JICA Annual Plan for Fiscal Year 2019

In accordance with Article 31, Paragraph 1 of the Act on General Rules for Incorporated Administrative Agencies (Act No. 103 of 1999), the Japan International Cooperation Agency (hereinafter referred to as “JICA”) set forth JICA's Fiscal Year 2019 Annual Plan as follows. JICA's FY 2019 Annual Plan is based on its fourth Medium-term Plan.

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

In order to secure peace, stability, and prosperity through solving important development issues raised in the Development Cooperation Charter, and realize human security and quality growth, JICA will work on the following for each development sector. Throughout its cooperation efforts, JICA will make use of Japan and JICA's experiences in development cooperation and mobilize various resources through collaboration inside and outside Japan for solving development issues. In addition, in order to enhance the impact of development cooperation, JICA will bring in innovation, which is necessary to provide effective solutions to increasingly diverse, complex, and widespread development issues and to promptly and flexibly address new issues. Through such initiatives, JICA will contribute to achieving the Sustainable Development Goals (SDGs).

Important issues in Japan's development cooperation
(1) Secure a foundation and driving force for economic growth in developing areas (“Quality growth” and poverty eradication through such growth)
(i) Urban and regional development

- JICA will contribute to sustainable urban and regional development by supporting the formulation of master plans, including land use and infrastructure development plans, which are the foundations of such development. In doing so, JICA will facilitate urban development reflecting the lifestyles and customs of people residing there and transit-oriented urban development; establish a collaborative system with diverse actors involved in urban development; and promote well-balanced development between urban and rural areas by applying a corridor development approach.
For the purpose of solving urban issues in developing countries and promoting sustainable urban development, JICA will consider making use of the concept and technologies of a smart city and propose specific development plans.

In order to promote organic and effective cooperation for human resource development, formulation of plans, and project implementation, in the urban and regional development sector, JICA will establish a cooperation program in the entire sector including foreign students and their training.

JICA will endeavor to realize Build Back Better (BBB) in disaster-affected areas through recovery support projects, etc. for Sulawesi earthquake in Indonesia, and also contribute to the realization of disaster risk reduction in urban area.

(ii) Transportation and ICT

In order to contribute to Japanese Government’s initiatives, such as the “Free and Open Indo-Pacific” and “Expanded Partnership for Quality Infrastructure,” JICA will work on developing the infrastructure and ICT environments that match the development stage of developing areas. In cooperation, JICA will ensure the resilience, inclusiveness, and sustainability of infrastructure as a whole, such as the minimization of natural disaster risks, strengthening of operation and management capacity of infrastructural assets, traffic security, and the development of environments that consider remote area access and access for the socially vulnerable.

In particular, JICA will implement activities of a road asset management platform under the structure of industry-academia-government collaboration and implement its support for human resource development for efficient and high-quality road asset management, especially in Asia and Africa.

JICA will endeavor to introduce a new urban railway system in each country, and promote Transit Oriented Development (TOD). Throughout its cooperation efforts, JICA will consider the adequacy of plans for main transport networks, their sustainability, and the appropriateness of operations and associated maintenance systems, which entails taking into consideration the prospects of localization, as well as safety improvement. For the high-speed railway project in India, JICA will assist in the design, establishing technical standardization, organizational improvement, and human resource development.
● JICA will work to facilitate logistics and safety improvement in Asia and Africa through its cooperation in the facility construction of ports and airports and operational management of them, as well as through its cooperation regarding maritime safety, etc.
● JICA will promote “X-TECH,” which creates new values and systems by providing solutions that utilize ICT, and work to streamline and expand the effects of development projects. In the transport sector, JICA will promote the introduction of BIM/CIM (Building Information Modeling/Construction Information Modeling).

(iii) Quality energy supply and improved access
● While contributing to climate change measures and the Japanese Government’s initiative, “Expanded Partnership for Quality Infrastructure,” JICA will implement projects to develop stable, high-quality power supply systems and improve access to electricity, in order to respond to recent trends such as remarkable technological development and participation of private companies in the energy sector. JICA will also work on its support that entails the utilization of the latest knowledge and technology owned by private companies, universities, and other donors, etc. as well as the development of projects run by private funds. In addition, for human resource development, further utilization of Japan’s development experience and knowledge will be given full attention.
● To be specific, in terms of low-carbon energy utilization, JICA will formulate and implement cooperation programs, etc., for countries with high potential for introduction of renewable energy and countries with scope for improvement due to a relatively large amount of energy consumption. In addition, JICA will consider an effective, cooperative approach based on Japan’s know-how and lessons from the past while working on improvement of energy efficiency in the power generation sector as a whole through operation and management of power stations utilizing new technologies, and by enhancing the maintenance capacity of power transmission and distribution networks. Moreover, JICA will formulate a “Hybrid Island” program and a Solomon Island Renewable Energy Roadmap; implement ocean thermal energy conversion in Malaysia for constant results; and contribute to the expansion of renewable energy introduction.
● JICA will formulate and implement projects for electricity access improvement by placing emphasis on improvement of the electrification rate
in Sub-Saharan Africa, taking in consideration especially an energy support scheme in Africa along with formulating specific projects to prepare for the TICAD 7, while proceeding with collaborations with other donors. In addition, JICA will steadily implement its support for geothermal development, such as exploratory drilling in Djibouti.

- In the “Kizuna Program,” JICA will provide education including Japan’s development experiences, and work on further improving the quality of the program.

(iv) Private sector development
- In order to contribute to the industrial promotion in developing countries, JICA will assist in the development of private companies and the facilitation of direct investment from developed countries to developing countries.
- In Asia, JICA will develop local industries, companies, and human resources through strengthening linkages between Japanese companies and local companies, and conduct surveys on the support policy regarding advancement of the manufacturing industry utilizing IoT, etc. as well as entrepreneur development. Furthermore, JICA will work on enhancing the functions of a Japan Center for Human Resources Development in each country as an office for collaboration between Japan and local companies/universities, in addition to the following support: enhancement of the supply chain in the automobile industry and human resource development through industry-academia-collaboration in the Philippines; the capacity enhancement of administrative officials and improvement of the investment environment for the promotion of foreign direct investment in Myanmar; the development of supporting industries through the promotion of small and medium enterprises in Vietnam; and the development of business owners, entrepreneurs, etc. in Cambodia and Laos.
- In areas other than Asia, JICA will create knowledge such as publishing research journals pertaining to Kaizen in cooperation with international research institutions while accelerating private-sector-led growth through the capacity enhancement of companies. In Africa, JICA will contribute to the TICAD process through the trial introduction of Kaizen e-Learning, the launch of researches on the impact of Kaizen, surveys on the current status and solutions of financial access, and through an approach to company management improvement in Cameroon and Ghana. In Latin America, JICA will implement South-South Cooperation for the improvement of quality and
productivity. In the Middle East, JICA will contribute to the “Corridor for Peace and Prosperity” concept through management support for the agro industrial park and companies in Palestine. Furthermore, JICA will carry out surveys on methods to measure the effects of tourism development, taking into account the dissemination of results at the G20 Tourism Ministers’ Meeting on SDGs.

- In order to enhance its function to develop advanced human resources, JICA will implement projects for the enhancement of its capacity for education, researches and management in each country’s leading university that contribute to industrial promotion and industrial human resource development, and implement projects for the enhancement of its networks with Japan’s universities, etc. In addition to its existing approaches in India, Indonesia, Vietnam, Myanmar, etc., JICA will newly commence cooperation for the enhancement of a leading university in Cambodia, etc. Moreover, JICA will continue to accept training participants in the “African Business Education Initiative for Youth (ABE Initiative)” and “Innovative Asia” programs that aim at developing industrial human resources in Africa and Asia.

(v) Agriculture, forestry and fisheries development

- In order to realize a stable supply of high-value added products and the income growth of producers, JICA will support the promotion of agriculture, forestry, and fisheries in a series of processes from production to manufacturing/processing, distribution, and consumption.

- In particular, JICA will commence an initiative to spread “the Smallholder Horticulture Empowerment and Promotion (SHEP) ” approach in not only Africa but also Latin America and South Asia, and assist in the income growth of agricultural producers while developing many more agricultural extension leaders. In addition, JICA will set forth the future SHEP development plan (SHEP a million people plan) together with private companies and international organizations for the TICAD 7 to present it at the TICAD 7.

- JICA will formulate new project(s) within the concept of the “ASEAN-JICA food value chain (FVC) development” that is proceeding in cooperation with the ASEAN Secretariat. In addition, JICA conducts surveys related to FVC in Latin America and Africa and formulate specific priority project(s) that also considers industry-academia-government collaboration.
In order to further promote human resource development and industry-academia-government collaboration in the field of agriculture, forestry, and fisheries, JICA will establish the “JICA Platform for Food and Agriculture,” work on expanding its networks with private companies in addition to its many collaborations with universities; and formulate industry-academia-government collaborative projects.

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

- Based on the “Free and Open Indo-Pacific,” JICA will implement projects for effective and sustainable financial management which is the foundation in securing the basis and driving force of economic development, and also undertake to ensure the appropriate management of financial policy and development of the financial system.

