

JICA Annual Plan for Fiscal Year 2020

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 2020 Annual Plan as follows. JICA’s FY 2020 Annual Plan is based on its fourth Medium-term Plan. Note that since the spread of COVID-19 infection is unforeseeable at this moment, JICA will take prompt and flexible responses while paying attention to this trend.

1. Measures to achieve operational quality 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 to 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’s 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 for providing effective solutions to increasingly diverse, complex, and widespread development issues and for promptly and flexibly addressing 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

- In order to contribute to sustainable urban and regional development, JICA will support the formulation of urban development plans, including the land use and infrastructure development plans that are to be the foundations of such development, and will also assist in the establishment of a system for urban development management and urban issue resolution, as well as in capacity development. Throughout its cooperation efforts, JICA will comprehensively facilitate the following initiatives in consideration of the current situation of rapid urbanization: resilient urban development with consideration for disaster risks; promotion of urban development and Transit

Oriented Development (TOD) that value the lifestyles and customs of people residing there; establishment of a collaborative system with diverse actors involved in urban development; and promotion of a well-balanced development between urban and rural areas by applying a regional development approach including corridor development.

- In particular, for the purpose of solving urban development issues in developing areas and promoting sustainable urban development, JICA will consider making use of new concepts and technologies such as a smart city and will propose and implement specific demonstration projects.
- JICA will promote the effective use of geographical information, which is to be the basis of urban and regional development.
- In order to improve effectiveness of cooperation in the urban and regional development sector such as human resource development, formulation of plans and project implementation, JICA will reinforce the networks of international students, trainees, and relevant parties in Japan.

(ii) Transportation and ICT

- In order to contribute to the Japanese Government's initiatives, such as the "Free and Open Indo-Pacific" and "Expanded Partnership for Quality Infrastructure," JICA will work on developing 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 safety and infrastructure development that considers access to remote areas 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. In addition, JICA will undertake initiatives that contribute to traffic safety, mainly in Asia.
- JICA will provide support for the introduction of a new urban railway system (organizational system, human resource development, promotion of the use of public transportation, etc.). Moreover, JICA will promote Transport oriented Development (TOD). Throughout its cooperation efforts, JICA will consider the adequacy of plans for main transport networks and the sustainability and appropriateness of operations and associated maintenance systems, as well as safety improvement.
- Based on the "Free and Open Indo-Pacific," JICA will undertake logistics

infrastructure and safety improvement in Asia and Africa through its cooperation in the facility construction of ports and airports and their operations and maintenance management, as well as through its cooperation regarding maritime safety and security, etc.

- JICA will promote digital transformation (DX), which creates new values and systems by providing solutions for development issues through the utilization of 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

- As a follow-up of TICAD7, JICA will conduct an information collection and verification survey to formulate specific projects in Sub-Saharan Africa to promote more renewable energy driven by the private sector for the main electrical grid as well as for rural electrification (particularly by microgrids and off-grids). In addition, in areas that are already electrified, JICA will work to improve stability and reliability of power supply by expanding generation, transmission and distribution capacities and by improving their operation and maintenance capabilities.
- In response to the Paris Agreement and subsequent Nationally Determined Contributions (NDCs), JICA will contribute to accelerating low-carbonization (de-carbonization) of energy use by providing technical support. In particular, JICA will help promote renewable energy including geothermal energy in which Japan has an advantage. Also, it will assist developing regions to create an enabling environment to attract private finance to promote renewable energy such as solar and wind power whose costs have reduced dramatically. Moreover, it will assist developing regions to improve flexibility and stability of the grid to cope with the increase in variable renewable energy. Along with these initiatives, JICA will also work more aggressively on energy conservation on the demand side such as in the industrial sector. JICA will help developing regions identify sectors that will have bigger impact, then combine several initiatives such as low-interest loans for high-efficiency equipment and formulation of energy-saving strategies to achieve a synergetic effect.
- JICA continues to implement the Kizuna Program with an aim to build and reinforce relationships with countries that have mineral and geothermal resources. In particular, JICA will continue to strengthen its relationships with the Kizuna alumni after they return home. For example, it will support activities that they carry out in their respective countries. In addition, JICA

will aim to produce synergistic effects of research and innovation with human resource development by collaborating with SATREPS projects and JICA training programs in Japan, while at the same time fully utilizing the services provided by Japanese universities.

(iv) Private sector development

- In the sectors of industrial promotion and investment promotion in Asia, based on the “Industrial Human Resource Development Cooperation Initiative 2.0,” etc., JICA will accelerate support for necessary policy formulation, support for industrial human resource development, strengthening linkages with foreign companies including local companies and Japanese companies, and promotion of innovation.
- In regions other than Asia, from the perspective of promoting innovation which is the pillar of TICAD7, JICA will promote the creation of an ecosystem for support for corporations and accelerate private sector-led growth through capacity development support for many companies via initiatives such as assisting in entrepreneurship development, promoting the Africa Kaizen Initiative, and providing South-South Cooperation.
- While enhancing the education/research and management capabilities of leading universities in each country, which contribute to industrial promotion and human resource development, and strengthening the networks with Japanese universities, JICA will enhance the collaboration among universities across the Indo-Pacific region by connecting leading universities in ASEAN countries, India, Africa, and Japan. Moreover, JICA will continue to implement human resource development projects that contribute to advanced human resource development and industrial promotion for the purpose of promoting science and technology innovation at engineering universities.
- JICA will promote sustainable tourism development and mitigate the negative impacts on the environment, etc. while striving for the attainment of positive impacts on a wide range of SDGs, such as economy and employment. Furthermore, JICA will proceed with the creation of the “Effect Measurement Index Tool Kit for SDGs in Tourism Development,” which JICA is addressing in cooperation with the World Tourism Organization, and promote its use by various relevant parties.

(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 implements a number of food value chain development projects in the ASEAN region and is formulating a regional project within the framework of the “ASEAN-JICA Food Value Chain (FVC) Development Project (tentative name),” which is proceeding in cooperation with the ASEAN Secretariat and ASEAN member states. In addition, JICA will formulate and implement projects that contribute to the FVC also in regions other than the ASEAN region. Moreover, JICA will also commence projects related to the establishment of smart food chains.
- In order to achieve the “Declaration for One Million Farmers through Smallholder Horticulture Empowerment & Promotion (SHEP)” announced in the TICAD7, JICA will implement small-scale farmer support projects utilizing the SHEP approach in South Asia and Latin America as well as in Africa while conducting surveys for more effective use of the SHEP in South Asia and Latin America. In addition, JICA will hold international workshops and capacity development training to promote understanding of the SHEP approach while working on to collaborate with development partners.
- With the aim of promoting agricultural development in Africa in cooperation with private Japanese companies, JICA conducts several studies to support the initiatives launched by the Agriculture Working Group in the Japan Business Council for Africa (JBCA).
- The activities of “JICA Platform for Food and Agriculture (JiPFA)” launched in FY 2019 will also be implemented in FY 2020.

