCs) that contribute to improving farmers’ livelihoods and ensuring a stable supply of food, JICA will provide support with a focus on the role of public institutions in establishing inclusive and sustainable FVCs. This will be achieved by increasing value addition at each stage of the value chain, from production to 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 and disseminate “JICA Blue Economy Toolbox”, in which good practices and lessons in the field, are organized, accumulated, so that it can be widely

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. (**satoumi* is a coastal area where biological productivity and biodiversity has been enhanced through human interaction.)

- Under the One Health approach, JICA will address the control of animal infectious diseases and improve the safety of foods of animal origin in developing countries, with the aim of enabling the stable production and consumption of safe livestock products
- 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).

[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

- JICA aims to achieve Universal Health Coverage (UHC) by promoting health system strengthening, including the enhancement of prevention, preparedness, and response (PPR) to public health crises. Through the effective use of JICA’s diverse schemes and co-creation with a wide range of stakeholders, JICA will support the achievement of resilient, equitable, and sustainable UHC. Cooperation will be implemented with a focus on the following areas.
- To strengthen prevention, preparedness, and response to public health crises, as well as infectious disease control, JICA will establish networks to strengthen testing laboratories.
- To enhance continuum of care (CoC) for women and children, JICA will strengthen the system to continuously provide quality health services to pregnant women, nursing mothers and children, while promoting the use of the Maternal and Child Health

Handbooks, etc.

- To strengthen health systems to achieve Universal Health Coverage (UHC), JICA will work to strengthen financial protection in health, as well as to enhance health service delivery systems, including measures to address non-communicable diseases and population aging. JICA will also establish a collaborative framework with the UHC Knowledge Hub, which was established in December 2025 by the Government of Japan, the World Health Organization (WHO), and the World Bank, in order to contribute to strengthening health financing and to generate synergies with JICA's projects. For Ukraine, JICA will work to develop capacity of 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 the disaster health management system in Moldova.

[Indicator 2-1] Number of people who benefited from ensuring payable health care services	1.2 million people
[Indicator 2-2] Development Status of Health Care Systems Capable of Responding to Public Health Crises	

(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.
- Under the Initiative for Food and Nutrition Security in Africa (IFNA: 2016–2025), JICA will continue its efforts through a follow-up phase until 2030. In continued collaboration with the African Union Development Agency–NEPAD (AUDA-NEPAD), JICA will work together with national governments, regional economic communities, and development partners in each country, as well as JICA's Japan Overseas Cooperation Volunteers (JOCV), to strengthen nutrition policies and strategies through advocacy efforts, enhance the capacity of nutrition-related organizations and human resources, and implement nutrition improvement projects at the field level.
- In pursuing these efforts, JICA will take into account the outcomes of the Paris Nutrition for Growth (N4G) Summit held in late March 2025, and will work to diversify its cooperation modalities, including financial cooperation and collaboration with the private sector.

[Indicator 2-3] Number of trained core human resources for nutrition (policy makers, decision makers, extension workers, etc.) to promote	850 people
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nutrition improvement in developing countries	
[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 access to quality education. In the field of basic education, JICA will work to improve learning through the development of textbooks and teaching materials, which are the most essential learning tools, as well as through the professional development of teachers as learning facilitators. JICA will also continue to promote the “School for All” approach, under which schools and local communities support children’s learning and growth by fostering parents’ and communities’ understanding of the value of education and building mutual trust between schools and communities. Furthermore, JICA will expand access to education and provide quality education for girls, children with disabilities, and children displaced by conflict, among others.
- JICA will support Ukraine in developing human resources for reconstruction by providing equipment for vocational training institutions and teacher training centers, and by offering vocational training that utilizes the technologies of Japanese private sector.
- 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, including internship programs with Japanese companies.
- JICA will collaborate with various actors including universities, consultants, NGOs/NPOs, private sector, 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.

[Indicator 2-5] Number of children who benefitted from learning improvement support	831,000 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.
- With regard to “Disability mainstreaming” in project implementation, JICA will promote disability mainstreaming across the organization in order to realize an inclusive society where no one is left behind. To this end, JICA will implement concrete measures such as the collection of disability-disaggregated data, the development of basic enabling environments including barrier-free facilities, the strengthening of the provision of reasonable accommodation, and the promotion of meaningful participation of persons with disabilities and constructive dialogue.

[Indicator 2-6] Progress status of the social participation of persons with disabilities in developing areas

(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 20th Asian Games and the 5th Asian Para Games to be held in Aichi and Nagoya in 2026, as well as the 4th Youth Olympic Games to be held in Dakar, Senegal.