- In particular, in Asia, JICA will provide the following support: acceleration and streamlining of procedures in the customs sector that can lead to enhanced connectivity; enhancement of tax collection and expenditure management; assistance for financial soundness by enhanced public investment management; and assistance for the sound development of the financial sector including stocks and insurance, etc.

- In Africa, JICA will contribute to corridor development by the promotion of one stop border posts (OSBP) based on the priority fields of TICAD 7; provide its support related to the strengthening of border controls; and assist in the enhancement of financial management.

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

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

- In order to contribute to Japanese Government policies like the “Basic Design for Peace and Health,” “G7 Ise-Shima Vision for Global Health,” “UHC Tokyo Declaration,” etc., JICA will work to achieve UHC, including strengthening health security preparedness and non-communicable disease control.

- Specifically at major international conferences including G20, TICAD 7, and UHC Forum 2020, JICA will endeavor to make intellectual contributions such as participating in the reviewing process of policies which the Japanese
Government is supposed to promote, as well as specific contribution measures through ODA based on those policies, undertaking the compilation of conference results (declarations, statements, etc.), and disseminating the knowledge acquired from JICA’s operations at the global events.

- Moreover, JICA will formulate projects to embody UHC-related government commitments and announcements presented at the above major international conferences. Furthermore, JICA will promote policy dialogues to strengthen health systems which consider nursing care for the elderly, targeting developing areas that face issues of ageing population.

(ii) Strengthen infectious disease control
- JICA will work to strengthen preparedness against health security incidence imposed by infectious diseases. Also, JICA will promote the compliance of the International Health Regulations (IHR). Furthermore, JICA will provide emergency relief in the case of infectious disease outbreaks while working to improve the quality of Infectious Diseases Response Team, Japan Disaster Relief.
- JICA will particularly work on a full-scale collaboration with the Africa Centres for Disease Control and Prevention through projects launched in FY 2018 to support intra-regional core laboratories and surveillance networks in Africa. In addition, JICA will work on enhancing each country’s ability for examination and research on diseases by developing human resources related to global control of infectious diseases through the utilization of technical cooperation and the JICA Development Studies Program (JICA-DSP). Moreover, JICA will enhance its collaborations with new partners such as the World Organisation for Animal Health (OIE) by making full use of the opportunity of TICAD 7.

(iii) Improve maternal and child health
- JICA will work on providing mothers and children with a continuum of care to reduce maternal mortality rates and mortality rates of children under the age of five.
- In particular, in order to improve the quality of technical cooperation projects that focus on improving maternal and child health through the use of Maternal and Child Health Handbooks, JICA will support knowledge sharing
through the World Health Assembly and international conferences related to maternal and child health, as well as through various training programs.

- Alongside the World Health Organization (WHO), JICA will explain the international guideline standards concerning the Maternal and Child Health Handbooks, which were publicly announced in September 2018, at international conferences, and provide technical support such as holding workshops and seminars for countries that plan to newly introduce the Maternal and Child Health Handbooks, as well as offering advice on the trial introduction of the Handbooks.

(iv) Improve nutrition

- As a co-chair of the “Nutrition Japan Public Private Platform,” JICA will work on improving the nutritional status of developing areas by utilizing Japanese private company initiatives. In addition, JICA will promote the “Initiative for Food and Nutrition Security in Africa (IFNA)” and work on cross-sectoral projects to improve nutrition.

- In particular, via the “Nutrition Japan Public Private Platform,” JICA will continue to strengthen its public relations activities to increase the number of participating companies while, in formulating projects as a platform, strengthening its consultations with companies from the initial stage for JICA’s future development of proposed private projects and for the increased degree of certainty of the final business expansion.

- Regarding IFNA, JICA will support the finalization of the IFNA Country Strategy for Actions (ICSA) in all countries that are official participants of IFNA. JICA will also announce at the TICAD 7 the expansion of its region-wide approaches in Africa while introducing good practice cases. In consideration of the 2020 Nutrition Summit, JICA will formulate and implement nutrition improvement projects in JICA projects without fail and contribute to the promotion of IFNA initiatives in collaboration with international organizations.

(v) Promote safe water and sanitation interventions

- JICA will work on improving access to safe water, in addition to enhancing knowledge and spreading the use of technology to enable efficient, sustainable water supplies, usage, management, and sanitation.

- JICA will support the improvement of water supply services as a major priority. In addition, JICA will strengthen its support to improve the
management of water utilities, which can be the base of finance, while compiling knowledge and cooperation policies regarding non-revenue water reduction and also paying attention to trends in finance such as blended finance.

- JICA will work to share knowledge among projects and among water utilities for scaling up development outcomes by placing emphasis on the utilization of Japan’s knowledge through JICA Development Studies Program and strengthened cooperation with Japanese local governments. In addition, in order to prepare for the TICAD 7, JICA will step up support to achieve Goal 6 of the SDGs in Africa, its multi-sector approaches such as a nutritional approach, and mainstreaming of climate change measures.

- At the Stockholm World Water Week, JICA will disseminate knowledge acquired through its projects regarding integrated water resources management.

(vi) Quality education for all

- JICA will work to improve children’s learning in an effort to contribute to the Government’s policy called, “Learning Strategy for Peace and Growth - Achieving Quality Education through Mutual Learning.” Specifically, JICA will implement the following support: surveys and projects for developing and disseminating educational development models through collaboration between communities and schools; projects for introducing and expanding Japanese-style education; development of mathematics textbooks; and improvement in teacher training programs and courses. JICA will continuously implement technical cooperation projects focused on inclusive education and non-formal education to provide educational opportunities to children who lack access to education in Asia and the Middle East.

- In consideration of the G20 and TICAD 7 to be held in Japan, JICA will hold symposiums to disseminate information both inside and outside Japan regarding good practices of JICA’s approaches while enhancing its collaborations with partner organizations such as the World Bank, Global Partnership for Education, Poverty Action Lab (J-PAL), UNICEF, and others.

(vii) Sport for development

- Considering the efforts of “Sport for Tomorrow (SFT)” and continuously strengthening its cooperation with external organizations, JICA will support physical education in developing areas and promote the participation of
persons with disabilities and the socially vulnerable people through adapted sports. Additionally, JICA will support efforts for inter-ethnic harmony and promotion of peace through sports activities.

- In consideration of the policies regarding “Sport and Development” formulated in FY 2018, JICA will disseminate information both inside and outside Japan regarding its approaches in “Sport and Development” by making use of the TICAD 7 and Rugby World Cup to be held in FY 2019. In addition, JICA will continue to strengthen the capacity of relevant organizations in partner countries participating in the Tokyo Olympic and Paralympic Games.

(viii) Improve social security, disability and development

- To develop and strengthen the social security system, which is modeled after Japan’s labor and social security system and national pension system, and to improve accessibility for persons with disabilities, JICA will assist in the development of human resources who support these systems. In addition, based on the Convention on the Rights of Persons with Disabilities and the Act for Eliminating Discrimination against Persons with Disabilities, JICA will provide training courses regarding disabilities to those who engage in JICA’s operations in order to further promote the incorporation of opinions and efforts related to disability into JICA’s operations.

- To this end, JICA will support the formulation of guidelines in Jordan to promote disability mainstreaming in addition to the establishment of a system of continuous human resource development, while launching the human resource development of mechanics who produce content of the digital accessible information system (DAISY) in Egypt. In addition, JICA will hold side events at the TICAD 7 in the field of disability by utilizing the subject-specific training course “Promoting Independent Living through Empowerment of Persons with Disabilities in Africa.”

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

(i) Develop fair and inclusive societies

- In consideration of the “Free and Open Indo-Pacific,” JICA will work on the fair, transparent development and operation of legal and judicial systems contributing to the guarantee and realization of various rights of citizens and quality economic development, and implement projects for strengthening
capacities for legislative, judicial, and administrative bodies, central and local governments and public broadcasters.

- With respect to legal and judicial systems, JICA will launch an aid policy for criminal justice in Africa while supporting the development of a fair, transparent business environment and dispute settlement systems in priority countries, especially in Asia. In addition, JICA will examine the possibility of its approaches that contribute to the rule of law in international relations and to the promotion of “Business and Human Rights” while continuing its support for citizens’ access to justice.

- Moreover, with regard to central and local administrative functions, JICA will protect citizens’ rights and lives and aim at enhancing administrative foundations, on which stable development can proceed, while placing emphasis on the following points: improvement in effectiveness and efficiency of administrative services; enhanced mobilization and optimal allocation of administrative resources such as financial resources and human resources; improvement in administrative transparency; and promotion of participation and cooperation of citizens and the private sector in plans and projects. For this purpose, JICA will develop the administrative foundation of statistics, etc. in Asia, in turn necessitating the human resource development of executive personnel and the formulation of their policies, and support training for human resources of local governments in Africa and the Central American Caribbean and strengthen their capacity to plan and implement projects, in addition to the promotion of knowledge sharing.