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

- Based on the “Free and Open Indo-Pacific,” JICA will implement projects for the proper and fair collection of tariffs, promotion of trade facilitation, reinforcement of the national financial base, appropriate management of financial policy, and development of the financial system, all of which are to constitute the economic foundation in securing the basis and driving force of economic development.
- 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 public investment management that also leads to infrastructure/governance enhancement in “G20 Principles for Quality Infrastructure Investment;” support for reinforcement of the financial base by enhanced debt management; and support for the sound development of the financial sector.
- In Africa, JICA will promote One Stop Border Post (OSBP) and support enhancing customs administration which will lead to the reinforcement of

connectivity discussed in TICAD7 and the promotion of the African Continental Free Trade Area. In addition, JICA will provide support for the reinforcement of the financial base, such as through the strengthening of debt 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 such as the “Basic Design for Peace and Health,” “G7 Ise-Shima Vision for Global Health,” and “UHC Tokyo Declaration,” JICA will implement projects for achieving UHC, including strengthening preparedness for public health emergencies, and projects for enhancing non-communicable disease control and primary health care.
- Specifically, at major international conferences, JICA will endeavor to participate in the reviewing process of a policy, which shall be recommended by the Japanese Government, as well as of specific contribution measures through ODA, and will undertake the compilation of conference results while disseminating through conferences the knowledge acquired from JICA’s project experiences.
- JICA will formulate projects to shape UHC-related government commitments and announcements presented at international conferences such as the G20 Osaka Summit and TICAD7. In particular, JICA will promote projects that contribute to the Africa Health and Wellbeing Initiative that was advocated in the TICAD7. Furthermore, JICA will promote policy dialogues to strengthen health systems which consider long term care for the elderly, targeting developing areas that face issues associated with an aging population.

(ii) Strengthen infectious disease control

- JICA will work to strengthen preparedness for health emergencies by infectious diseases (including COVID-19) and to improve nutritional status and access to water and sanitation while promoting compliance with the International Health Regulation (IHR).
- JICA will specifically work on a collaboration with the Africa Centers for Disease Control and Prevention to assist in the enhancement of intra-regional laboratories and surveillance networks in Africa. In addition, JICA will work on enhancing ability for laboratory examinations and research by developing human resources related to infectious disease control around

the globe through the utilization of technical cooperation and long-term training in Japan as international students in universities. JICA will reinforce its collaboration with new partners such as the World Organization for Animal Health (L'Office international des epizooties, OIE).

- Furthermore, JICA will provide emergency relief in the case of infectious disease outbreaks while working to enhance the response capability of the Japan Disaster Relief Infectious Diseases Response Team.

(iii) Improve maternal and child health

- In order to provide mothers and children with a continuum of care to reduce maternal mortality ratio and child mortality rates under the age of five, JICA will continuously provide support for the development of nursing and midwifery personnel who are responsible for maternal and child health services.
- In particular, for the promotion and utilization of Maternal and Child Health Handbooks (MCH Handbooks), JICA will support knowledge sharing between respective countries through various training programs, leading to the improvement of the quality of technical cooperation projects that make use of the MCH Handbooks. In addition, JICA will launch a platform for sharing knowledge and coordinating technical support toward the introduction and utilization of the MCH Handbooks in each country.
- Alongside the World Health Organization (WHO) and the United Nations Children's Fund (UNICEF), JICA will disseminate the contents of the international standard guidelines concerning the MCH Handbooks at international conferences, etc., and will start formulating an implementation guidance that describes a guide and methods to be referred to when each country introduces and utilizes the MCH Handbooks based on said guidelines. Moreover, for countries that plan to newly introduce the MCH Handbooks and for countries that revise said Handbooks, JICA will hold workshops and seminars and provide technical support for trial introduction and revision of the MCH Handbooks.

(iv) Improve nutrition

- JICA will promote the steady formulation and implementation of JICA projects that contribute to educational activities concerning nutrition issues and to nutritional improvement. In addition, as a co-chair of the "Nutrition Japan Public Private Platform," JICA will work on improving the nutritional status of developing regions by utilizing Japanese private company initiatives as well.
- In particular, through the "Nutrition Japan Public Private Platform," JICA will

continue to reinforce its public relations activities to increase the number of participating companies. In formulating projects as a platform, JICA will emphasize its consultations with companies from the initial stage for future development of JICA's proposals based projects by private sector and for the increased degree of certainty of the final business expansion.

- JICA will strengthen the structure of the IFNA Secretariat in order to extend to all over Africa the "Initiative for Food and Nutrition Security in Africa (IFNA)," which was announced in the TICAD7, for the nutritional improvement of 200 million African children.

(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.
- In particular, in order to achieve the SDGs, JICA will provide support for water supply service improvement and management improvement by elaborating a cooperation approach to increase the number of water supply utilities that can independently mobilize funds for expansion and improvement of water supply services. In addition, JICA will provide support for the mobilization of funds such as the introduction of PPP (Public Private Partnership), blended finance, and consideration of water supply development funds.
- While working on the preparation of teaching materials that summarize Japan's development experiences of water resources management, JICA will commence its initiatives for the utilization of JICA Development Studies Program in the field of water resources management. Moreover, JICA will commence investigations into the integrated water resources management, targeting the Mekong region, etc.

(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 mainly implement the following support: new initiatives such as preschool education, female education, and utilization of ICT; developing and scaling up educational development models through collaboration with communities and schools; projects for introducing and expanding Japanese-style education; and developing mathematics textbooks. 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.

- JICA will undertake its follow-up of the G20 Osaka Summit and the TICAD7 and reinforce its collaboration with partner organizations such as the World Bank (especially Human Capital Project), Global Partnership for Education (GPE), and UNICEF.

(vii) Sports for development

- Considering the efforts of “Sport for Tomorrow (SFT)” and continuously reinforcing its cooperation with external organizations, JICA will support physical education in developing areas, improve sports competitiveness, and promote the social participation of persons with disabilities and the socially vulnerable through the popularization of adapted sports. Additionally, JICA will support efforts for inter-ethnic harmony and promotion of peace through sports activities.
- JICA will work to reinforce partnerships with relevant parties in Japan and overseas, including domestic sports associations and organizations, in addition to promoting the participation of citizens.

(viii) Social security improvement/disability and development

- JICA will establish social security systems and implement projects that take into consideration the socially vulnerable, such as persons with disabilities. In addition, in order to promote the initiatives for ensuring that persons with disabilities are not left behind in the development process and to incorporate perspectives of disabilities into the projects, JICA will continuously provide training programs to persons involved in JICA’s projects.
- Especially in the field of social security, JICA will implement projects for the development of social insurance systems (labor and social security attorneys, pension systems, etc.) and for the eradication of child labor. Moreover, in order to address the issues associated with the rapidly aging population in developing areas, JICA will implement projects that contribute to the creation of a system for elderly care at the community level with medical care linked with welfare services. Furthermore, JICA will promote mutual learning beyond regions through subject-specific training programs, in addition to sharing the initiatives for aging population and its relevant knowledge at international conferences.
- JICA will enhance activities related to adapted sports and disability and development. In particular, JICA will continue to cultivate domestic resources for stable project operations in the field of disability and development and implement projects that meet new needs, such as inclusive disaster risk reduction and universal tourism.

(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 development and operation of fair and transparent legal and judicial systems that contribute to the protection and fulfillment of citizens’ rights and to quality economic development while implementing projects for enhancing capabilities of central and local administrative bodies and public broadcasters.
- In particular, JICA will enhance its cooperation in Africa in consideration of the TICAD7 and also contribute to the 14th United Nations Congress on Crime Prevention and Criminal Justice (Kyoto Congress). In addition, JICA will take specific steps to promote the rule of law in international relations as well as “Business and Human Rights” while also continuing its support for citizens’ access to justice.
- In order to enhance administrative capabilities and improve their quality, JICA will implement human resource development of executive personnel who will lead administrative operations in Asia, and strengthen local administrative capabilities in Africa and Latin America, etc..