[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

- For conflict prevention, JICA will support the recovery, reconstruction, and strengthening of social and human capital, as well as the provision of inclusive public services and capacity building of government institutions, including local governments, thereby building resilient states and societies based on trust. In addition, to improve community coexistence and strengthen social capital, JICA will support initiatives to promote social cohesion and improve livelihoods, while also addressing various social challenges arising from conflicts, such as support for refugees and internally displaced persons, clearance of landmines and unexploded ordnance, and psychosocial support in conflict-affected areas. Furthermore, JICA will pursue cooperation that contributes to maintaining international order.
- For Ukraine and its neighboring countries, as well as for Palestine and its neighboring countries, Syria, the Thailand–Myanmar border areas, the Great Lakes Region, and Sudan, JICA will promote emergency assistance, timely support tailored to regional circumstances, and reconstruction assistance, with due consideration to the Humanitarian–Development–Peace Nexus (HDP nexus).
- In conflict-affected areas such as Mindanao in the Philippines, northeastern Nigeria, northern Ethiopia, and the Sahel region, JICA will support peace and development by strengthening the capacity of local governments and building trust within communities. JICA will ensure that its support is inclusive, focusing on youth, women, refugees, internally displaced persons, and other groups that are particularly vulnerable to the effects of conflict.
- With regard to the HDP nexus, based on the pledges made by the Government of Japan at the Global Refugee Forum, JICA will support capacity strengthening of governments in line with national refugee policies in countries such as Kenya, Uganda, and Bangladesh. JICA will also promote the sharing of knowledge and good practices, drawing on lessons learned from Uganda, across the Horn of Africa and the Great Lakes region. In light of the increasing and protracted challenges faced by refugees and internally displaced persons (IDPs), JICA will work toward durable solutions by creating conditions for voluntary and sustainable return. At the same time, JICA will support the

promotion of peaceful coexistence in refugee- and IDP-hosting countries and communities and advance the economic inclusion of forcibly displaced persons through collaboration with the private sector.

- With regard to mine action, based on the outcomes of the Africa Mine Action Platform launched at TICAD 9, the Ukraine Mine Action Conference 2025, and meetings of the States Parties to the Convention on the Prohibition of Anti-Personnel Mines (the Ottawa Treaty), JICA will support initiatives and technologies that contribute to strengthening the capacity of mine -affected countries in Africa, Ukraine, and the ASEAN region. In doing so, JICA will promote cooperation with the Cambodian Mine Action Centre, and will collaborate with Japanese private sector companies, local governments, and civil society organizations.

[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 Free and Open Indo-Pacific (FOIP) and other policies: strengthening the capacity to develop and to implement 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 electoral management; enhancing the functions of public broadcasting and media; anti-corruption measures; and strengthening the functions and human resources of central and local administrations.
- Toward the realization of the rule of law, JICA will examine new approaches to long-term legal assistance with a view to elevating relationships to an equal partnership, as agreed at the Japan–ASEAN Law Ministers’ Meeting. At the same time, JICA will work to strengthen community policing in Africa and Central America, enhance measures to combat international financial crimes based on “Japanese Comprehensive Measures to Protect the Public from Fraud 2.0”, develop human resources in the field of the public international law of the sea, strengthen the functions of maritime security and coast guard agencies, and enhance the functions of the Public Broadcasting Company of Ukraine.

[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	90 people
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(iii) Public finance and financial systems

- As a basis for the stability and improvement of people's lives, economic stability and growth, and the efficient allocation of resources, JICA will implement projects to strengthen the national fiscal base, including revenue enhancement; support the appropriate implementation of monetary policy and the development of financial systems; and promote the appropriate and fair collection of customs duties as well as trade facilitation. In addition, while responding to the needs of developing countries, JICA will provide support that contributes to climate change action and digital transformation (DX), including public investment and public financial management that take climate change and gender perspectives into account, as well as the strengthening of tax administration capacity through the use of big data analysis.
- Mainly in Asia, and in line with the concept of a Free and Open Indo-Pacific (FOIP), JICA will support the reinforcement of the fiscal base through improvements in tax administration, public investment management, and debt management. JICA will also support the sound development of financial systems and promote the acceleration and modernization of customs administration procedures that contribute to enhanced intra-regional connectivity. In particular, for Central Asia and the Caucasus region, JICA will steadily implement initiatives to develop customs human resources in collaboration with the World Customs Organization (WCO), together with the provision of customs equipment through Grant Aid. In addition, JICA will advance capacity strengthening of customs authorities in countries engaged in negotiations toward Economic Partnership Agreements (EPAs).
- In Africa, JICA will continue its efforts to promote the implementation of the African Continental Free Trade Area agreement, strengthen connectivity and customs administration in line with TICAD 9, and develop customs human resources in collaboration with the WCO (including initiatives to enhance the detection of smuggling through the use of geospatial intelligence (GEOINT)). In addition, JICA will provide support to strengthen the fiscal base, including the enhancement of 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.

[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

(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 evaluation for gender equality in projects under implementation, and expand various training programs 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 and 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 advance initiatives that take into account the circulation of knowledge and values among Japan, developing countries, and third countries, with a view to tackling social challenges.

[Indicator 3-5] Ratio of gender-related projects in all projects (Technical Cooperation, Finance and Investment Cooperation, and Grant Aid)	40%
[Indicator 3-6] Percentage of women in trainings and JICA's scholarship programs (number-based)	40%

(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 formulation 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.
- In response to the rapid advancement of artificial intelligence (AI) technologies, JICA will enhance the strategic use of AI in its projects and promote project formulation through pilot and experimental initiatives utilizing AI.

[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.)	750 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) to 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 a wide range of initiatives, including the formulation and revision of Nationally Determined Contributions (NDCs) required of developing countries under the Paris Agreement, the preparation and updating of national greenhouse gas inventories, the formulation of long-term low-emission development strategies, and the planning and implementation of adaptation measures at the national and local levels. Through the provision of advice during the policy formulation process and at the project planning stage, JICA will promote a co-benefit approach that contributes simultaneously to addressing development challenges (development benefits) and climate change actions (climate benefits) across various sectors. In addition, JICA will engage in the formulation of projects and the supervision of their implementation for the effective utilization of the Green Climate Fund (GCF), a financial mechanism established under the UNFCCC.
- At important international forums such as COP31, JICA will disseminate its cooperation policies, support achievements, results and lessons learned in the field of climate action.