(ii) Secure peace, stability and safety

- JICA will work on reconstructing the social infrastructure and enhancing human capital; improving the delivery of basic social services; and strengthening the capacities of governmental institutions, especially local governments. In particular, JICA will continue its support regarding peace and development in Mindanao in the Philippines and support the improvement of the administrative capacity of local governments that provides assistance to refugee hosting communities in Uganda, etc. In addition, using opportunities like the TICAD 7, JICA will disseminate its efforts and important examples that integrate humanitarian and development assistance cooperating with international organizations.

- JICA will support the strengthening of functions of law enforcement agencies such as security agencies and maritime security agencies, the realization of
safe cyberspace, and the strengthening of the functions of landmine and unexploded ordnance processing agencies. In particular, JICA will implement programs to expand and establish community policing in Indonesia while continuously implementing subject-specific training programs on international security-related issues such as terrorism, drug crime, and cybercrime. Moreover, in consideration of TICAD 7, JICA will strengthen the functions of security agencies in Africa. Furthermore, JICA will continue to conduct south-south cooperation by utilizing know-how obtained from the CMAC.

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

(i) Climate change

- JICA will implement projects contributing to decarbonization in developing areas as well as the creation of a society resilient to climate change impacts, and also contribute to promoting international frameworks on climate change such as the Paris Agreement. In particular, in consideration of the Paris Agreement implementation guidelines adopted in the COP24 of the UNFCCC (United Nations Framework Convention on Climate Change) in 2018, JICA will implement the capacity enhancement and project formulation essential for the accomplishment of various approaches required in developing countries, also keeping an eye on the mobilization of private funds.

- JICA will promote mainstreaming climate change measures in JICA’s operations, by incorporating climate change measures into its project plans as needed through advice on climate change measures at the formulation and planning stage of policies and/or projects for climate change.

- JICA will promote business formations to utilize the Green Climate Fund (GCF), which is a funding mechanism set under the UNFCCC. In addition, JICA will aim at improving knowledge within JICA regarding the mobilization of private funds stipulated in the Paris Agreement.

- JICA will hold side events at the COP25 of the UNFCCC and disseminate JICA’s cooperation policies, achievements, results, lessons, etc. in the field of climate change measures.

(ii) Mainstream disaster risk reduction and post-disaster recovery measures
JICA will work on making societies resilient to natural disasters and mainstreaming disaster risk reduction (DRR) in developing countries, as well as in the international community. Specifically, JICA will create good practices of mainstreaming DRR in Asia and formulate resilient infrastructure projects as DRR in advance. Also, JICA will share the concept of BBB with disaster-affected countries and promptly collect and disseminate information on disasters and assistance needs among related parties to provide seamless support both during and after disasters.

JICA will develop human resources in developing countries to contribute to the forthcoming targets after the Sendai Cooperation Initiative for Disaster Risk Reduction ended in 2018. JICA also utilizes the networking of DRR organizations to support the priorities for actions in the Sendai Framework for Disaster Risk Reduction such as the formulation of a disaster risk reduction plan and preliminary investment on disaster prevention, as well as disseminate the results at the UN World Conference on Disaster Risk Reduction, etc. Moreover, JICA will continue to support reconstruction from earthquake and tsunami disasters based on the concept of BBB in Indonesia by utilizing Japan’s knowledge and experiences.

(iii) Natural Environment Conservation

JICA will work to build a system to facilitate sustainable harmony between natural environment conservation and human activities. JICA will make a policy proposal and project formulation based on Japan’s knowledge and technology and promote cooperation with private enterprises in peatland management and in the field of natural environment conservation in the Mekong region, in addition to REDD + that can play a central role. Moreover, JICA will promote utilizing external funds, such as CAFI (Central African Forest Initiative) and GCF, to scale up projects and implement them with such funds.

With its contribution to the TICAD 7 in mind, through the framework of “African Initiative for Combating Desertification to Strengthen Resilience to Climate Change in the Sahel and Horn of Africa,” in which JICA plays the role of co-secretariat with the secretariat of United Nations Convention to Combat Desertification, JICA will hold side events by collaborating with Senegal, Kenya, and international organizations, conduct training, and send out SNS for sharing knowledge to promote specific actions in participating countries.
To promote sustainable forest conservation and enhance governance for environmental conservation, JICA will promote cooperation with related organizations including private companies and work to enhance the forest monitoring systems, using satellite technology which includes the utilization of AI.

JICA will promote the green economy in the conserved ecosystem (landscape) in protected areas and its surrounding areas in order to ensure the conservation and the sustainable use of biodiversity, with post-Aichi targets in mind. Likewise, JICA will also support the promotion of the green economy through enhanced collaboration with the private sector, and the strengthening of natural environment conservation in coastal areas in order to contribute to mainstreaming biodiversity.

(iv) Environmental management

- JICA will formulate and implement projects for development of administrative capacity aiming at improving the living conditions of urban areas and the promotion of realization of sustainable socio-economic systems with due consideration of utilizing knowledge and technology of the Japanese Government, local governments, and private companies.

- In particular, JICA promotes 3R (Reduce, Reuse, Recycle) as countermeasures for waste reduction in large cities, especially in Asia. In addition, JICA will conduct surveys for piloting “3R + Return” in Oceania. JICA will also advance concrete support for countries eligible to introduce Waste to Energy (energy recovery from waste). Moreover, JICA will consider its cooperation strategy to contribute to marine plastic waste issues with paying attention to the trends in domestic and international arena, such as the G20 meeting to be held in Osaka and relevant Japanese Government’s policies.

- In Africa, JICA will promote sharing of knowledge on waste management, collaboration, and fund mobilization among the member countries and cities, donors, as well as private companies at the general meeting of African Clean Cities Platform. JICA will reflect the outcomes of the general meeting to contribution measures towards TICAD 7 and embody these measures through formulating and implementing projects accordingly.

- For water pollution prevention, JICA will focus on project formulation and capacity development targeting water environmental administration and sewage treatment management. Furthermore, JICA will support
development of policy and legal systems and the implementation capacity to ensure appropriate environmental and social considerations in development projects in developing countries.

(v) Food security

- Within the framework of “Coalition for African Rice Development (CARD) Phase 2,” JICA will formulate and implement projects in target countries of CARD to shape the National Rice Development Strategy (NRDS). In particular, JICA will promote the steady implementation of the RICE approach (Resilience, Industrialization, Competitiveness, Empowerment) listed in CARD Phase 2 in core countries in Africa (Tanzania, Uganda, Cameroon, etc.) by implementing wide-area training to develop human resources for rice farming.

- In Sub-Saharan Africa, where agricultural mechanization has not been advanced, JICA will support the expansion of Japanese companies into that region by conducting surveys to confirm the utilization status of agricultural machinery and the advantage of Japanese companies and sharing the survey results with Japanese companies.

- Regarding fishery resources management, JICA will formulate technical cooperation projects in Africa (Senegal, etc.), the Caribbean, Oceania (the Pacific islands), and Indonesia, and promote joint management by fishers and the government. With regard to measures for illegal, unreported, and unregulated (IUU) fishing, JICA will newly initiate subject-specific training programs, and initiate its technical cooperation by utilizing satellites in Indonesia.

- For enhanced resilience of agriculture to climate change, JICA will identify countries with high receptivity for weather index insurance to formulate new technical cooperation projects in the Horn of Africa.

(5) Regional priority issues

JICA will focus on the following activities in each region, which demonstrate JICA’s ability to respond flexibly and dynamically to ever-changing situations. In addition to country-specific activities based on the Japanese Government’s country assistance policy of each country, JICA will take into account the trend of regional integration and the strengthening connectivity of the region, its development, and contribution to global issues.
(i) **Southeast Asia and Oceania**

- For Southeast Asia, JICA will strategically strengthen support to ASEAN that enhances its autonomy, independence, and integrity (deepening integration) based on the “Free and Open Indo-Pacific.” In particular, as priority areas, JICA will provide the following support: the promotion of economic integration that is essential to ASEAN’s unity and sustainable growth; strengthened connectivity of the East-West and Southern economic land corridors as well as the oceanic economic corridor; maritime infrastructure development and enhanced maritime law enforcement capacity to maintain and strengthen the free and open maritime order; high quality growth that overcomes distortionary growth; decarbonizing countermeasures against climate change; human resources development, mainly of the leaders and administrative officers who will steer ASEAN countries in the future; and addressing the vulnerability of regions such as Mindanao.

- For Oceania, JICA will support marine infrastructure, maritime safety, maritime law enforcement capacity, fishery resources management, etc., as priority areas based on the “Free and Open Indo-Pacific.” Also, JICA will work to overcome and mitigate vulnerabilities such as climate change measures and related environmental issues; develop infrastructure for autonomous and sustainable development; support trade, investment, and tourism; expand human resources development and human exchange, including through “Pacific Leaders' Educational Assistance for Development of State (Pacific-LEADS),” and promote health and sports.

(ii) **South Asia**

- Based on regional characteristics, the fact that a large number of people are livening in poverty and vulnerable to natural disasters, and the “Free and Open Indo-Pacific,” JICA will provide support that strengthens intra- and inter-regional connectivity; enhances industrial competitiveness including improvement of investment climate; ensures peace, security and safety; improves basic human needs; and tackles global issues.