(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 enhancing the capabilities of governmental institutions, especially local governments.
- In particular, JICA will provide support for peace and development in Mindanao in the Philippines and support the improvement of the administrative capabilities of local governments that provide assistance to refugee host communities in Uganda, Zambia, etc. while collaborating with international organizations.
- JICA will support the strengthening of the 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 continue its projects to expand and establish community policing systems while continuously implementing training programs in Japan on international security-related issues such as terrorism, drug-related crimes, and cybercrimes. Moreover, as a follow-up of the TICAD7, JICA will strengthen the functions of security agencies and maritime security agencies in Africa. In addition, JICA will provide support for the elimination of gender-based violence, for South-South Cooperation

utilizing the knowledge of the Cambodian Mine Action Centre, and for the improvement of cybersecurity capability in each country based on the National Security Strategy of the Japanese Government.

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

(i) Climate change

- JICA will implement projects that contribute to the creation of a low-carbon and climate-resilient society in developing regions.
- In particular, with the resource mobilization of private sector in mind, JICA will cooperate in the formulation and implementation of projects that contribute to enhancing capabilities essential for the accomplishment of various approaches required to developing regions Parties under the Paris Agreement. Such approaches include the development and revision of NDCs, National Adaptation Plans (NAP), and national greenhouse gas inventories.
- JICA will promote the mainstreaming of measures responding to climate change in JICA's operations, by analyzing climate change risk in project designs in related sectors and by incorporating measures contributing mitigation of and adaptation to climate change, into its project designs as needed at the formulation and planning stage of policies and/or projects for climate change.
- JICA will promote the project formulation for the further utilization of the Green Climate Fund (GCF), which is a funding mechanism established under the United Nations Framework Convention on Climate Change (UNFCCC).
- JICA will hold side events at the 26th session of the Conference of the Parties (COP26) to the UNFCCC and disseminate JICA's cooperation policies, achievement and lessons learnt in this field.

(ii) Mainstream disaster risk reduction and reconstruction from disasters caused by natural hazards

- In order to achieve the output target of the "Sendai Framework for Disaster Risk Reduction" and to promote the creation of a disaster resilient society, JICA will formulate and implement projects that enhance the capacity of central and local disaster risk reduction (DRR) organizations and organizations implementing DRR projects in each country, as well as assistance to promote prior investment in the DRR sector.
- JICA will promote the mainstreaming of DRR in other development sectors in developing regions and the international society. Specifically, JICA will

formulate projects for resilient infrastructure as good practices of prior investment in DRR. In addition, in order to provide seamless support after the disasters, information on damage and loss by disasters and needs for recovery and reconstruction assistance will be promptly collected, shared among relevant parties, and reflected in consideration of JICA's assistance. Throughout such activities, the concept and importance of BBB (Build Back Better, denoting disaster risk reduction through the disaster recovery process) will be shared with the governments of affected countries.

- JICA will develop capacity of administrative officers and practitioners for DRR toward the achievement of "Phase 2 of the Sendai Cooperation Initiative for Disaster Risk Reduction." JICA will also utilize the networks of DRR organizations to support priorities for actions in the Sendai Framework for Disaster Risk Reduction, such as the formulation of DRR plan and prior investment in DRR, and will disseminate the information on results at international conference on DRR organized by the United Nations, etc. Moreover, JICA will continue to support reconstruction from earthquake and tsunami disasters in Indonesia and cyclone and flood in Mozambique based on the concept of "Build Back Better" by utilizing Japan's knowledge and experiences.

(iii) Nature Conservation

- With the contribution to the SDGs and climate change measures in mind, JICA will implement projects aimed at realizing harmony between conservation of the natural environment and human activities while mainstreaming of nature conservation and biodiversity in the development process.
- From the perspective of ensuring the scale and impact, JICA will cooperate with various stakeholders, including private companies, and utilize external funds and donations in all initiatives. Moreover, JICA will disseminate its contributions to these initiatives at such opportunities as COP26 and the 15th Meeting of the Conference of the Parties to the Convention on Biological Diversity (COP15).
- As climate change mitigation measures, JICA will also promote continuing initiatives for result-based payments of sustainable forest management/REDD+ (Reducing Emissions from Deforestation and Forest Degradation in Developing Countries) in addition to peatland management support. As climate change adaptation measures, JICA will promote the Ecosystem-based Disaster Risk Reduction (EcoDRR) that utilizes natural resources in consideration of integrated watershed management, as well as promoting soil degradation measures. With respect to the "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 in collaboration with Senegal, Kenya, and international organizations, provide training, and send out SNS for sharing knowledge to contribute to adaptation measures in participating countries. In addition, in the Mekong region, JICA will promote integrated river basin management and disaster prevention and mitigation initiatives that also contribute to conservation of the natural environment and the mainstreaming of biodiversity.

- JICA will promote the use of remote sensing technologies, such as satellites and drones, for contribution to sustainable forest management including forest governance improvement and to livelihood improvement of residents. Moreover, JICA will conduct cause analysis and prediction on tropical deforestation by using AI in order to further enhance the effectiveness of preventing deforestation and forest degradation.
- With the post-Aichi targets in mind, JICA will also work to secure the conservation and the sustainable use of biological resources in a sustainable ecosystem in protected areas and surrounding areas. Especially for conservation of the natural environment in coastal areas, JICA will enhance cooperation with the private sectors in consideration of promotion of the green economy.

(iv) Environmental management

- JICA will formulate and implement projects for development of administrative capacity aiming at improvement of the living conditions of urban areas and promotion of sustainable socio-economic systems with due consideration of utilizing the knowledge and technology of the Japanese Government, local governments, and private companies.
- In particular, JICA will promote 3R (Reduce, Reuse, Recycle) as countermeasures for waste reduction in major cities, especially in Asia. In addition, JICA will conduct survey for piloting “3R + Return” concept in Oceania. JICA will also advance concrete support for countries eligible to introduce Waste to Energy (energy recovery from waste). Furthermore, JICA will formulate and implement projects that contribute to the “MARINE Initiative” proposed by the Japanese Government to promote marine plastic waste measures agreed upon at the G20 Osaka Summit.
- In Africa, JICA will continue to promote the “African Clean Cities Platform (ACCP),” including the formulation and implementation of projects that embody various activities indicated in the “Yokohama Action Guidance for

the ACCP.”

- For water pollution prevention, JICA will focus on project formulation and capacity development targeting water environmental administration and sewage treatment management. In particular, JICA will undertake the formulation and implementation of sanitation projects in urban areas, in collaboration with various actors such as private companies and other donors.
- Moreover, JICA will support the development of policy and legal systems and implementation capacity to ensure appropriate environmental and social considerations in development projects in developing regions.

(v) Food security

- JICA will formulate and implement projects aimed at achieving the goals of the “Coalition for African Rice Development (CARD) Phase 2.” In addition, through CARD Secretariat’s consultation and information sharing with member countries and steering committee member organizations and through support for the development of human resources for rice farming in multiple base countries, JICA will contribute to the initiatives for rice cultivation promotion based on the RICE approach (Resilience, Industrialization, Competitiveness, and Empowerment).
- With regard to fisheries resources management, JICA will undertake projects that contribute to the sustainable use of fisheries resources and the income growth of small-scale fishers under the framework of the blue economy on the basis of knowledge of co-management that has been accumulated through long-term cooperation and in collaboration with the food value chain led by the private sector. With respect to illegal, unreported, and unregulated (IUU) fishing, JICA will also continuously undertake cooperation as important initiatives to secure the effectiveness of fisheries resources management.
- In order to contribute to the improvement of livelihoods and economic development of small and medium-sized farmers through the promotion of livestock production, JICA will undertake the establishment of a value chain in the livestock sector while addressing foot-and-mouth disease and assisting in the capacity development of veterinarians, regarding zoonotic diseases and livestock hygiene based on the philosophy of “One Health.”
- For enhanced resilience of agriculture to climate change, JICA will formulate and implement projects (including SATREPS projects), such as weather index-based insurance projects, in the Sub-Saharan region and other areas.