[Indicator 4-1] Number of trained human resources who contribute to	2,000 people
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climate change measures	
[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 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 COP31, 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.

[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 its development impact through the JICA Clean City Initiative (JCCI) by partnering with a variety of organizations and promoting co-creation and innovation, bringing together the know-how of local governments, the technology of private companies, external funding, and the academic knowledge of universities and research institutions. In addition to taking measures to combat individual forms of pollution, such as waste, water pollution, and air pollution, JICA will strengthen its engagement with decision-makers in order to promote comprehensive improvements to the urban environment and the realization of a sound material-cycle society and a circular economy, and will seek to adopt a multi-sector approach (such as incorporating waste and sewage management into urban planning master plans).

- Through its involvement in the African Clean Cities Platform (ACCP), a JCCI initiative for wide-area collaboration, JICA will contribute to the realization of the outcomes of TICAD 9 and to Japan’s assistance to Africa.
- Based on the Cluster³ Strategies (Improving Waste Management and Achieving a Sound Material-Cycle Society and Promotion of a Healthy Environment through Appropriate Environmental Regulations and Pollution Control), JICA will promote the formulation and implementation of projects in line with the development scenario, the comprehensive use of various schemes, and the scaling up of initiatives through intra-regional cooperation and other means.
- JICA promotes co-benefit type projects that also contribute to climate change measures and new innovative projects that make use of digital technology.

[Indicator 4-4] Number of trained environmental management administrative officers	2,000 people
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(iv) Water resources and water supply

- Based on the Kumamoto Initiative for Water and other initiatives, JICA will implement projects to realize integrated water resources management and develop water supply utilities and institutions for irrigation, drainage, and water management (water users’ associations), to properly manage water resources and build a society where all people can sustainably use the water resources for drinking and other purposes.
- To achieve the SDGs, JICA will provide support to improve water supply services and management to increase the number of water supply utilities that can independently mobilize funds to expand and improve water supply services.
- In order to resolve conflicts of interest over water resources in the region and establish a state of continuous resolution of water issues in the region, considering the various sectors involved in a comprehensive manner, JICA will support the strengthening of entities responsible for water resources management and consensus-building mechanisms among stakeholders at the regional and basin levels. At the national level, JICA will also support the introduction of policies and institutions that promote integrated water resources management.

[Indicator 4-5] Strengthening of independent and sustainable water resources management, and improvement status of the operation and management of water supply utilities and institutions for irrigation, drainage, and water management (water users’

³ A cluster is a “group of projects” within the framework of JICA Global Agenda (JGA) that aims to achieve effective and efficient outcomes and increase development impact by mobilizing external resources. The Cluster Strategy presents a scenario for development cooperation based on quantitative and qualitative evidence such as data and theories, and formulates strategies to expand development impact by utilizing platform activities, etc.

associations)	
[Indicator 4-6] Number of trained human resources for water supply and the number of populations with access to water now as a result of water supply	Number of trained human resources: 4,000 people Population with access to water supply: *Note

* Note: The population will be assessed not by setting targets for each fiscal year, but by measuring the achievement of the target over the entire period of the 5th Medium-term objectives period (11 million people over 5 years).

(v) Disaster risk reduction

- In coordination with the Government of Japan’s initiatives, including developments toward the establishment of a Disaster Management Agency planned for 2026, and based on Japan’s leading disaster risk reduction technologies and its experience in pre-disaster investment in disaster risk reduction through structural measures, JICA will contribute to achieving the global targets of 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 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.”

[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)	2,500 people
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[Indicator 4-8] Number of strategies, plans, policies, etc., to realize pre-disaster investment projects	5 cases
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(5) Regional priority issues

(i) Southeast Asia and Oceania

- JICA will strengthen support for enhancing the autonomy, independence, and unity (deeper integration) of ASEAN countries, with the aim of contributing to regional peace, stability, and prosperity based on the Free and Open Indo-Pacific (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, with due consideration to Timor-Leste, which officially acceded to ASEAN in October 2025, JICA will promote cooperation with the ASEAN Community as well as regionally expanded cooperation, including third-country cooperation.
- 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, in addition to the areas mentioned above, strengthen cooperation across a wide range of fields—including knowledge co-creation, electricity, UHC and other health sectors, disaster risk reduction, supply chain resilience, digital technologies, artificial intelligence (AI), and enhanced food security—with a focus on building trust and promoting co-creation. JICA will also enhance its efforts to communicate these initiatives externally.
- 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.
- Regarding the Pacific region, based on Japan's support policy announced at the 10th Pacific Islands Leaders Meeting (PALM10) in July 2024, JICA will formulate projects and promote their steady implementation and progress in the following seven priority areas: 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 efforts, JICA will also work to support human resource development and people-to-people exchanges, including cooperation with local governments and long-term training programs.

- In order to implement effective cooperation under limited resources, JICA will communicate and collaborate more closely with a wide range of development partners, including other donor agencies and international organizations, as well as with domestic stakeholders such as local governments and private sector actors.