- In particular, based on the “Japan-India Special Strategic Global Partnership”, JICA will steadily promote infrastructure development through the construction of high-speed railways and Metro as well as the development of a large-scale corridor between Delhi and Mumbai, and social development such as strengthening of connectivity, the forest and ecosystem management in northeastern India; development of water supply and
sewerage systems; and the capacity development of communities. JICA will likewise implement projects based on the “Japan-Bangladesh Comprehensive Partnership,” the “Bay of Bengal Industrial Growth Belt (BIG-B),” and the “Japan-Sri Lanka Comprehensive Partnership.”

- In order to realize a peaceful and equitable society, JICA will continue to support legislative development and capacity development for stability of societies in order to strengthen governance. In particular, JICA will promote the following support: legislative development, especially for civil law, enhancement of judicial capacity, and support for the transition to the federal system in Nepal; support for enhanced capacity of judicial personnel in Sri Lanka; support for capacity development to maintain security in Bangladesh and Pakistan; support in Afghanistan through the “Bridge to the future and core human resource development project;” and various scholarship programs such as JDS.

(iii) East Asia, Central Asia and the Caucasus

- By continuously assisting in strengthening governance, industrial diversification, and the development of infrastructure and human resources as priority areas, JICA will strengthen its cooperation in the social service sector such as healthcare while enhancing human resource development such as young administrative officers and executive personnel in the technical field.

- In particular, JICA will continue to address economic stabilization and the strengthening of governance through financial support in Mongolia, and support the formulation of a comprehensive national development plan and an agricultural master plan to lead to sustainable economic growth. In Central Asia and the Caucasus, JICA will promote its cooperation that considers intra- and inter-regional connectivity, correction of domestic disparities, and quality infrastructure, and also continue to steadily implement projects regarding international trunk roads and power stations, etc. while proceeding with the formulation of ODA loan projects such as agricultural financing and healthcare.

- With regard to China, JICA will consider the steady implementation of projects and asset utilization in anticipation of ODA termination, make use of the opportunity of the 40th anniversary of Japan's cooperation with China, summarize past cooperation achievements, and disseminate the results.
(iv) Latin America and the Caribbean

- In order to also contribute to “Japan’s Initiative to Enhance Connectivity between Japan and Latin America and the Caribbean” that aims to shape the “three principles (juntos)” listed by the Japanese Government, JICA will focus on the following support as priority areas: infrastructure development (economic connectivity enhancement) that would further promote economic development; measures for disaster risk reduction and climate change; urban environment issues; and disparity reduction support (enhanced connectivity of values and wisdom), etc.

- Specifically, JICA will further promote its collaboration with Japanese companies and other partners, steadily implement projects based on the collaborative framework with intra-regional development partners such as the Inter-American Development Bank and the Central American Integration System (SICA), and promote human resource development, etc. through training programs that offer opportunities to study in Japan. Regarding the collaboration with Japanese-affiliated societies, JICA will strengthen its approaches both inside and outside of Japan by collaborating with private companies, local governments and research institutions, etc. In addition, JICA will promote the formulation of new projects utilizing various tangible and intangible assets that have been accumulated through long-term cooperation in the field of agriculture/health, etc.

(v) Africa

- JICA will hold discussions with the Japanese Government in order to contribute to Japan’s assistance to be presented at TICAD 7. After TICAD7, JICA will implement projects based on Japan’s commitments announced at TICAD7. In particular, JICA will work on a development approaches incorporating science, technology and innovation (STI), further promoting public-private partnerships, and expanding its partnerships with international community and universities, etc.

- In addition, JICA will domestically and internationally disseminate messages regarding issues and approaches related to African development by cooperating with a wide range of relevant parties both inside and outside of Japan, holding pre-events and side events, and implementing relevant public relations activities for the TICAD 7.

- JICA will continue to address corridor development, Kaizen, UHC, IFNA, etc. which are the priority issues after the TICAD V and VI.
(vi) The Middle East and Europe

- JICA will support human resource development, infrastructure development, and improvement of investment environment, etc. as priority areas, which will contribute to the development of each country, while paying attention to securing regional stability and human security, promotion of quality growth and regional approaches, etc.
- In particular, with respect to refugee issues including Syrian refugees, JICA will continue the program that provides opportunities for Syrian refugees to study in Japan that Japanese government announced at the G7 Ise-Shima Summit, as well as its support that benefits host communities accepting refugees, and capacity development of refugees in collaboration with host countries of Syrian refugees and international organizations. In addition, by taking advantage of Japanese technology, JICA will support infrastructure development, taking account of reduction disparities and development of conflict affected areas, as well as its supports in the field of environment. Moreover, JICA will work on human resource development through offering comprehensive educational support, utilizing a study abroad program in Japan, technical cooperation, and financial cooperation, which take into consideration the introduction of Japanese-style education.
- JICA will continue to promote the formulation and implementation of projects that contribute to commitments of Japanese government in consideration of the upcoming TICAD 7, as well as the “Western Balkans Cooperation Initiative.”

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

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

(i) Private sector

- In order to address development issues in developing areas by actively leveraging technologies, products, systems, and funds of Japanese private companies, JICA will steadily implement support schemes for small and medium enterprises and SDGs-focused Business Programs, including the provision of assistance to Japanese business partners in the expansion of overseas business operations in developing countries and territories, while utilizing co-finance with other organizations to expand the support of Private
Sector Investment Finance for development projects contributing to the achievement of SDGs and for companies actively addressing ESG issues.

- In particular, JICA will actively provide information such as local needs regarding development issues through seminars to disseminate issues while introducing an issue-presenting proposal system to seek proposals against issues specific to particular regions and countries, including presenting issues in Africa to prepare for the TICAD 7.

- Moreover, in order to achieve targets of the “Infrastructure Systems Export Strategy,” etc. of the Japanese Government, JICA will provide necessary information regarding the Government’s initiatives, like the Management Council for Infrastructure Strategy. Furthermore, JICA will formulate and implement projects that have both high development effects and contribute to more Japanese companies’ infrastructure exports, including promoting the formulation of PPP projects through preparatory surveys (PPP infrastructure projects) in order to balance the development of developing areas and the vitalization of Japanese-affiliated society.

(ii) Small and medium enterprises

- In order to help resolve development issues in developing areas via the expansion of Japanese SMEs’ overseas business, JICA will implement support programs for SMEs based on their proposals, promote the usage of their products in development cooperation, and help materialize their businesses. In addition, JICA will work on improving the systems to expanding the number of partner SMEs participating in development cooperation.

- In order to better match development needs to the products and technology of Japanese SMEs, JICA will provide information on prevalent development issues and local needs in developing countries and territories by conducting seminars for SMEs. Moreover, in order to prepare for the TICAD 7 with the aim of increasing highly effective proposals for development in Africa, JICA will present issues by targeting Africa.

- JICA will strengthen collaboration with organizations that support Japanese SMEs such as the Japan External Trade Organization and the Organization for Small & Medium Enterprises and Regional Innovation, etc. and effectively and complimentarily implement its support for the overseas business expansion of SMEs, etc.
With the purpose of increasing the number of SMEs, etc. that are entrusted with this project all over the country and of promoting the revitalization of local economies based on experiences and results of project implementation, JICA will work on discovering and forming more good practices in local areas.

(7) Strengthen ties between various development partners and developing areas, while also expanding the number of development partners

(i) Volunteer programs

- In order to respond appropriately to needs to resolve issues in developing areas, JICA will facilitate citizens’ participation in volunteer programs by the following initiatives: improving the details of volunteer activities and the way to seek volunteers; utilizing ICT to implement strategic recruitment, public relations activities, and information sessions; and expanding the interest of a wide range of age groups. In addition, in order to gain further understanding and support for “Japan Overseas Cooperation Volunteers,” JICA will work to enhance the dissemination of information that is delivered to each social group of citizens in cooperation with relevant organizations and associations.

- In close collaboration with the government, JICA will work on the smooth introduction and implementation of new classifications and systems. Moreover, by utilizing ‘Guidelines for JICA Volunteer Programs Evaluation’ newly formulated for strengthening the PDCA cycle, JICA will initiate the compilation of the programs’ evaluation. In addition, JICA will develop system to establish partnerships with various partners (e.g. private companies, universities, local governments).

- JICA will expand its projects that also contribute to international commitments such as SDGs, TICAD, and Sport and Development as well as domestic issues. In particular, in order to enhance the functions of “Japan Overseas Cooperation Volunteers” to develop innovative human resources, JICA will continuously provide information and support for volunteers’ career paths from the pre-dispatch period to after their return, in addition to expanding training program contents.

(ii) Local governments

- JICA will support projects by utilizing the administrative and technological know-how of Japanese local governments. Also, in order to improve the
quality of JICA’s projects and promote participation from local governments, JICA will accumulate and disseminate good practices of projects in collaboration with local governments, and provide opportunities to share their examples and experiences among them.

- In particular, JICA will contribute to the promotion of SDGs both inside and outside of Japan by working on disseminating and sharing good practices regarding projects in collaboration with local governments and encouraging the internationalization, overseas business expansion, and development cooperation activities of areas promoted by local governments.