(5) Regional priority issues

JICA will focus on the following activities in respective regions, 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 for each country, JICA will take into account the trend of regional integration and the strengthening connectivity of the region, its development, and contribution to the "Free and Open Indo-Pacific."

(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: promotion of economic integration that is essential to ASEAN's unity and sustainable growth; reinforcement of 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 international order of the seas; quality growth that overcomes distortionary growth; climate change measures for decarbonizing; 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 and Rakhine State.
- 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." Moreover, 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 in which a large number of people are living in areas vulnerable to natural disasters as well as on the "Free and Open Indo-Pacific," JICA will provide support that strengthens intra- and inter-regional connectivity; enhance industrial competitiveness, including through improvement of investment environments; ensure peace, security, and safety; improve basic human needs; and tackle global issues, all of

which are to be treated as priority areas.

- In particular, JICA will promote the formulation of loan projects and private-sector investment finance that contribute to the following: infrastructure development through the construction of high-speed railways and Metro systems, as well as the development of a large-scale corridor between Delhi and Mumbai, based on the “Japan-India Special Strategic Global Partnership,” healthcare projects in accordance with the “Asia Health and Wellbeing Initiative,” enhanced connectivity in northeastern India; ecosystem and forest management; agriculture; development of water supply and sewerage systems in region; projects contributing to social development including capacity development of communities; and the “Initiative on Overseas Loan and Investment for ASEAN.” JICA will likewise implement projects based on the “Japan-Bangladesh Comprehensive Partnership,” the “Bay of Bengal Industrial Growth Belt (BIG-B) Initiative,” and the “Japan-Sri Lanka Comprehensive Partnership.” Moreover, when the ODA loan to Pakistan is resumed, JICA will consider supporting the promotion and development of an investment environment and social development, and for Nepal, JICA will provide support for the development of economic and social infrastructure.
 - 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 provide the following assistance: assistance for the transition to the federal system in Nepal; assistance for enhanced capabilities of judicial personnel in Sri Lanka; assistance for capacity development to maintain security in Bangladesh; and assistance that contributes to human capital formation, especially in the border area with Afghanistan.
 - JICA will promote human resource development through projects, such as various scholarship/long-term training programs including the Japanese Grant Aid for Human Resource Development Scholarship (JDS) and the SDGs Global Leader Course, and through the “Bridge to the Future and Core Human Resource Development Project” in Afghanistan. In particular, with regard to the “Free and Open Indo-Pacific,” JICA will undertake human resource development in Maldives through the JDS.
- (iii) East Asia, Central Asia, and the Caucasus
- JICA will continue to provide support for the following as priority areas: governance enhancement, industrial diversification, infrastructure development, and human resource development (especially young administrative officers and executive personnel in technical fields).

- In particular, in order to appropriately respond to the needs of financial support, etc. in Mongolia, JICA will continue to provide information for policy formulation of the Japanese Government and to undertake initiatives for economic stabilization and governance enhancement while supporting 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 ODA loan projects such as international trunk roads, power stations, and agricultural financing while proceeding with the formulation of projects related to the social sector, including healthcare, etc.
- As for China, JICA will steadily implement ongoing projects and continue to summarize the ODA to China. In addition, JICA will share information and exchange opinions on foreign aid with relevant organizations on China's side while considering the possibility of activities utilizing the assets that have been accumulated through long-term cooperation, in anticipation of the activities after the end of ODA.

(iv) Latin America and the Caribbean

- Whilst closely monitoring political uncertainty, JICA aims to contribute to “Japan’s Initiative to Enhance Connectivity between Japan and Latin America and the Caribbean” by pursuing the realization of “the Three Guiding Principles of Japan’s Latin American and Caribbean Policy (juntos)” by focusing its support on the following areas as infrastructure development, disaster prevention/climate change mitigation, environmental issues in urban areas, and income inequality and poverty, as priority in order to further promote economic development.
- Particularly, JICA will enhance partnerships amongst Japanese business entities via networking, consider development of new project as well as framework with existing partners that include but not limited to Inter-American Development Bank (IDB) and the Sistema de la Integración Centroamericana (SICA), and promote human development of which plays core roles of Latin American regional cooperation by utilizing the study abroad programs. In addition to these, JICA will further collaborate with NIKKEI (Japanese emigrants and their descendants) communities by networking with the Japanese Overseas Migration Museum, those organizations related to Japanese migration in Japan as well as in Latin America, private companies, local governments, research institutions, and so on to enhance activities both domestically and internationally. Moreover,

JICA will promote the formulation of new projects by utilizing various tangible and intangible assets that have been accumulated through long-term cooperation in areas of agriculture/healthcare, etc.

(v) Africa

- Based on the “Yokohama Declaration 2019” announced in the TICAD7, JICA will undertake the initiatives, particularly those in accordance with the three pillars of “economy,” “society,” and “peace and stability,” that were proposed as “TICAD7: Japan’s contributions for Africa.”
- In the field of “economic” development, JICA will undertake the following contributions: development of industrial human resources such as ABE Initiative 3.0; investment in quality infrastructure to enhance connectivity, including “Enhanced Private Sector Assistance for Africa phase4”; ensuring debt sustainability; diversifying industries; and business promotion by contributing to the Japan Business Council for Africa.
- In the field of “social” development, JICA will undertake the following contributions: promotion of UHC through the improvement of access to primary health care; provision of quality education through “School for All” and by the expansion of science and mathematics education; ensuring sustainable urban development, including the enhancement of waste management; and share the value of sport.
- In the field of “peace and stability,” JICA will undertake the following contributions: building institutions and enhancing governance through the development of human resources related to maintaining security; support for the stabilization of conflict areas; and support for refugees, internally displaced persons, and host communities.
- JICA will also undertake the following contributions: implementation of projects to address priority items of the African Union’s “Agenda 2063” such as the African Continental Free Trade Area (AfCFTA) and to address common issues within the African region; collaboration with a wide range of partners such as international organizations, bilateral donors, domestic and overseas private companies, and higher education and research institutions; and domestic and international dissemination of challenges and initiatives related to development in Africa.

(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, human security, promotion of quality growth and

regional approaches, etc.

- In addition, by utilizing Japan's technology and knowledge, JICA will continuously work on infrastructure development, taking account of disparity reduction as well as damage caused by conflicts, and on support in the field of environment. Moreover, as part of the support for Syrian refugees, JICA will continue to provide opportunities to study in Japan to maximum of 100 Syrian refugees by FY 2021. JICA will also share with Yemen the knowledge and experiences of Japan's postwar reconstruction through training programs in Japan, etc. to contribute to setting the groundwork for cooperation in the reconstruction and development of Yemen. Furthermore, JICA will promote Japanese-style education in Egypt by accepting students and trainees in Japan and implementing technical cooperation projects etc.
- Based on the commitments of the Government of Japan for TICAD7, JICA will support private companies to expand businesses to North Africa while providing various supports based on "Western Balkans Cooperation Initiative" to the region.

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 contribute to solving socioeconomic challenges in developing regions by technologies, products, systems, and funds of private-sector entities in Japan, JICA steadily conducts proposals based on SDGs Business Supporting Surveys and closely collaborates with other government organizations as well for expanding the scope of private sector in development cooperation.
- In particular, JICA actively provides information on development issues and local needs in developing regions through seminars for Japan's private-sector entities, conducts follow-up surveys to companies completing the SDGs Business Supporting Surveys, and accumulates lessons learned and suggestions obtained.
- JICA expands its support through Private-Sector Investment Finance which targets companies that are actively engaged in business with a view to promoting ESG and SDGs, building a sound financial foundation through portfolio diversification so that JICA can tackle challenging projects more effectively.
- JICA provides information and proposals to the Government of Japan in its process of making of policy and strategy. Further, JICA improves its own

systems for the private sector partnership based on the needs of private companies and promotes formulation of PPP projects through preparatory surveys (PPP infrastructure projects).