(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, promote industrial diversification, including in digital/ICT and agriculture and livestock farming, enhance urban infrastructure such as airports, and advance urban development.
- In the Central Asia and Caucasus region, based on the progress of the “Central Asia plus Japan” Dialogue, JICA will promote wide-ranging regional 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 efficiency and renewable energy. While focusing on the traditional areas of electricity, transportation, agriculture, business development, health and medical care, education, and industrial diversification and upgrading, JICA will seek to formulate and implement technical cooperation, finance and investment cooperation, and Grant aid. These interventions will be aligned with the priority policies of the Government of Japan, including the development of quality infrastructure, DX, climate change mitigation and adaptation, disaster risk reduction, and human resource development.

(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 aid; 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, the Free and Open Indo-Pacific (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 regard to countries affected by conflict and political upheaval, natural disasters, and debt issues, such as Afghanistan, Bangladesh, Nepal, and Sri Lanka, JICA will appropriately consider and take measures for support from a humanitarian perspective, assistance for governance strengthening and reform, reconstruction assistance, and responses to debt issues, while taking into account the situation in each country, under the policy of the Government of Japan and in coordination 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 within the Latin American and Caribbean region, 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

- Based on the Yokohama Declaration announced at TICAD 9 in 2025, JICA will advance its cooperation with Africa, placing emphasis on the three pillars of Economy, Society, and Peace and Stability.
- Specifically, based on the Japan's Contributions for Africa announced at TICAD 9, JICA will promote support for private sector development through financial cooperation with the African Development Bank (AfDB), the mobilization of impact investment to catalyze private capital, and the facilitation of the implementation of the African Continental Free Trade Area (AfCFTA). In addition, JICA will advance the implementation of food security initiatives and strengthen human resource development across key sectors, including industry, health and medical care, education, agriculture, and the justice and public administration sectors. JICA will also strengthen health systems by training health professionals and expanding health services, improve children's learning outcomes and foster highly skilled human resources, enhance public health services including industrial waste management, and promote initiatives such as the Africa Mine Action Platform. Moreover, through initiatives announced at TICAD 9 such as the African Business Education Initiative for Youth (ABE Initiative) 4.0, JICA will work to develop industrial human resources in Africa while fostering individuals with strong knowledge of and affinity toward Japan, thereby contributing to the formation of long-term intellectual and business networks between Japan and Africa.
- To contribute to the long-term development vision "Agenda 2063" formulated by the African Union (AU), whose influence and voice in the international community have been enhanced, and which has become a member of the G20, JICA will advance initiatives that address transcontinental challenges (the African Continental Agenda). These efforts will be pursued in collaboration with AU-related institutions, including the African Union Development Agency–NEPAD (AUDA-NEPAD) and the AfCFTA Secretariat, as well as with Regional Economic Communities across the continent.
- With a view to maximize the leverage of JICA's operations, JICA will promote dialogue and co-creation with a wide range of actors. These include United Nations agencies, the World Bank, AfDB, as well as governments of developing countries, private sector entities, universities, and other stakeholders.

(vi) Middle East and Europe

- Amid deepening and protracted compounding crises such as geopolitical tensions, climate change, and economic and social vulnerabilities, JICA will continue to strengthen strategic, country-specific support aimed at human security and inclusive and high-quality growth. In doing so, JICA will promote the sharing of Japan's policies, development experience, and unique strengths, while advancing the circulation and co-creation of knowledge and values among Japan, developing countries, and third countries to address social challenges and foster sustainable development.

- In addition, JICA will advance project formulation that contributes to climate change mitigation and adaptation, including decarbonization and the introduction of renewable energy. As part of efforts to share Japan's experience, JICA will also promote the regional dissemination of knowledge and practices in areas such as education, human resource development, and recovery and reconstruction. Furthermore, JICA will strengthen collaboration with international organizations, donors from the Gulf countries, and the private sector, and will work to enhance development impact through co-creation and partnership-based initiatives.
- For Ukraine, under the policy of the Government of Japan, and in response to the needs of the Government of Ukraine, JICA will deliver assistance in a timely and flexible manner in line with three pillars: 1) support for the continuation of government functions; 2) support for Ukrainians displaced and for neighboring host countries; and 3) support for recovery and reconstruction. In particular, JICA will work in close coordination with the Government of Japan to advance the provision of ODA loans utilizing revenues from frozen Russian assets, while steadily accumulating tangible results, including in areas such as mine action. Drawing on the outcomes of the Japan–Ukraine Conference for Promotion of Economic Growth and Reconstruction held in 2024, JICA will also collaborate with private-sector companies in both Japan and Ukraine to promote business cooperation and support initiatives to transfer and leverage Japanese technologies in Ukraine. In addition, by taking opportunities such as international conferences and official events, JICA will strengthen communication on the achievements of previous assistance and on future support, thereby enhancing Japan's presence.
- With regard to the Middle East region, taking into account the evolving situation including Gaza and Iran, JICA will pursue cooperation contributing to the stabilization and sustainable development of the region as a whole. For Palestine, under the policy of the Government of Japan, JICA will continue to ensure seamless support from emergency relief to recovery and reconstruction, responding to the humanitarian and socio-economic needs of the Gaza Strip and the West Bank, as well as neighboring countries, including Egypt, Jordan, and Lebanon. In addition, in areas of heightened regional vulnerability, such as Syria, JICA will closely monitor the political and security situation, while drawing on the knowledge and assets accumulated through previous cooperation, will design and implement assistance to support the restoration of livelihoods and the stabilization of society. Furthermore, JICA will strengthen linkages among these efforts to the strengthening of connectivity across the Middle East, contributing more broadly to the stabilization of the region.
- For middle-income countries, JICA will promote strategic cooperation tailored to each country's transitional stage, with a view to graduation from ODA. JICA will also ensure alignment with relevant initiatives of the Government of Japan, while promoting sustainable growth, strengthening of institutional foundations, and advancing efforts

toward stable, long-term development.