(iii) NGO/ Civil Society Organizations (CSOs)
- JICA will formulate and implement projects that meet the needs of developing regions through utilizing the knowledge and diversity of NGO/CSO’s approaches. Also, in order to improve the quality of operations and promote participation from new NGO/CSOs, JICA will promote dialogue and consult with NGO/CSOs to facilitate their activities in various phases. This includes through all phases from their entry into the development cooperation, through the application process of the JICA Partnership Program, to the implementation of the projects in developing areas.
- In particular, by disseminating the issues and needs of developing areas, JICA will formulate projects and provide consultation such that each NGO/CSO can more effectively utilize its competitive advantages for projects. In addition, JICA will work to improve NGOs/CSOs’ capacity through its activity support projects for NGOs, etc.

(iv) Universities and research institutions
- JICA will strengthen its collaboration with universities through promoting the JICA Development Studies Program to provide opportunities for future leaders from partner countries to learn both Japan’s modernization and development experience, different from those of Western countries, and Japan’s specialized knowledge as a donor country after World War II so that they may gain insights for further development of their own countries.
- For participants from developing countries, JICA will provide programs to learn Japan’s development experiences in English, in addition to education and researches in specialized fields over the course of university’s master’s/doctor’s degree programs, with the aim of having students
effectively utilize what they learn in Japan for their own countries’ development, where they will hopefully play an active role as leaders.

- JICA will implement projects utilizing academic expertise and networks of universities and research institutions, and also promote these institutions’ participation in development cooperation. Also, JICA will implement projects to contribute to addressing global issues, and utilize the cooperation results for other cooperation schemes.

(v) International development education and promoting public understanding

- In order to promote the understanding of pupils and students, JICA will conduct development education programs. JICA along with education bodies like the Ministry of Education, Culture, Sports, Science and Technology, educational institutions such as the board of education, and NGOs, will broaden its base of development education. In particular, JICA will steadily improve teacher-oriented programs based on the review conducted in 2018.

- By conducting activities at domestic offices like the JICA Global Plaza, JICA will promote better understanding about development issues and development cooperation for Japanese nationals. In particular, by collaborating with JICA’s various projects and relevant parties and organizations working to achieve development education, JICA will continuously promote utilizing exhibitions at the JICA Global Plaza as part of Japanese academics while taking effective approaches that consider SDGs and the Tokyo 2020 Olympic and Paralympic Games.

Strengthen foundations for implementation

(8) Strengthen foundations for operational implementation

(i) Public relations

- JICA will deliver development information to both the Japanese and international press, as well as information about JICA’s activities and outputs regarding development issues in developing areas in a timely manner, through events that attract a high level of interest both inside, and outside, of Japan. Also, JICA will promote public dissemination by utilizing diverse tools such as public relations magazines, digital media, international cooperation events, etc. for citizens both inside, and outside, of Japan.
In particular, JICA will disseminate information about Japan’s relationship with Africa for which the TICAD 7 will be held, its cooperative efforts in the fields to be discussed at the G20, and Sports and Development for the Rugby World Cup and for the Tokyo 2020 Olympic and Paralympic Games. Regarding its website, JICA will work to organize information for the website renewal while promoting the acceleration of external users’ access by reducing capacity such as data reduction.

(ii) Operations evaluations
- Along the PDCA cycle, JICA will conduct and publicize the results of its ex-ante evaluation, as well as its monitoring and ex-post evaluation, in a prompt and easy-to-understand manner.
- In order to improve projects and their development outcomes, JICA will continuously conduct cross-cutting analyses, statistical analyses, process analyses, impact evaluations contributing to the promotion of evidence-based policy-making (EBPM), etc. while providing the feedback of lessons obtained from operational evaluations to formulate its cooperation policy and implement its projects. In particular, JICA will implement theme-specific evaluation (comprehensive analyses of ex-post evaluation of cooperation projects to China, etc.) in order to further utilize evaluation results and lessons.
- In order to strengthen operational evaluations and improve outcome quality, JICA will collaborate with international organizations, universities, NGOs and private enterprises in both Japan and overseas, to conduct project evaluations and analyses, as well as share lessons learned, etc. Moreover, in order to improve organizational capacity and share its public findings, JICA will work to improve staff evaluation capacities and disseminate knowledge gained from its operational evaluations at academic conferences, international conferences, etc.

(iii) Recruit and train human resources who engage in development cooperation
- JICA will conduct training programs to secure and foster international development human resources to contribute to the achievement of SDGs and to meet increasingly diversifying development needs. In particular, with respect to its courses for capacity enhancement training contributing to the development of human resources as well as to the achievement of SDGs, on
which JICA is planning to be mainly working, JICA will continue to provide the courses while working on the quality improvement of them.

- By deepening its collaboration with relevant organizations including the Ministry of Foreign Affairs with the aim of broadening the recruitment base and expanding the number of people who engage in development cooperation, JICA will promote increase and diversification in contents and uploaded information on the PARTNER web site. In particular, JICA will enhance content targeting university students and junior high and high school students, promote the further expansion of younger generations’ interest in the field of international cooperation, and increase the number of those who register for the web site.

(iv) Solidify intellectual foundation

- JICA will carry out research that contributes to effective implementation of development cooperation aimed at achieving the SDGs and formation of international aid trends. In doing so, JICA will flexibly respond to new development needs, focus on compiling Japan’s experiences of development/development cooperation, and use research results for providing feedback to JICA’s operations. In particular, JICA will carry out research on the following topics: quality growth; human security; history of Japan’s development cooperation; and development cooperation of emerging countries including China.

- By expanding the network of researchers, universities, and research institutes both inside and outside (including emerging countries) of Japan, JICA will improve the quality of its research projects, strengthen its ability to disseminate results, and contribute to developing internal research personnel.

- JICA will disseminate the results of the research by publishing working papers, policy notes, and books, and by further utilizing its website. Also, JICA will deliver the research results to international organizations, research institutions, and to policy makers and aid practitioners by utilizing international conferences such as the T20 (to produce policy proposals for G20) to be held in May and the TICAD 7, while holding seminars and symposiums that are open to various stakeholders.

(v) Disaster relief cooperation
• In order to maintain the international-level response capacity, JICA will review training and drill programs and equip itself with necessary materials and equipment. Also, JICA will conduct trainings and drills to maintain and improve the capacities of registered Japan Disaster Relief team members. In addition, JICA will participate in the framework of international collaboration on search and rescue and disaster medicine as well as infectious diseases response. JICA will also disseminate Japan’s experiences and knowledge on emergency relief. Furthermore, in order to maintain an effective system for relief cooperation, JICA will maintain a network with related organizations and personnel inside, and outside, of Japan.

• In particular, as the regional vice-chair of the International Search and Rescue Advisory Group (INSARAG), JICA will contribute to the improvement in the network and capacity of search and rescue within the Asia-Pacific region through preparation and implementation of various meetings and drills in cooperation with Australia, a chair country in 2019. In addition, as the Western Pacific regional chair of the WHO Emergency Medical Teams, JICA will work to strengthen the emergency relief network in the Asia-Pacific region by holding global meetings, etc. and taking the initiative during discussions on international collaboration.

2. Necessary measures to improve administrative operational efficiency
   (1) Develop organizational foundations for strategic operational management
   (i) Develop implementation architecture
   • In order to strengthen the foundation of strategic operation, JICA will continue reviewing its organizational structure, while reviewing the status of its current system. In particular, JICA will implement measures to strengthen the implementing structure of domestic offices.
   • In order to obtain advice from external stakeholders concerning JICA’s operational strategies and policies, JICA will regularly convene meetings of its Management Advisory Council, etc.
   • In order to clarify the roles and responsibilities of each department and office, JICA will continuously review its internal rules.
   • JICA will continuously endeavor to share offices with, and move offices near, other overseas offices of the Japan Foundation, Japan External Trade Organization, and Japan National Tourism Organization.
(ii) Strengthen operational foundation
- JICA will stably operate ICT platforms developed for sharing information to improve the quality of operations and streamlining work, and improve the functions of those platforms as needed. JICA will also continuously hold training sessions for its ICT platform users to ensure effective utilization of existing technical resources and to also positively contribute to a smooth utilization of new ICT platforms. In addition, JICA will maintain information communication networks to improve the efficiency of communication with overseas offices.
- In order to prepare for the procurement of the next ICT platform, whose operation is planned to be initiated in FY 2022, JICA will conduct a review of its specification including a major change in the foundation such as cloud computing.

(2) Optimize and streamline administrative operations
(i) Streamline costs
- While preserving the quality of operations, JICA will improve the efficiency of operational grants by at least 1.4%, compared to the previous fiscal year, with regard to total general administrative and operating expenses (except special operating expenses and personnel expenses).

(ii) Appropriate personnel cost management
- In order to effectively and efficiently carry out operations and management, JICA will consider reviewing the personnel system. Envisioned measures include appropriate personnel distribution and treatment according to staff composition and role.
- JICA will verify the rationality and appropriateness of salary levels, including allowances, with proper consideration of other government employees, and continuously work to rationalize its salary levels. JICA will also disclose its salary levels, its rationality, and its appropriateness to the public.