- In order to follow-up on the FY 2019 “Infrastructure System Export Strategy” of the Government of Japan and to achieve the goal of the new strategy for FY 2020 and thereafter, JICA works on provision of necessary information for such bodies as the Management Council for Infrastructure Strategy, improvement of systems for collaborating with the private sector, and formulation/execution of projects.
- JICA improves mechanisms for information sharing on collaboration with the private sector so that it can further promote private sector partnerships.

(ii) Small and medium-sized enterprises (SMEs)

- In order to help resolve development issues in developing regions with Japanese SMEs’ technologies and services, JICA implements programs for SMEs based on their proposals, promotes usage of their products in development projects, and helps materialize their businesses that contribute to achieving SDGs in developing regions.
- In particular, JICA gets engaged with improving the programs so as to allow suitable implementation of projects based on SMEs’ proposals and make the programs easily understood by the participating companies.
- With the purpose of promoting revitalization of local economies in Japan based on experiences and results of project implementation in developing regions, JICA works on identifying, forming, and materializing good practices more in local areas. To this end, JICA strengthens collaboration with other governmental organizations in Japan that support Japanese SMEs, such as the Japan External Trade Organization (JETRO) and the Organization for Small & Medium Enterprises and Regional Innovation (SMRJ), as well as Japanese financial organizations that support overseas expansion of SMEs effectively and complementarily. Furthermore, in order to match development needs to products and technologies of Japanese SMEs better, JICA provides information on prevalent development issues and local needs in developing regions by conducting seminars, etc., for SMEs.

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

(i) Volunteer programs

- JICA has programs that help resolve the issues in developing regions and areas by promoting the participation of our citizens and the mutual

understanding with residents of developing areas while conducting grassroots activities. To this end, JICA will continue the support for members to fulfill the effective activities to meet the local needs of issues in the developing areas. In addition, JICA will promote the participation in a variety of forms by collaborating with local governments as well as relevant organizations such as OV (Old Volunteer) Associations and also support social activities by returned volunteers who gained broad perspectives, abundant communication skills, and problem-solving abilities during their activities in developing regions and areas. Furthermore, JICA will make the achievements of programs known to the public and promote their understanding and support for development cooperation.

- In particular, JICA will strengthen the cooperation with such bodies as OV Association and Fostering Association, building up the human resources that are needed by multicultural societies through interactions from the recruiting phase to returning to country and supporting the social activities by returned volunteers. Also, JICA will support the expansion of domestic scope of activities for returned volunteers through such means as host-town projects toward the Tokyo Olympic and Paralympic Games. Furthermore, while continuing the collaboration with the private sector as in the past, JICA will strengthen information exchange in such means as examining the way of mutual uses of grassroots information owned by the members and technology/service related information owned by the private sector.
- In order to conduct the programs truly needed by the domestic areas and people as well as developing areas, JICA will improve the operations related to volunteer programs and implement and establish the recruiting/selection operations utilizing ICT.

(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 local communities promoted by local governments. In addition, JICA will study the engagements of multicultural activities

including the acceptance of foreign human resources by local governments, examine the actual engagements of JICA, and formulate projects.

(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 projects and expand the participation from new NGO/CSOs, JICA will strengthen the dialogue with NGO/CSOs and provide suitable consultations to facilitate their activities in various phases, from recruiting new participation, up to actual implementation of JICA partnership Program .
- Specifically, in order to contribute to address various issues of developing regions, JICA will expand the participation of new partners, and provide consultations to facilitate the strengths of each NGO/CSO effectively to the 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 participants to learn both Japan's modernization and development experiences , 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. Particularly, by collaboration with the Open University of Japan, JICA will provide the participants with lectures on the modern development and history of development of Japan in a form easily accessible to them.
- For participants, who will be expected to become future leaders of our partner countries, JICA will provide programs to learn Japan's development experiences in English, in addition to collaborating with Japanese universities to provide education and research in specialized fields over the course of university degree programs, with the aim of having participants effectively utilize what they learn in Japan for their own countries' development after returning home, where they will hopefully play an active role as leaders who are well-versed in Japan.
- In addition, in order to apply and make use of the achievements of the JICA Development Studies Program and to further provide future leaders with the opportunity to learn about Japan's modernization and development experiences, JICA, in collaboration with top universities in our partner

countries, will launch the “JICA Program for Japanese Studies.”

- 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 resolving global issues, and utilize the achievements of projects, including those by other organizations.
- (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 boards of education, and NGOs, will broaden its base of development education continuously.
 - In particular, JICA will take advantage of the full-fledged introduction of a new education guideline from FY 2020, and will refer to the new guideline in the training programs for teachers, making its effective use for public relations.
 - By conducting activities at domestic offices such as the JICA Global Plaza, JICA will promote better understanding about development issues and international cooperation for Japanese nationals. Particularly, in the wake of public awareness of the Tokyo Olympic and Paralympic Games as well as SDGs, JICA will implement effective approaches using the various events in connection with this trend and also through the collaboration with various projects of JICA and with relevant parties and teachers of development education, and will be continuously engaged with promoting activities at JICA Global Plaza.

Strengthen foundations for operational implementation

(8) Strengthen foundations for operational implementation

(i) Public relations

- JICA will release information about JICA’s activities and outputs regarding development issues in developing areas, to both the Japanese and international press 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, SNS, international cooperation events, etc., for citizens both inside and outside of Japan.
- Specifically with regards to the upcoming Tokyo Olympic and Paralympic Games, JICA will deliver relevant information, such as its engagement in “sports and development” in developing areas, and topics establishing links

between domestic local areas and developing areas. Also, at the memorial time of 10 years after Great East Japan Earthquake, JICA will disseminate information of its engagement with international cooperation on disaster prevention and recovery activities by Japan.

- Regarding its website, JICA continues to work on the website renewal while improving the external users' access by optimizing the capacity through data reduction and other means.

(ii) Project Evaluation

- Using the PDCA cycle, JICA will steadily conduct its ex-ante evaluation, monitoring, and ex-post evaluation of its projects, and announce the results of evaluations to the public on our website in a prompt and easy-to-understand manner. JICA will also disseminate its findings obtained by these project evaluations to such events as academic conferences and international conventions.
- In order to improve our project operations and enhance their effectiveness, JICA will continuously conduct cross-cutting analyses, statistical analyses, and process analyses on the evaluation results, as well as examinations of new evaluation methods, while providing feedback on lessons obtained from project evaluations to the formulation of cooperation policies and project implementations.
- In order to strengthen foundations for implementation of project evaluations and improvement of their quality, JICA will collaborate with international organizations, universities and NGOs both in Japan and overseas in conducting project evaluations and analyses, as well as in sharing lessons learned, etc.
- JICA will examine evaluation methods in consideration of the revision of DAC evaluation criteria. JICA also will work on improving evaluation capacity of human resources both inside and outside of JICA.

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

- Considering the contribution to achievement of SDGs and overseas assistance trend as well as the importance of training and securing human resources who engage in development cooperation, JICA will work on capacity enhancement training with the main target of persons with certain levels of specialty in development cooperation. In addition, JICA will review the lineup of training courses and improve training content.
- Through improvements to the usability of PARTNER and a further enrichments of contents to contribute to career building, JICA intends to increase the number of PARTNER registrations, further expanding the

range of human resources in the development cooperation field. In particular, JICA will expand the number of PARTNER registrations of the following organizations; Japanese private companies that are expanding their overseas business, organizations dedicated to international cooperation, such as international institutions, international cooperation NGOs, and development consultant companies.