[Indicator 5-1] Progress status of development cooperation based on the regional characteristics, geopolitical position, and Japan's regional commitments and policies	
[Indicator 5-2] Number of newly developed and revised JICA's Country Analysis Papers and Working Papers for Project Planning	134 papers

(6) Cultivate future leaders in developing areas, who can foster a long-lasting bilateral relationship between each country and Japan through the JICA Development Studies Program and the JICA Chair

- 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.

[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	1,500 people
[Indicator 6-2] Progress status of efforts that contribute to the continuous maintenance and development of relationships with human resources trained through the JICA Development Studies Program, the JICA Chair, etc.	

(7) Contribute 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. At the same time, JICA will steadily expand the scope of such collaborative projects, further reinforce partnerships, and ensure proper progress management of selected projects.

- With a view to maximizing development impact, JICA will advance institutional design and human resource development for the promotion of co-creation with the private sector (Private Sector Engagement: PSE). JICA will also promote the involvement of the private sector in JICA's various projects, including collaboration under the JICA Global Agenda, thereby supporting the smooth implementation of activities by Japanese companies in developing countries, such as the overseas deployment of infrastructure systems. In addition, JICA will promote initiatives that contribute to the circulation of outcomes back to Japan and to regional development and revitalization.
- 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.

[Indicator 7-1] Number of corporations and organizations that used Preparatory Surveys and SDGs Business Supporting Surveys	80 corporations and 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 and 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 (Japan Overseas Cooperation Volunteers: JOCV), JICA will continue to promote public participation and mutual understanding with residents of developing regions, while contributing to the resolution of challenges faced by these regions through grassroots-level activities. In addition, through various initiatives aligned with the three objectives of the program, JICA will foster co-creation, enhance the value and quality of the program, and aim to increase the number of participants.
 - In the fiscal year 2026, 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 and promoting dispatches in Partnership Program. 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 addressing social challenges through the circulation of knowledge and values among Japan, developing countries, and third countries, as well as promoting regional revitalization, JICA will strengthen cooperation with various organizations within Japan. Through initiatives such as “Glocal” Programs, scholarship programs, start-up support for returned volunteers, and the facilitation of networking among returned volunteers, JICA will promote social contributions by returned volunteers following their return to Japan.
- 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.
- 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.

[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

- (ii) Support for the acceptance of foreign human resources and multicultural coexistence
- Some of the initiatives implemented by JICA for the economic and social development of developing regions are related to the acceptance and orderly coexistence of foreign nationals in Japan. These initiatives will be implemented through collaboration with local governments, NPOs, and private companies via 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.
 - To assist the smooth implementation of multicultural coexistence-related tasks by local governments, JICA will collaborate with local governments for active utilization of personnel with extensive international experience, such as former JOCV members (returned volunteers). Furthermore, with a view to promoting Japanese citizen’s participation in international cooperation, —including those of JOCV members—JICA

will utilize Coordinators for International Cooperation and JICA domestic offices to foster a better understanding of international cooperation and developing countries.

- Mainly in developing regions, JICA will provide support to governments of developing countries to promote the development of skilled and business human resources and the proper acceptance of foreign human resources in accordance with relevant laws and regulations. Specifically, JICA will promote the formulation and implementation of technical cooperation and financial cooperation projects, as well as projects proposed by private companies, local governments, NGOs, and other stakeholders, with a focus on strengthening the capacity of education and training institutions, including those providing Japanese language education, and enhancing the capacity of ministries and agencies responsible for labor policies.

[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 and companies
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(iii) Partnerships with local governments

- JICA will implement projects by utilizing the technical and administrative expertise of Japanese local governments. JICA will collect and share good practices of collaborative initiatives with local governments and provide opportunities to share such cases widely among local governments, in order to enhance the quality of JICA's assistance in developing areas and further encourage the participation of Japanese local governments.
- In particular, JICA will support Japanese local governments in formulating SDGs-related policies and plans. In addition, through development cooperation activities under the JICA Partnership Program (JPP), JICA will promote the circulation and sharing of knowledge and values among Japan, developing countries, and third countries in order to address social challenges. These efforts will also contribute to the internationalization of local communities and overseas expansion of local government activities .

[Indicator 8-3] Progress status of efforts for partnerships with local governments

(iv) Partnerships with NGOs /CSOs

- JICA will promote projects that respond to the needs of developing countries by utilizing the knowledge and diverse approaches of NGO/CSOs. To enhance the quality of projects and broaden the participation of new NGOs/CSOs, JICA will strengthen dialogue with NGOs/CSOs and provide capacity development trainings, among other measures.
- JICA will support NGOs/CSOs in the implementation of their projects through the

provision of local information and other relevant forms of support.

[Indicator 8-4] Number of participants involved in support projects for NGOs' activities	500 people
[Indicator 8-5] Progress status of efforts for NGO/CSO cooperation and strengthening project implementation capacities	

(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.