(iii) Proper asset reviews
- JICA will constantly review the composition and necessity of its assets. In addition, JICA will continue to disclose detailed information about its assets.

(iv) Rational and appropriate procurement
JICA will establish a procurement rationalization plan with proper consideration given to JICA’s operations and management. JICA will then implement the plan properly.

JICA will work on reducing the number of non-competitive-negotiated contracts to only those deemed absolutely necessary by utilizing the reviews by the Contract Monitoring Committee. JICA will also increase its transparency, take an approach to prevent fraudulent cases and to avoid other relevant risks, expand opportunities for new bidders, and increase the competitiveness by commissioning assessments by external experts, by improving procurement rules, and by holding seminars.

JICA will improve the systems to support consultants’ overseas business expansion, and stably operate the systems. In order to strengthen the institutional foundation that can continuously implement proper procurement procedures, JICA will continuously conduct long-distance training and provide direct assistance from headquarters to domestic and overseas offices.

3. Financial improvement

For operations that use operational grants, JICA will properly manage the disbursement of the budget to ensure the quality of operations, based on the budget, the income and expenditure plan, and the financial plan stipulated in section 6 while implementing the following approaches without fail based on the content proposed in the final report of the “Advisory Committee on Enhancement of Budget Disbursement Management:” “thorough budget disbursement management in units of individual projects;” “appropriate recognition and management of the amount of budget planned for the latter year(s) of a multi-year project;” “appropriate budget disbursement management for the current year;” and “establishment of a rational budget control method with emphasis on autonomy.”

JICA will analyze reasons for existing and former operational grant liabilities at the end of each fiscal year.

JICA will work to secure its own revenue, and properly manage and use those revenues.

4. Action plans for security measures

In order to ensure the safety of those involved in international cooperation activities, JICA will work to continuously reinforce and institutionalize its
security measures, and build upon the progress already made through the steady implementation of initiatives discussed in the “Final Report of the Committee on Security Measures for International cooperation activities (August 2016).”

- In particular, JICA will implement the following actions in order to promote safety awareness among all relevant parties:
  - Reinforcing JICA's human resources engaged in safety management;
  - Enhancing security measures required under non-emergency situations;
  - Improving JICA's ability to collect and analyze information on security threats and risks;
  - Disseminating security information and mandatory security measures for all business travelers and residents in development areas;
  - Promoting the participation in security training for all business travelers;

- JICA will work on safety measures for construction projects through appropriate management and adequate review of guideline documents and by strengthening safety measures at construction sites. In particular, JICA will enhance safety measures especially in countries that have a high number of accidents or those where large-scale operations are conducted.

5. **Other important operational management items**

(1) **Promote effective, efficient development cooperation**

(i) **Enhance predictability and impact**

- JICA will assess and analyze country and regional issues, and formulate or revise JICA's Country Analysis Papers (JCAP) that serve as a guideline of cooperation activities for each country. JICA will utilize JCAP when formulating and implementing cooperation programs/projects as well as monitoring.

- JICA will strengthen its quality and strategy of operations by analyzing current development situations and possible solutions, then will reflect them into actual project implementation. In particular, JICA will enhance the utilization of JICA's operational strategy to formulate and implement projects.

- Other than selecting programs, etc. that clarify JICA's contributions toward the SDGs as well as disseminating those programs internationally, JICA will work to further strengthen the incorporation of the SDGs into its operation based on the SDGs position papers; collect good practices and lessons
obtained through project implementation; and share and disseminate them both inside and outside of JICA. In addition, JICA will make a proposal based on the sharing of JICA’s approaches as well as its experience and knowledge in the revision process of SDGs Implementation Guiding Principles by the Japanese Government.

(ii) Enhance effectiveness and efficiency

- JICA will work on improving its operational rules and management to formulate and implement projects that achieve higher development outcomes in collaboration with the Japanese Government.
- Regarding JICA’s technical cooperation aspects, JICA will continuously work on enhancing project management capability and strategic partnerships as well as formulating and promoting projects including innovative approaches, and on improving and launching its operational rules and management to promote long-term training courses.
- Regarding ODA Loans and Private Sector Investment Finance, JICA will continuously implement measures, including the acceleration of ODA Loans that are announced by the Japanese Government, such as the “Expanded Partnership for Quality Infrastructure” while implementing measures such as ensuring the quality of consultants. In addition, JICA will develop its system and formulate its policies such as a credit policy, based on the basic strategy of Private Sector Investment Finance.
- Regarding Grant Aid, JICA will securely implement the institutionalization of operational rules based on the “Report on the improvement of rules and operation on Grant Aid” (June 2016, Ministry of Foreign Affairs) while conducting monitoring and reviewing to further improve the rules and regulations.
- In order to further promote knowledge on innovative development methods and on how to build partnerships to achieve the SDGs, etc., JICA will enhance its functions to accumulate and share knowledge among knowledge management networks by utilizing “Knowledge Portal,” which includes a function for bidirectional opinion exchange by knowledge disseminators and users, and through regular liaison meetings of knowledge management networks, etc. JICA will also accumulate good practices of cross-organizational approaches.

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

(i) Participation and dissemination of knowledge and experience at international discussions

- In order to participate in and contribute to the formulation of international cooperation trends, JICA will proactively participate at international conferences and disseminate and share Japan's knowledge and experience. In particular, JICA will contribute to the implementation of the SDGs, the establishment of a definition and rules of Financing for Development (FfD), and discussions at major international conferences such as G20-related meetings, the TICAD 7, and PMAC2020, etc.

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

- JICA will foster partnerships with international organizations, bilateral donors, and other actors through dialogues that occur at the headquarters-level. Through these partnerships and dialogues, JICA will jointly contribute to international discussions, and help to strategically carry out synergetic implementation and operational collaboration in important areas such as UHC, quality infrastructure, Human Capital, etc.

- In order to make the international framework of development cooperation more comprehensive, JICA will work to discuss and collaborate with emerging donors while considering the establishment of forums to discuss frameworks that include new partners. Moreover, JICA will participate in international discussions on South-South Cooperation and Triangular Cooperation, and share its experiences.

(3) Secure appropriateness of development cooperation

(i) Environmental and social considerations

- JICA will operate following the JICA Guidelines for Environmental and Social Considerations by conducting project appraisals and steadily confirming the monitoring of environment and social impacts with members of the Advisory Committee for Environmental and Social Considerations based on the results of past periodic supervision. In addition, JICA will raise various parties' awareness for improved environmental and social considerations by providing training programs and seminars.

- In particular, based on the operational status of the Guidelines that will appear on the final report of the review survey, as well as the World Bank's
new safeguard policy, JICA will compile the results of the comprehensive review for the revision of the Guidelines. Through the process of the review, JICA will not only obtain advice from the Advisory Committee but also receive public comments, ensuring transparency and accountability.

(ii) **Promote the empowerment of women and gender equality**

- In order to mainstream gender perspectives in JICA projects, JICA will improve the quality and quantity of gender-responsive projects. Specifically, JICA will reinforce its approaches to create successful exemplary projects that promote gender mainstreaming, provide advice at the stage of project formulation and implementation, and conduct various training for internal and external stakeholders. In promoting gender mainstreaming in JICA projects, JICA will prioritize assistances that contribute to women’s economic empowerment with due consideration of “Development Strategy for Gender Equality and Women’s Empowerment” by Japanese Government. It includes gender-responsive infrastructure development, the acceleration of the access and quality of girls’ education including STEM (Science, Technology, Engineering, and Math), the promotion of women’s leadership in disaster risk reduction that contributes to UN Security Council Resolution 1325 and relevant UN resolutions, and the “G7 2X Challenge: Financing for Women.” JICA will also work to formulate projects that promote the empowerment of African women as a contribution measure for the TICAD 7.

(iii) **Fraud and corruption prevention**

- JICA will properly manage and operate the Consultation Desk on Anti-Corruption, and appropriately investigate and take action on fraudulent and corruptive practices. When fraud and corruption practices are verified, JICA will take stringent measures, and in order to prevent fraud and corruption, JICA will conduct training and programs to raise awareness to combat fraud and corruption within relevant parties like partner country governments and JICA staff.

- As JICA enters into business relations with an increasing number of private sector entities, it will introduce a new system of background checks on a trial basis. The new system aims to ensure that prospective project-implementing partners have no record of ties with organized crime or engagement in illegal activities such as money laundering. During the trial stage, JICA will review and define details of background investigation scopes.
(4) Strengthen internal controls
(i) Control environment
- Based on the JICA’s Statement of Operational Procedures, JICA will maintain rules and regulations related to internal controls, revise them as necessary, and further improve the JICA staff’s awareness regarding the internal controls through trainings, etc.

(ii) Risk assessments and organizational management responses
- JICA will adequately respond, in a timely manner, to incidents that do not comply with JICA standards and take appropriate measures to prevent its reoccurrence. Furthermore, JICA will report to the Risk Management Committee the results of the analysis and evaluation of the risks and how to counteract those risks.
- To ensure effective Finance and Investment Account operations, JICA will appropriately identify, measure, and monitor risks associated with the Finance and Investment Account operations.