(iv) Solidify intellectual foundation

- Under the vision “Co-creating Practical Knowledge for Peace and Development,” JICA will work on the research of international academic level as well as publication, feedback of findings obtained in the field to projects, and contribution to the achievement of human security. In particular, JICA will carry out research on the following topics: quality growth, assurance of human security, Japan’s development and ODA history, and development cooperation trends of emerging countries, including China.
- By expanding the network of domestic and overseas researchers, universities, and research institutes, including those in emerging countries, JICA will improve the quality of its research and strengthen information delivery to the outside. In particular, JICA will develop pro-Japanese human resources through creation of educational materials in collaboration with the JICA Development Studies Program (JICA-DSP) and strengthen the network with such people. Also, JICA will work on the improvement of research on the capability of its staff members.
- Through effective utilization of its website and mailing lists, holding seminars and symposiums opened to a variety of participants including local citizens, international conferences, academic meetings, and lectures of students in universities, JICA will effectively deliver the research results in the form of Working Papers and books to policy makers, development cooperators, researchers, and students.

(v) Disaster relief cooperation

- It is essential to maintain and improve the ability of registered Japan Disaster Relief team members at the international standard level and to carry out effective disaster relief cooperation. For this end, JICA will plan and conduct practical training programs and also maintain the necessary materials and equipment.
- Specifically, JICA considers the INSARAG (International Search and Rescue Advisory Group) External Re-Classification scheduled in FY 2021 as a good opportunity, and will promote the strengthening of the level of international search and rescue team, including the strengthening of the

- executive organization and update of necessary materials and equipment.
- 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. More precisely, JICA will contribute to enhancement of search and rescue ability in the Asia Pacific region and to strengthening of cooperative organization through each meeting of INSARAG and preparation/implementation of training operations. In addition, as the regional vice chairperson of the WHO Emergency Medical Team Initiative, 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.
 - Considering the goal of "Action Plan for Strengthening Measures on Emergency Infectious Diseases" stipulated by Japanese Government, JICA will strengthen the executive organization and ability of the Infectious Disease Response Team through assuring higher specialty registrants as well as implementing training to such registrants, under liaison with relevant ministries and institutions.

2. Necessary measures to achieve the goal for improving administrative operational efficiency

(1) Develop organizational foundations for strategic operational management

(i) Streamline the operational organization

- 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 promote project implementation by creating cluster and sub-cluster strategies for development issues, further increasing collaboration with other development partners by strengthening the platform functions. Also by newly setting up the Operations Support Department, JICA will integrate and streamline internal rules and operations for procurement and dispatchment, while newly creating the Office for Human Resources for Development Cooperation and strengthening the strategy for mid- to long-term career formulation support for human resource in development cooperation.
- 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

- In order to strengthen resilience in view of business continuity at times such as large scale disasters and outbreak of pandemics, JICA will take measures of ICT base strengthening such as expansion of TV conference systems and accessibility improvement of JICA's telecommunication network.
- Considering the active utilization of DX and Cloud system and also work style innovation, JICA will define the requirements for procurement of the next generation information sharing platform scheduled to start operation from FY 2022.
- For the overseas bases that are nearing the limit of communication capacity, JICA will continue to work on the expanding and speeding up of international information network line.
- JICA will set up the guideline, etc. for operational and control rules regarding the operation automatization of routine PC operations (RPA: Robotic Process Automation).

(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 of senior staff members, including allowances, with proper consideration of other government employees. Upon such verification, JICA will disclose to the public its salary levels, its rationality, and its appropriateness.

(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 rationalized plan for procurement with proper consideration given to JICA's operations and management. JICA will then implement the plan properly.
- JICA will work on limiting the number of non-competitively-negotiated contracts, in response to the reviews by the Contract Monitoring Committee. JICA will also increase its transparency, take an approach to prevent cases of fraud and to avoid other relevant risks, expand opportunities for new bidders, and increase competitiveness by external experts' assessments, improving rules, and holding seminars.
- Specifically, in the cases where lessons or issues are introduced by the examination of the above-mentioned Committee regarding the reduction of non-competitively-negotiated contracts or single-vendor-bidding cases, JICA will work on the design of procurement rules to cope with such cases.
- JICA will improve the systems to support consultants' overseas business expansion, and stably operate the systems. Also, JICA will work on increasing the ability of internal staff members in view of enhancement of quality of contract management for consultants.
- Following organizational restructuring, with strengthened procurement support for domestic and overseas offices, JICA will continuously work on implementation of remote training and direct support as well as rationalization and enhancement of procurement operations at those offices.

3. Financial improvement

- For the operations that use the operational grants, JICA will conduct the appropriate budget execution based on the budget and income/expenditure plan shown in section 6. below and with consideration on assurance of quality of the projects.
- Considering the proposals shown in the final report of the "Advisory Committee on Enhancement of Budget Disbursement Management," JICA will continue to work on strengthening of governance including budget execution management, reporting and control, continuous assessment and analysis of outlook for budget execution in FY 2020 and onward as well as adjustment thereof, and implement improvements when necessary.
- In order to assure budget execution management for the entire JICA, thorough management of budget control for individual cases is essential.

Therefore JICA will check the budget disbursement status of individual cases monthly at every department and update the information as necessary, in addition to the quarterly reporting to the Board of Directors and semi-annual budget review opportunities.

- JICA will work on improvement of budget management ability of staff members through continuous trainings for administrative staff members in charge of each case and budget management staff members, training dedicated to each management layer, and Web-based training.
- By analyzing the reasons for existing and former operational grant liabilities at the end of the previous fiscal year, JICA will verify the reasons and the amount of the cases whose expenditure have to be postponed to FY 2021 by external reasons and allocate the budget expenses appropriately for the final fiscal year of the existing middle term target period.
- JICA will work to secure its own revenues, and properly manage and use those revenues.

4. Security measures

- While four years have passed since the July 2016 Dhaka terrorist attack, JICA, will not forget the painful lessons learned from this tragic incident, and will strive to prevent any future incidents by tirelessly verifying our security management system. As such, JICA will continuously update and reinforce our Security Measures, provide Security Training, and raise security awareness for anybody involved in international cooperation activities. In addition, JICA will enhance our ability to collect and analyze threat information, and reinforce our established guidelines for the protection of JICA's project sites.
- JICA will emphasize efforts to strengthen our protective measures and security management apparatus, particularly in high risk countries/regions. Furthermore, JICA will build a system that enables us to react quickly during emergency situations, such as terrorist attacks by violent radicalism and disturbances caused by political crises.
- 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 that serve as a guideline of cooperation activities for each country. JICA will utilize the document when it is formulating cooperation programs, rolling out its plans for each country, and monitoring its programs.
- JICA will strengthen its quality and strategy of operations by analyzing current development situations and their solutions, then will reflect them into actual project implementation. JICA will promote better understanding of "Human Security 2.0," by sharing more messages and information, while it continues to examine and implement measures to better reflect the concept into its project implementation and to win greater support from the international community.
- JICA will select programs, etc. that clarify JICA's contributions toward the SDGs; and disseminate those programs internationally. In addition, JICA will work to collect good practices and lessons learned from project implementation toward promoting the SDGs; and share and disseminate them both inside and outside of JICA.