[Indicator 8-6] Progress status of research to acquire new knowledge and technologies in collaboration with research institutions in developing countries

(vi) Development education

- 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, JICA will undertake the following initiatives.
- JICA will support the promotion of development education through the implementation of training programs for educators and outreach lectures, the development and dissemination of educational materials, and the strengthening of networks among teachers who have previously participated in training programs.
- While strengthening cooperation with boards of education, JICA will promote development education support programs in collaboration with schools, education-related organizations, NGOs, and relevant divisions of the Ministry of Education, Culture, Sports, Science and Technology (MEXT). In addition, JICA will work to broaden the reach of these programs by extending outreach beyond formal public education settings.
- In addition to its existing efforts, JICA will work to effectively incorporate digital tools and online platforms into project implementation and information dissemination, thereby providing increased opportunities for the public to experience the field of international cooperation.

- As the year marks the 20th anniversary of JICA Global Plaza, JICA will hold commemorative events to raise awareness of JICA Global Plaza among a broader range of citizens, foster greater understanding of and empathy toward international understanding education, and enhance public support for JICA and ODA.
- Taking the opportunity presented by the conclusion of the Essay Contest in FY2025, JICA will strengthen support for inquiry-based learning by students in order to more closely link development education with the context of school education. In this regard, JICA will consider initiatives such as the establishment of an “Inquiry Information Portal” on its website and participation in student presentation events in the field of international studies. As part of these efforts, JICA will also promote the Salmon Campaign, which encourages staff and related personnel to deliver outreach lectures at their former schools and other educational institutions.

[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.

[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

- Amid a declining trend in public support in Japan for development cooperation, JICA will, in order to effectively engage the public as key stakeholders, disseminate messages that clearly and accurately convey the significance of ODA for Japan, making full use of

all available media platforms, including domestic and international media and social media.

- At the same time, JICA will reaffirm the significance of development cooperation for Japan and the value of JICA and its activities, and seek to instill and embed this understanding within the organization, with the aim of fostering a shift in awareness and mindset among its staff.

[Indicator 9-1] Number of domestic media reports and major overseas media reports published by Public Relations through press releases, etc.	600 cases
[Indicator 9-2] Number of engagements on social media accounts (Japanese/English)	1,869 million 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.

[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) revamped 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 undergraduate students, graduate students and working professionals 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 assignments, and will utilize the Associate Expert Program to foster specialized human resources who will contribute to JICA’s operations in the future.
- JICA will also conduct capacity enhancement training for personnel who have a certain level of expertise and practical experience in development cooperation, emphasizing on the acquisition of practical knowledge and skills on the condition that they will participate in JICA projects, in order to develop ready-to-work personnel who can contribute to efforts to achieve the SDGs and the JICA Global Agenda.

[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 the Free and Open Indo-Pacific (FOIP), 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 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, and policymakers in Japan and abroad through international conferences, academic

conferences, university lectures, and other appropriate opportunities. In addition, JICA will enhance internal dissemination of research-related information, further strengthen cooperation between operational departments and the Research Institute, and promote the development of research human resources.

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

- Based on recent overseas deployment to Türkiye, Myanmar, Sri Lanka, and other countries, JICA will continue its efforts to further improve the quality and response speed, and strengthen the operational structure. JICA will maintain and develop its cooperation with related organizations and the Ministry of Defense to advance further enhancement.
- Amid sophistication of international coordination, JICA will strengthen its international engagement and cooperation in order to be as a trusted partner for disaster-affected countries. In this context, JICA will strategically promote cooperation with ASEAN and other relevant partners.
- The Japan Disaster Relief (JDR) Rescue Team was re-classified as a Heavy USAR (Urban Search and Rescue) team through the INSARAG (International Search and Rescue Advisory Group) External Reclassification Process. Based on the issues identified during the reclassification process, JICA, as the JDR secretariat, will review and improve rescue techniques, command and operational procedures, and training programs in order to strengthen overall rescue capabilities. In addition, as Chair of INSARAG for the Asia-Pacific region in 2025 and Vice-Chair in 2026, JICA will take a leading role with MOFA in advancing regional cooperation and enhancing the capacity and preparedness of the Asia-Pacific region.
- With regard to medical teams, drawing on experience from the WHO international re-classification in 2023 and the deployment of EMT Type 2 in response to the earthquake in southeastern Türkiye, JICA will strengthen its pool of registered members, medical equipment and supplies, and logistics. At the same time, JICA will expand its contributions to the WHO EMT Initiative and promote international collaboration by leveraging its strengths in EMT coordination and disaster medical information management, with the aim of improving the quality of international disaster medical response.
- The JDR Infectious Disease Response Team, will improve its operational framework in preparation for global outbreaks of infectious diseases.
- JICA will sustain its presence in international frameworks, disseminate Japan's disaster response experience, and contribute to strengthening disaster response capacities in partner countries.
- JICA will maintain and strengthen its system for the prompt and appropriate provision of emergency relief supplies. To this end, appropriate stock of relief supplies, supply

management and prompt transportation systems will be secured and maintained.

- JICA will explore ways to introduce knowledge, resources, and networks gained through international emergency disaster relief activities back into domestic disaster response efforts.