(iii) Internal control activities
- In order to ensure internal control within JICA, JICA will regularly monitor the operational status of internal control and report those results to its board members while thoroughly disseminating the results within JICA as needed.
- JICA will conduct its performance evaluation based on its Medium-term Plan and its Annual Plan to improve its operational efficiency and effectiveness.

(iv) Internal and external information communication systems
- JICA will properly manage an internal and external whistleblower system, and appropriately respond to those cases.
- Building upon existing reporting mechanisms, JICA will establish an improved system of reporting incidents of sexual exploitation, abuse, and harassment that will make it easier for victims to convey information on such incidents perpetrated by JICA staff or others involved in JICA projects.

(v) Internal audits
- With regard to its approaches to the improvement in cross-organizational internal control functions including the budget disbursement management structure, as well as approaches to securing trust from external parties, JICA
will conduct internal audits following the International Professional Practices Framework of internal auditing, and follow up on the results of the audit without fail.

(vi) ICT related issues
- JICA will respond to the revision of Information Security Management Rules based on the “Japanese Government’s Management Standards for Information Security Measures for the Central Government Computer Systems” (FY 2018), etc. JICA will also work to maintain and enhance its organizational capacity to cope with the information system control and system security risks by using the Information System Committee, the Information Security Committee, and the formulation and review of “The annual plan for the promotion of information security.”
- JICA will look into some necessary measures to strengthen the capacity of emergency responses related to information security incidents. JICA will put into practice those possible measures.
- Regarding compliance with the EU General Data Protection Regulation (GDPR), JICA will expand the targets for data processing and the coverage of data processing targets to be protected. Moreover, JICA will comply with the latest rules to ensure the effective protection of personal information, including the operation of the GDPR.

6. Budget, income and expenditure plan, and funding plan (excluding the Finance and Investment Account)
See attachments 1, 2, and 3.

7. Short-term loan ceilings
General Account: 67 billion yen
Finance and Investment Account: 290 billion yen
Reasons:
- The General Account requires loans to avoid late payments of personnel expenses to staff members and operational expenses in the event of an approximately 3 months’ delay in the receipt of operational grants from the Japanese Government. The Finance and Investment Account requires loans to quickly and efficiently handle events like short-term funding gaps that involve short-term loan repayments and the collection of receivable loans,
temporary funding when FLIP agency bonds are issued, rapid changes in the amount of loans extended, and other events.

8. Using surplus funds (excluding the Finance and Investment Account)
   - While taking into consideration its progress toward the Medium-term Plan, JICA may allocate surplus funds to programs that will be able to improve its quality of operations, facilities, and equipment through the use of those funds. The use of reserve funds that have been accumulated by incurred profits through operational grant expenditure reductions will be limited to expenditures that will be covered by the operational grant (excludes those covered by subsidies, which is allocated separately).

9. Other operational management-related items stipulated by ordinances of the competent Ministry
   (1) Plan for facilities and equipment
   - JICA will repair and upgrade existing facilities and equipment in order to manage operations effectively and efficiently. This includes circumstances related to the aging of existing facilities, among others.

   (2) Personnel planning
   - Under JICA’s work-style reform plan called “SMART JICA 2.0,” JICA will continue to make efforts to secure the flexibility of working ways and work-life balance, etc., in order to promote various ways of working among diverse human resources. JICA will continue to make efforts to improve the quality of its operations, such as strengthening knowledge management, while strengthening the capacity of staff and relevant members including national staff through various training programs, career consultation, and dispatching of staff to other agencies, etc. In particular, JICA will work to expand its support for second career development, etc. targeting personnel of middle and senior generations, as well as to provide national staff with long-term working opportunities in HQ or domestic offices in Japan..

   (3) Disposal of reserve funds that can be appropriated for financial resources of operations prescribed in Article 31, Paragraph 1 of the Act for the Incorporated Administrative Agency- Japan International Cooperation Agency (Act No. 136 of 2002) as well as in Article 4, Paragraph 1 of Supplementary Provisions.
• The carry forward reserve fund for the previous Medium-term Objectives period can be used as follows: for contracts where liabilities exceed the Medium-term Objectives period, caused by unavoidable circumstances in the preceding Medium-term Plan; for handling accounts wherein the amount that affects profits and losses in the account for transitional functions were recorded during the previous Medium-term Objectives period, and in other cases.

• For recovered claims and other funds that have been received during the previous Medium-term Objectives period, which are approved by the competent minister pursuant to the provision of Article 2 of Supplementary Provisions of the Act for the Incorporated Administrative Agency- Japan International Cooperation Agency Law Enforcement Order (Cabinet Order No. 409 of 2003), those funds should be submitted to the Japanese Government in accordance with the Act for the Incorporated Administrative Agency- Japan International Cooperation Agency.

(End)

(Annex) List of indicators
(Attachment) Budget, income and expenditure plan, financial plan
## List of Indicators

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

1. Secure a foundation and driving force for economic growth in developing areas ("Quality growth" and poverty eradication through such growth)

<table>
<thead>
<tr>
<th>Indicator 1-6</th>
<th>Number of trained personnel that will contribute toward achieving the Japanese Government’s ABE Initiative and Innovative Asia (long-term training) commitments</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Innovative Asia</td>
</tr>
</tbody>
</table>

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

<table>
<thead>
<tr>
<th>Indicator 2-8</th>
<th>Number of children that JICA has supported to improve their learning</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>2.7 million persons</td>
</tr>
</tbody>
</table>

4. Build a sustainable and resilient international community by addressing global challenges

<table>
<thead>
<tr>
<th>Indicator 4-3</th>
<th>Number of trained human resources in disaster risk reduction</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>8,000 persons</td>
</tr>
</tbody>
</table>

5. Regional priority issues

<table>
<thead>
<tr>
<th>Indicator 5-2</th>
<th>Number of industrial human resources trained in ASIA to contribute to achieving the Japanese Government’s 2015 Japan-ASEAN summit commitments</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>12,000 persons</td>
</tr>
</tbody>
</table>

6. Contribute toward solving development issues through partnerships with the private sector and other partners

<table>
<thead>
<tr>
<th>Indicator 6-5</th>
<th>Number of consultations toward solving development issues in developing areas and expanding business operations</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>1,200 times</td>
</tr>
</tbody>
</table>

7. Strengthen ties between various development partners and developing areas, while also expanding the number of development partners

<table>
<thead>
<tr>
<th>Indicator 7-4</th>
<th>Number of consultations that promote partnership and participation for volunteer programs, local governments, NGOs,</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>1,200 times</td>
</tr>
</tbody>
</table>

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1 [Indicator x-x] corresponds to the indicators shown in fourth Medium-term objectives (fiscal year 2017 to 2021) set by the Competent Ministries.
universities and research institutions, and persons affiliated to development education efforts

(8) Strengthen foundations for operational implementation

<table>
<thead>
<tr>
<th>Indicator 8-2</th>
<th>Number of press releases</th>
<th>50</th>
</tr>
</thead>
<tbody>
<tr>
<td>Indicator 8-3</td>
<td>Number of official Facebook postings</td>
<td>350</td>
</tr>
<tr>
<td>Indicator 8-4</td>
<td>Number of updated projects on JICA’s website (“ODA Mieruka site”)</td>
<td>500</td>
</tr>
<tr>
<td>Indicator 8-7</td>
<td>Number of newly registered persons on the PARTNER website</td>
<td>2,000 persons</td>
</tr>
<tr>
<td>Indicator 8-10</td>
<td>Number of registered personnel on the Japan Disaster Relief’s Infectious Disease Response Team</td>
<td>180 persons</td>
</tr>
</tbody>
</table>

2. Necessary measures to improve administrative operational efficiency

(1) Develop organizational foundations for strategic operational management

| Indicator 9-2 | Number of trainings for newly developed common ICT platforms for information sharing | 12 times |

(2) Optimize and streamline administrative operations

| Indicator 10-1 | The percentage of streamlined costs of total general administrative and operating budget, compared to the previous fiscal year | 1.4% or more |
| Indicator 10-4 | Number of contracts assessed by external experts | 70 contracts |

4. Security measures

| Indicator 12-3 | Number of participants involved in the operations and trainings of security measures (including counter-terrorism drills) | 3,000 persons (600 for counter-terrorism drills) |

5. Other important operational management items

(1) Promote effective, efficient development cooperation

| Indicator 13-3 | Number of cooperation programs that have strengthened their strategies by clarifying their contribution toward achieving the SDGs and by disseminating them internationally | 6 programs |

(2) Proactively contribute at international discussions and strengthen partnerships between international organizations, bilateral donor organizations, and others

| Indicator 14-2 | Number of international conferences that JICA | 66 conferences |
participated in and/or disseminated its activities

(3) Secure appropriateness of development cooperation

| Indicator 15-4 | The ratio of JICA projects (technical cooperation, loan, Grant Aid) that are categorized as gender-informed principle or significant | 40% or above |

(4) Strengthen internal control

| Indicator 16-2 | Number of monitoring activities of internal control | 2 times |
## Budget

(¥ million)