(ii) Enhance effectiveness and efficiency

- JICA will work on improving its operational rules and management based on the Japanese Government's policy priorities, the needs of developing areas, and operational issues to formulate and implement projects that achieve high development outcomes in collaboration with the Government.
- Regarding Technical Cooperation, JICA will continue to strengthen project management and strategic partnership, effectively formulate projects based on the regional and sectoral (cluster/sub-cluster) strategies, and introduce/improve the systems and operations for promoting long-term training programs including JICA Development Studies Program.
- 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 formulating important infrastructure projects as well as non-infrastructure projects with the awareness of contribution to improvement of investment environment and SDGs. In addition, for the active use of Private Sector Investment Finance, JICA will develop its system and promote collaboration with other schemes while implementing collaboration with international finance institutions and

private financial institutions to mobilize private 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. Specifically, JICA places importance on “formulation of attractive projects” and creates an annual schedule for strategic project formulation with the perspective of budget for each region, while appropriately managing the budget by promoting excellent projects.
- Regarding knowledge management, JICA will promote accumulation, sharing, and dissemination of the knowledge through KMN (KMN: Knowledge Management Network) and “Knowledge Portal” that was established in FY 2019 as the platform to accumulate, disseminate, and actively use the knowledge in each KMN. Through this mechanism, JICA intends to promote co-creation of knowledge with relevant partners such as external experts and to maximize the effectiveness of JICA’s operations for contribution to the SDGs. Also, JICA will actively use the platforms such as GDI (Global Delivery Initiative) to accelerate the sharing and mutual learning of JICA’s good practices and lessons learned in the international community. Through the participation in such bodies as GDI, JICA as a whole, including its overseas offices, intends to promote mutual learning opportunities with other donors and international organizations.

(2) Proactive contribution toward international discussions and strengthening of partnerships with international organizations, bilateral donors, and others

(i) Participation in and dissemination of information at international discussions

- In order to participate in and contribute to the formulation of international aid trends, JICA will actively participate in international conferences and disseminate and share Japan’s knowledge and experiences. JICA will contribute particularly to the discussions on Human Security, norms and rule-setting for the achievement of SDGs, as well as discussions in major international conferences.

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

- JICA will foster partnerships with international organizations, bilateral donors, and others at the headquarters level. Through these partnerships, JICA will strategically implement collaborations in projects and disseminate and share visions and principles related to important challenges ,such as Human Capital and UHC, quality infrastructure investment, and Free and Open Indo-

Pacific.

- In order to make the international framework of development cooperation more comprehensive, JICA will discuss and collaborate with emerging partners and will actively participate in and contribute to various opportunities that discuss the creation of frameworks and norms including those new partners. Moreover, JICA will share its experiences, lessons learned, and knowledge by participating in international discussions on South-South and triangular cooperation.

(3) Secure appropriateness of development cooperation

(i) Environmental and social considerations

- JICA will conduct its operations complying with JICA Guidelines for Environmental and Social Considerations by conducting project appraisals and steadily confirming the monitoring of environmental and social impacts based on the results of past periodic supervision, with involvement from the members of the Advisory Committee for Environmental and Social Considerations. Also, JICA will raise awareness of various concerned parties' for more appropriate environmental and social considerations by providing training programs and seminars.

In particular, based on the operational status of the existing JICA Guidelines for Environmental and Social Consideration, obtained through the final report of the review survey and the public comments thereof, and the results of the revision of the World Bank's Safeguard Policy as well as advice from the Advisory Committee, JICA will comprehensively consider and compile the directions regarding the revision of said Guideline and, if necessary, prepare a draft revision to be submitted to the Advisory Council for Revision of the JICA Guidelines for Environmental and Social Considerations for review, and proceed with revision in a process with due consideration to transparency and accountability.

(ii) Promote the empowerment of women and gender equality

- In order to mainstream gender perspectives in JICA's projects, JICA will improve the quality and quantity of gender-related projects. Specifically, JICA will reinforce its approaches to design and implement successful exemplary projects that promote gender mainstreaming, provide advice at the stage of project formulation and implementation, and conduct various types of training for internal and external stakeholders.
- Specifically, JICA will prioritize assistance that contributes to women's economic empowerment with due consideration given to "Development Strategy for Gender Equality and Women's Empowerment" by the Japanese Government. This assistance includes gender-responsive infrastructure

development, the acceleration of the access and quality of girls' and women's education including STEM (Science, Technology, Engineering, and Math), the promotion of women's leadership efforts in disaster risk reduction that contributes to UN Security Council Resolution 1325 and relevant UN resolutions, and the "G7 2X Challenge: Financing for Women." In addition, keeping in view of "G20 Principles for Quality Infrastructure Investment," JICA will strengthen the integration of gender perspectives into infrastructure projects. Furthermore, as the contribution measure to the results of TICAD7, JICA will work on the formulation of projects that promote empowerment of women in Africa (including prevention of gender-based violence and protection and empowerment of survivors).

(iii) Fraud and corruption prevention

- JICA will collect information on fraudulent and corrupt practices through the proper operation of the Consultation Desk on Anti-Corruption, and investigate reported cases appropriately. When any fraudulent and corrupt practices are identified, JICA will impose strict measures against the offending parties. Additionally, in order to prevent fraud and corruption, JICA will conduct training and awareness-raising programs for relevant parties such as partner government officials and JICA staff members.
- For the Private Sector Investment and Finance Projects, JICA will develop and operationalize a system to investigate the background of project implementing partners to ensure that they have no record of ties with organized crime or engagement in illegal activities such as money laundering. Also, JICA will appropriately monitor issues that may arise when operationalizing the system.

(4) Strengthen internal controls

(i) Development of Environment for internal controls

- Based on 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 training, etc.
- To end SEAH (Sexual Exploitation, Abuse, and Harassment), JICA will stipulate codes of conduct for staff members and others who engage in JICA's projects, create response policies to support victims, and disseminate the policies and codes of conduct.

(ii) Risk assessments and organizational management responses

- JICA will adequately respond, in a timely manner, to risk incidents and take

appropriate measures to prevent their 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.
- 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 whistleblowing report system and an outsider report system, and appropriately and quickly respond to cases reported through those means.

(v) Internal audits

- JICA will carry out internal audits in compliance with the International Professional Practices Framework of internal auditing, and securely conduct follow-up of the results of audit.

(vi) ICT related issues

- Based on “Common Standard on Information Security Measures of Government Entities (FY 2018),” JICA will operate under the revised information security measures and reflect the issues from actual operations to various rules as necessary. JICA will also work to enhance its organizational capacity related to information system control and information system security by holding the Information System Committee and the Information Security Committee, and formulating and reviewing “The plan for the promotion of information security.”
- JICA will examine the specific plans for strengthening of system supervision and extension of the log acquisition period to strengthen the emergency measures for the occurrence of information security accidents, and implement some as soon as they are available.
- Regarding compliance with the EU General Data Protection Regulation (GDPR), JICA, upon confirming the necessity, will set up a representative in each EU country who copes with the inquiries from regulatory institutions and

data entities (individuals based in EU). Moreover, JICA will comply with the latest rules to ensure the effective protection of personal information, including 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 such as 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 are 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 other factors.

(2) Personnel planning

- Under JICA's work-style reform plan called "Smart JICA 3.0," JICA will continue to make efforts to secure the flexibility of working styles, 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 local staff through various training programs, career consultation, dispatching of staff to other agencies, etc. so as to earn a good reputation from inside and outside of the Agency.

- In particular, JICA will work on increasing flexibility in both the workplace and with working hours, in addition to fostering the human resources environment thorough training and secondment with a view toward expanding co-creation with external partners.

(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 was 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 allocated to improve and repair of facilities and equipment of JICA.