[Indicator 9-7] Promotion status of efforts to strengthen emergency relief systems

(vi) Enhance project strategies and improve systems

- Based on the amended JICA Act enforced in April 2025, JICA will promote necessary institutional improvements such as mobilization of private-sector funds, strengthened collaboration with entities possessing problem-solving capabilities both domestically and internationally, and achievement of flexible and efficient JICA's financial and operational frameworks.
- JICA will proceed "Co-creation for common agenda initiative", leveraging Japan's strengths in the strategically important areas based on Japan's foreign policy perspective.
- Based on the principle of human security, JICA will promote the formulation and implementation of projects toward the achievement of the SDGs. In order to realize human security, JICA will further communicate its importance and relevance, and continue to take initiatives to gain broader 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 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 the "Free and Open Indo-Pacific (FOIP)", the "Economic Region Initiative of Indian Ocean-Africa", the "ASEAN-Japan Co-Creation Initiative for Artificial Intelligence (AI)", and the Infrastructure System Overseas Promotion Strategy 2030.
- Regarding Technical Cooperation, JICA will promote effective project formulation and implementation with consideration of 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 and new systems. With regard to Private Sector Investment Finance, JICA will work to implement new support tools made possible through legal amendments and institutional improvements.
 - Regarding ODA Grants, JICA will make organization-wide efforts to identify and formulate projects and promote project implementation, including efforts to minimize pre-payment funds. JICA will also promote project formulation of ODA Grants for the Economic and Social Development Programme.
 - Regarding knowledge management, JICA will promote the systematic accumulation, sharing and dissemination of knowledge in alignment with the organization's DX initiatives. In addition, JICA will foster the co-creation of knowledge with other donors, international organizations, external experts, and other relevant stakeholders, thereby promoting mutual learning among all parties.
 - Regarding the promotion of co-creation, innovation, and circulation, JICA will work across the projects, including fostering an organizational culture and the necessary systems.

[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.
 - JICA will respond appropriately to the Common Framework agreed to by the G20 and Paris Club through international sovereign debt restructuring processes to address debt challenges in developing countries.
 - 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, climate change, humanitarian assistance, UHC, quality infrastructure investment, the Free and Open Indo-Pacific (FOIP), food security, smart cities, artificial intelligence (AI) and development, digital inclusion, 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.

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

[Indicator 9-10] Appropriate operational status of the JICA Guidelines for Environmental and Social Considerations
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(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)	400 people
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in training programs for JICA staff members and experts and JICA's internal and external seminars)	
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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 increased operational burden and the financial and operational risks arising from the introduction of new methods of Private Sector Investment Finance and the expansion of its operations by strengthening its risk management framework, ensuring appropriate personnel allocation including middle- and back-office functions, and promoting systematic staff development and enhancement of staff literacy.
- 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) to ensure that it can be appropriately utilized for strengthening cross-functional management of JICA's internal systems.
- JICA will formulate a master plan to promote overall optimization and improved usability of its internal systems, with a view to enhancing operational efficiency and productivity, including the development of a future system architecture and implementation.
- Under the leadership of the Chief AI Officer (CAIO), an organization-wide AI strategy will be formulated in collaboration with relevant departments, and implementation will begin with initiatives that can be realized at an early stage.
- 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 generative AI and Robotic Process Automation (RPA).
- JICA will implement measures such as in-house training to improve IT (Information Technology) literacy of all JICA staff.
- JICA will promote efforts to strengthen and stabilize its information system infrastructure

that contributes to organizational foundation enhancement as well as operational improvement and efficiency. This includes the stable operation of the information system infrastructure—covering computer operations, headquarters and domestic office LANs, office PCs, MPS (Multifunctional Printers), Teams phones, and official smartphones—as well as the common system infrastructure such as shared servers and shared databases. In parallel, JICA will advance initiatives toward the next system renewal, including the formulation of a roadmap and the development of requirements that contribute to cost optimization and reduction.

- With regard to the ODA Loan system, JICA will upgrade the system environment for JICA ODA Loan Notice System, formulate policies toward future major upgrades, and conduct preliminary research. For the Private Sector Investment Finance (loan) system, JICA will carry out appropriate operation and maintenance, thereby ensuring stable system operations and reliability and the proper implementation of Finance and Investment Cooperation operations.
- 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 training, seminars, etc., for IT literacy improvement of staffs	30 times
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(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
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(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 continue necessary reforms and improvements with the aim of firmly establishing and ensuring the stable operation of measures already introduced to radically simplify and expedite procurement and dispatch procedures, and will institutionalize measures such as the automation of administrative processes through the promotion of DX.
- JICA will promote the introduction of frameworks that enable high-quality cooperation tailored to needs, including monitoring following the introduction of the consultancy contract for on-site projects (resident expert), promoting the dissemination of the project and contract management platform, and providing inputs toward the development of a co-creation-oriented procurement system.
- 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 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 personnel 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, as well as JICA's Declaration on Security Measures, revised and announced on October 6, 2022.
- JICA will ensure the safety of all parties involved through a systematic security management approach. Specifically, JICA will implement appropriate security measures based on the continuous information gathering and analysis, respond to unforeseen events in a timely and appropriate manner, and strengthen its capacities and institutional frameworks to support these measures.

- JICA will raise awareness of security management and promote concrete behavioral changes through the improvement and implementation of training programs as well as the development and dissemination of educational materials, so that all concerned individuals can engage with a high level of awareness that they will ensure their own safety.
- In addition, JICA will work on security measures that take into account the trend of increasing and 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 expanding activities of terrorist groups, 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 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-scale projects.