<table>
<thead>
<tr>
<th>Items</th>
<th>Priority development cooperation issues</th>
<th>Partnerships with the private sector</th>
<th>Partnerships with various development partners</th>
<th>Strengthen foundations for operational implementation</th>
<th>Common to agency</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revenues</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Operational grants</td>
<td>103,417</td>
<td>8,182</td>
<td>24,898</td>
<td>5,008</td>
<td>8,970</td>
<td>150,476</td>
</tr>
<tr>
<td>Subsidies for facilities, etc.</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
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<td>1,714</td>
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<tr>
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<td>251</td>
<td>-</td>
<td>14</td>
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<td>265</td>
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<tr>
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<td>4</td>
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<td>206</td>
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<tr>
<td>Donations</td>
<td>-</td>
<td>-</td>
<td>158</td>
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<td>-</td>
<td>158</td>
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<tr>
<td>Other revenue</td>
<td>92</td>
<td>4</td>
<td>12</td>
<td>4</td>
<td>161</td>
<td>272</td>
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<tr>
<td>Reversal of reserve funds carried over from the previous Medium-term Objective period</td>
<td>2,363</td>
<td>611</td>
<td>442</td>
<td>3</td>
<td>-</td>
<td>3,420</td>
</tr>
<tr>
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<td>8,797</td>
<td>25,529</td>
<td>5,018</td>
<td>10,846</td>
<td>156,512</td>
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<td>Operating expenses</td>
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<tr>
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<td>Facilities</td>
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<td>General administrative expenses</td>
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<td>9,132</td>
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<tr>
<td>Total</td>
<td>106,322</td>
<td>8,797</td>
<td>25,529</td>
<td>5,018</td>
<td>10,846</td>
<td>156,512</td>
</tr>
</tbody>
</table>

[Estimated personnel expenses] The estimated personnel expenses for the plan period is ¥14,337 million. However, the figures in the table above only reflect expenses associated with remunerations to officers, basic salaries, work-related expenses and overtime allowances, and administrative leave pay.

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

[Reference] Regional budget distributions for operation expenses under "Priority development cooperation issues" is shown in the table below.

(¥ million)

<table>
<thead>
<tr>
<th>Regional Distribution</th>
<th>Southeast Asia and the Oceania</th>
<th>East and Central Asia and the Caucasus</th>
<th>South Asia</th>
<th>Latin America and the Caribbean</th>
<th>Africa</th>
<th>Middle East and Europe</th>
<th>Worldwide, etc.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Breakdown of operation expenses under &quot;Priority development cooperation issues&quot;</td>
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<td>5,175</td>
<td>11,249</td>
<td>8,399</td>
<td>28,921</td>
<td>8,071</td>
<td>14,924</td>
</tr>
</tbody>
</table>

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

2. Because Grant Aid planning is determined by cabinet decision, the budget, income and expenditure plan, and funding plan prescribed in Article 13, Paragraph 1, Item 3 (i) of the JICA Act (Act No. 136 of 2012), are not included.
## Income and Expenditure Plan

### Attachment 2

<table>
<thead>
<tr>
<th>Items</th>
<th>Priority development cooperation issues</th>
<th>Partnerships with the private sector</th>
<th>Partnerships with various development partners</th>
<th>Strengthen foundations for operational implementation</th>
<th>Common to agency</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Expenses</td>
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<td>5,045</td>
<td>-</td>
<td>146,144</td>
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<tr>
<td>(Excluding special operating expenses)</td>
<td>106,739</td>
<td>8,847</td>
<td>25,513</td>
<td>4,165</td>
<td>-</td>
<td>145,264</td>
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<td>-</td>
<td>5</td>
<td>4</td>
<td>-</td>
<td>206</td>
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<tr>
<td>Donation programs</td>
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<td>-</td>
<td>158</td>
<td>-</td>
<td>-</td>
<td>158</td>
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<tr>
<td>General administrative expenses</td>
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<td>9,885</td>
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<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Extraordinary loss</td>
<td>611</td>
<td>50</td>
<td>145</td>
<td>30</td>
<td>16,621</td>
<td>17,457</td>
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<tr>
<td>Provision for bonuses</td>
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<td>50</td>
<td>145</td>
<td>30</td>
<td>149</td>
<td>985</td>
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<tr>
<td>Retirement benefit expenses</td>
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<td>-</td>
<td>-</td>
<td>-</td>
<td>16,471</td>
<td>16,471</td>
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<td>Revenues</td>
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<td>5,008</td>
<td>8,826</td>
<td>150,331</td>
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<tr>
<td>Interest income &amp; miscellaneous income</td>
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<td>-</td>
<td>14</td>
<td>-</td>
<td>-</td>
<td>257</td>
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<tr>
<td>Contracted programs</td>
<td>198</td>
<td>-</td>
<td>5</td>
<td>4</td>
<td>-</td>
<td>206</td>
</tr>
<tr>
<td>Donations</td>
<td>-</td>
<td>-</td>
<td>158</td>
<td>-</td>
<td>-</td>
<td>158</td>
</tr>
<tr>
<td>Reversal of contra account for assets funded by operational grants</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>605</td>
<td>605</td>
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<tr>
<td>Contra account for provision for bonuses</td>
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<td>147</td>
<td>30</td>
<td>151</td>
<td>993</td>
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<td>-</td>
<td>747</td>
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<td>-</td>
<td>8</td>
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<td>Interest income</td>
<td>8</td>
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<td>-</td>
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<tr>
<td>Other revenue</td>
<td>92</td>
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<td>12</td>
<td>4</td>
<td>161</td>
<td>272</td>
</tr>
<tr>
<td>Extraordinary profits</td>
<td>611</td>
<td>50</td>
<td>145</td>
<td>30</td>
<td>16,621</td>
<td>17,457</td>
</tr>
<tr>
<td>Contra account for provision for bonuses</td>
<td>611</td>
<td>50</td>
<td>145</td>
<td>30</td>
<td>149</td>
<td>985</td>
</tr>
<tr>
<td>Contra account for provision for retirement benefits</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>16,471</td>
<td>16,471</td>
</tr>
<tr>
<td>Net income (loss)</td>
<td>▲ 2,363</td>
<td>▲ 611</td>
<td>▲ 442</td>
<td>▲ 3</td>
<td>-</td>
<td>▲ 3,420</td>
</tr>
<tr>
<td>Reversal of reserve funds carried over from the previous Medium-term Objective period</td>
<td>2,363</td>
<td>611</td>
<td>442</td>
<td>3</td>
<td>-</td>
<td>3,420</td>
</tr>
<tr>
<td>Reversal of reserve funds for a specific purpose</td>
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<td>-</td>
<td>-</td>
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<td>-</td>
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</tr>
<tr>
<td>Total income (loss) for the current year</td>
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<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
</tbody>
</table>

Note: In some cases, the numbers do not correspond to the figures reflected in the “Total” section because of rounding estimates.
### Funding Plan

#### Attachment 3

<table>
<thead>
<tr>
<th>Items</th>
<th>Priority development cooperation issues</th>
<th>Partnerships with the private sector</th>
<th>Partnerships with various development partners</th>
<th>Strengthen foundations for operational implementation</th>
<th>Common to agency</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash outflow</td>
<td>106,354</td>
<td>8,797</td>
<td>25,529</td>
<td>5,018</td>
<td>31,924</td>
<td>177,622</td>
</tr>
<tr>
<td>Operational payments</td>
<td>106,322</td>
<td>8,797</td>
<td>25,529</td>
<td>5,018</td>
<td>9,885</td>
<td>155,551</td>
</tr>
<tr>
<td>Operating expenses</td>
<td>106,124</td>
<td>8,797</td>
<td>25,366</td>
<td>4,135</td>
<td>-</td>
<td>144,422</td>
</tr>
<tr>
<td>(Excluding special operating expenses)</td>
<td>106,124</td>
<td>8,797</td>
<td>25,366</td>
<td>4,135</td>
<td>-</td>
<td>144,422</td>
</tr>
<tr>
<td>Contracted programs</td>
<td>198</td>
<td>-</td>
<td>5</td>
<td>4</td>
<td>-</td>
<td>206</td>
</tr>
<tr>
<td>Donation programs</td>
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<td>-</td>
<td>158</td>
<td>-</td>
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<td>158</td>
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<td>General administrative expenses</td>
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<td>9,885</td>
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<td>1,859</td>
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<td>1,859</td>
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</tr>
<tr>
<td>Payments to national treasury for unnecessary properties</td>
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<td>5,018</td>
<td>31,924</td>
<td>177,622</td>
</tr>
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<td>5,008</td>
<td>8,970</td>
<td>150,476</td>
</tr>
<tr>
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<td>14</td>
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<td>265</td>
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<td>-</td>
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<td>4</td>
<td>-</td>
<td>206</td>
</tr>
<tr>
<td>Donations</td>
<td>-</td>
<td>-</td>
<td>158</td>
<td>-</td>
<td>-</td>
<td>158</td>
</tr>
<tr>
<td>Other revenue</td>
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<td>4</td>
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<td>524</td>
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<td>32</td>
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<td>-</td>
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<tr>
<td>Reserve funds carried over from the previous business year</td>
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<td>611</td>
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</tr>
</tbody>
</table>

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