(End)

(Annex) List of indicators

(Attachment) Budget, income and expenditure plan, financial plan

(Annex)

List of Indicators

1. Measures to achieve quality operational improvements, including services provided to citizens	
(1) Secure a foundation and driving force for economic growth in developing areas (“Quality growth” and poverty eradication through such growth)	
[Indicator 1-6 ¹] Number of trained personnel that will contribute toward achieving the Japanese Government’s ABE Initiative and Innovative Asia (long-term training, etc.) commitments ➤ Innovative Asia	188 persons
(2) Promote people-centered development that supports basic human life in developing areas (“Quality growth” and poverty eradication through such growth)	
[Indicator 2-8] Number of children that JICA has supported to improve their learning	1.1 million persons
(4) Build a sustainable and resilient international community by addressing global challenges	
[Indicator 4-3] Number of human resources trained in disaster prevention area	8,000 persons
(5) Regional priority issues	
[Indicator 5-2] Number of industrial human resources trained in ASIA to contribute to achieving the Japanese Government’s 2015 Japan-ASEAN summit commitments	14,400 persons
(6) Contribute toward solving development issues through partnerships with private sector and other partners	
[Indicator 6-5] Number of consultations toward solving development issues in developing areas and expanding business operations	1,200 cases
(7) Strengthen ties between various development partners and developing areas, while also expanding the number of development partners	
[Indicator 7-4] Number of consultations that promote partnership and participation in volunteer programs, local governments, NGOs, universities and research institutions, and affiliated persons in development education efforts	1,200 cases
(8) Strengthen foundations for operational implementation	
[Indicator 8-2] Number of press releases	50 cases
[Indicator 8-3] Number of official Facebook postings	350 cases

¹ [Indicator x-x] corresponds to the indicators shown in the fourth quarter of Medium-term objectives (fiscal year 2017 to 2021). (The same applies to the following.)

[Indicator 8-4] Number of updated projects on JICA's website ("ODA Mieruka site")	500 cases
[Indicator 8-7] Number of newly registered persons on the PARTNER website	2,100 persons
[Indicator 8-10] Number of registered personnel on the Japan Disaster Relief's Infectious Disease Response Team	200 persons
2. Necessary measures to achieve the goal for improving 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 operation and training 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, etc. that have strengthened their strategies by clarifying their contribution toward achieving the SDGs and by disseminating them internationally	10 programs
(2) Proactive contribute at international discussions and strengthen partnerships with international organizations, bilateral donors, and others	
[Indicator 14-2] Number of international conferences in which JICA participated and/or disseminated its activities	66 conferences
(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 more
(4) Strengthen internal controls	
[Indicator 16-2] Number of monitoring activities of internal control	2 times
(2) Personnel planning	
[Indicator 17-3] Ratio of female management staff	19%

Budget

Attachment 1

(unit: million yen)

Items	Priority development cooperation issues	Partnerships with private sector	Partnership with various development partners	Strengthening of foundation for operational	Common to agency	Total
Revenues						
Operational grants	106,516	5,654	24,638	5,198	9,059	151,065
Subsidies for facilities, etc.	-	-	-	-	1,708	1,708
Interest income & miscellaneous income	248	-	25	-	-	273
Contracted programs	183	-	6	2	-	190
Donations	-	-	38	-	-	38
Other revenue	-	-	-	-	-	-
Reversal of reserve funds carried over from the previous Medium-term Objective period	-	-	-	-	-	-
Total	106,946	5,654	24,706	5,200	10,768	153,274
Expenditures						
Operating expenses	106,764	5,654	24,663	5,198	-	142,279
(Excluding special operating expenses)	106,764	5,654	24,663	4,318	-	141,399
Facilities	-	-	-	-	1,708	1,708
Contracted programs	183	-	6	2	-	190
Donation programs	-	-	38	-	-	38
General administrative expenses	-	-	-	-	9,059	9,059
Total	106,946	5,654	24,706	5,200	10,768	153,274

[Estimate personnel expenses] The estimated personnel expenses for the plan period is 14,448 million yen. However, the figures in 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 budgeted disbursement for operational expenses under "Priority development cooperation issues" is shown in the table below.

	Southeast Asia and Oceania	East and Central Asia and the Caucasus	South Asia	Latin America and the Caribbean	Africa	Middle East and Europe	Worldwide, etc.
Breakdown of operational expenses under "Priority	26,517	4,321	12,166	8,681	32,090	6,650	16,339

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

[Note 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

(unit: million yen)

Items	Priority development cooperation issues	Partnerships with private sector	Partnership with various development partners	Strengthening of foundation for operational implementation	Common to agency	Total
Expenses	107,598	5,688	24,856	5,227	12,118	155,487
Ordinary expenses	107,598	5,688	24,856	5,227	12,118	155,487
Operational expenses	107,416	5,688	24,813	5,225	-	143,142
(Excluding special operating expenses)	107,416	5,688	24,813	4,345	-	142,262
Contracted programs	183	-	6	2	-	190
Donation programs	-	-	38	-	-	38
General administrative expenses	-	-	-	-	9,610	9,610
Depreciation	-	-	-	-	2,507	2,507
Finance expenses	-	-	-	-	-	-
Extraordinary loss	-	-	-	-	-	-
Profit	107,598	5,688	24,856	5,227	12,118	155,487
Ordinary revenues	107,598	5,688	24,856	5,227	12,118	155,487
Operational grants	106,516	5,654	24,638	5,198	8,926	150,932
Interest income & miscellaneous income	242	-	25	-	-	267
Contracted programs	183	-	6	2	-	190
Donations	-	-	38	-	-	38
Reversal of contra account for assets funded by operational grants	-	-	-	-	2,507	2,507
Contra account for provision for bonuses	652	35	151	26	150	1,013
Contra account for provision or retirement	-	-	-	-	534	534
Financial revenues	6	-	-	-	-	6
Interests income	6	-	-	-	-	6
Other revenue	-	-	-	-	-	-
Extraordinary profit	-	-	-	-	-	-
Net income (loss)	-	-	-	-	-	-
Reversal of reserve funds carried over from the previous Med	-	-	-	-	-	-
Reversal of reserve funds for a specific purpose	-	-	-	-	-	-
Total income (loss) for the current year	-	-	-	-	-	-

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

(unit: million yen)

Items	Priority development cooperation issues	Partnerships with private sector	Partnership with various development partners	Strengthening of foundation for operational implementation	Common to agency	Total
Cash outflow	106,966	5,654	24,706	5,200	34,569	177,095
Operational payments	106,946	5,654	24,706	5,200	8,926	151,433
Operational expenses	106,764	5,654	24,663	5,198	-	142,279
(Excluding special operating expenses)	106,764	5,654	24,663	4,318	-	141,399
Contracted programs	183	-	6	2	-	190
Donation programs	-	-	38	-	-	38
General administrative expenses	-	-	-	-	8,926	8,926
Invest payments	-	-	-	-	1,841	1,841
Purchases of non-current assets	-	-	-	-	1,841	1,841
Financial payments	-	-	-	-	-	-
Payments to national treasury for unnecessary properties	-	-	-	-	-	-
Payment to national treasury	-	-	-	-	-	-
Reserve funds that are carried into the next business year	20	-	-	-	23,801	23,821
Cash inflow	106,966	5,654	24,706	5,200	34,569	177,095
Operational proceeds	106,946	5,654	24,706	5,200	9,059	151,565
Operational grants	106,516	5,654	24,638	5,198	9,059	151,065
Interest income & miscellaneous income	248	-	25	-	-	273
Contracted programs	183	-	6	2	-	190
Donation programs	-	-	38	-	-	38
Other revenue	-	-	-	-	-	-
Investment proceeds	20	-	-	-	549	569
Subsidies for facilities	-	-	-	-	535	535
Sales of non-current assets	-	-	-	-	14	14
Loan collection	20	-	-	-	-	20
Financial proceeds	-	-	-	-	-	-
Reserve funds carried over from previous business year	-	-	-	-	24,961	24,961

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