[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 Controls

- (i) Development and operation of internal control
 - In response to the warning resolutions adopted by the House of Councillors' Audit Committee and the Plenary Session of the 217th Diet, JICA will steadily proceed with the implementation of recurrence-prevention measures concerning the leakage of confidential information related to procurement procedures.
 - JICA will ensure accurate and clear external outreach on the significance and achievements of its operations for the international community and for Japan. In addition, JICA will strengthen its monitoring framework to enable the early identification and correction of misinformation circulating through social media and other channels, thereby aiming to prevent confusion among the public and to facilitate its prompt resolution where it arises.
 - 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 conduct internal audits in accordance with the global internal audit standards and steadily carry out follow-up on audit results.
 - Based on the results of the external quality assessment of internal audit conducted in FY2025, JICA will examine measures to further enhance the quality of its internal auditing.
- (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 for Cybersecurity Measures for 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 risks.
 - 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 through the outsourcing contracts, etc., that require careful handling of information.
 - In response to an incident of unauthorized access to a server of a subcontractor responsible for the operation and maintenance of the core system that occurred in

FY2025, JICA plans to put in place procedures for its internal core systems, including the establishment of procedures for verifying compliance with information security and personal data protection clauses stipulated in contracts.

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 for large-scale renovation will be continued. In addition, initiatives will be taken to strengthen the

framework for domestic facility improvements.

(2) Human Resources for Organizational Strengthening

- 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(self-care), 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
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*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).

(2) 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 policies	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	87,063	7,662	5,343	30,208	5,953	11,832	148,062
Subsidies for facilities, etc.	-	-	-	-	-	1,968	1,968
Interest income & miscellaneous income	325	-	-	-	-	-	325
Contracted programs	793	-	-	6	4	-	803
Donations	-	-	-	168	-	-	168
Other revenue	-	-	-	-	-	-	-
Reversal of reserve fund carried over from previous Medium-term Objective period	-	-	-	-	-	-	-
Total	88,181	7,662	5,343	30,382	5,957	13,801	151,326
Expenditure							
Operating expenses	87,388	7,662	5,343	30,208	5,953	-	136,554
(Excluding special operating expenses)	87,388	7,662	5,343	30,208	5,073	-	135,674
Facilities	-	-	-	-	-	1,968	1,968
Contracted programs	793	-	-	6	4	-	803
Donation programs	-	-	-	168	-	-	168
General administrative expenses	-	-	-	-	-	11,832	11,832
Total	88,181	7,662	5,343	30,382	5,957	13,801	151,326

[Estimate of personnel expenses] The estimated personnel expenses for the period is 20,627 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 FY2026 for operating expenses under "Priority development cooperation policies" 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 FY2026 "Priority development cooperation policies"	22,258	4,037	10,536	7,209	30,099	7,994	5,255

[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 policies	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	88,806	7,717	5,381	30,598	5,993	13,843	152,338
Ordinary expenses	88,806	7,717	5,381	30,598	5,993	13,843	152,338
Operating expenses	88,013	7,717	5,381	30,424	5,989	-	137,524
(Excluding special operating expenses)	88,013	7,717	5,381	30,424	5,109	-	136,644
Contracted programs	793	-	-	6	4	-	803
Donation programs	-	-	-	168	-	-	168
General administrative expenses	-	-	-	-	-	12,608	12,608
Depreciation	-	-	-	-	-	1,236	1,236
Financial expenses	-	-	-	-	-	-	-
Extraordinary loss	-	-	-	-	-	-	-
Revenue	88,806	7,717	5,381	30,598	5,993	13,843	152,338
Ordinary revenue	88,806	7,717	5,381	30,598	5,993	13,843	152,338
Operational grants	87,063	7,662	5,343	30,208	5,953	11,475	147,705
Interest income & miscellaneous income	317	-	-	-	-	-	317
Contracted programs	793	-	-	6	4	-	803
Donations	-	-	-	168	-	-	168
Reversal of contra-account for assets funded by operational grants	-	-	-	-	-	1,236	1,236
Contra-account for provision for bonuses	624	55	38	216	36	215	1,185
Contra-account for provision for retirement benefits	-	-	-	-	-	917	917
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 policies	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	88,188	7,662	5,343	30,382	5,957	46,226	183,758
Operational payments	88,181	7,662	5,343	30,382	5,957	11,475	149,000
Operating expenses	87,388	7,662	5,343	30,208	5,953	-	136,554
(Excluding special operating expenses)	87,388	7,662	5,343	30,208	5,073	-	135,674
Contracted programs	793	-	-	6	4	-	803
Donation programs	-	-	-	168	-	-	168
General administrative expenses	-	-	-	-	-	11,475	11,475
Investment payments	-	-	-	-	-	2,325	2,325
Purchases of non-current assets	-	-	-	-	-	2,325	2,325
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	-	-	-	-	32,426	32,432
Cash inflow	88,188	7,662	5,343	30,382	5,957	46,226	183,758
Operational proceeds	88,181	7,662	5,343	30,382	5,957	11,832	149,357
Operational grants	87,063	7,662	5,343	30,208	5,953	11,832	148,062
Interest income & miscellaneous income	325	-	-	-	-	-	325
Contracted programs	793	-	-	6	4	-	803
Donations programs	-	-	-	168	-	-	168
Other revenue	-	-	-	-	-	-	-
Investment proceeds	7	-	-	-	-	9:24	1,975
Subsidies for facilities	-	-	-	-	-	1,968	1,968
Sales of non-current assets	-	-	-	-	-	-	-
Loan collection	7	-	-	-	-	-	7
Financial proceeds	-	-	-	-	-	-	-
Reserve funds carried over from previous business year	-	-	-	-	-	32,426	32,426

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