

JICA Annual Plan for Fiscal Year 2021

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 2021 Annual Plan as follows. JICA’s FY 2021 Annual Plan is based on its fourth Medium-term Plan. Note that JICA will take prompt and flexible responses while paying attention to the trend of the spread of COVID-19.

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 promote sustainable urban and regional development in response to the current situation of rapid urbanization, JICA is working to help strengthen the capacities of cities to formulate comprehensive development plans that describe vision, land use and infrastructure development, and to strengthen urban management, including urban development management and urban planning.
 - In particular, JICA will strengthen its cooperation on Transit Oriented Development (hereinafter referred to as “TOD”) and smart cities, new approaches to urban development that are gaining increasing interest in many cities. In regards to regional development, JICA will provide support for the

formulation of comprehensive development plans and the establishment of framework for coordination and collaboration among related organizations so that cross-sectoral efforts can be accelerated.

- JICA will promote the use of digital based geospatial information, which is to be the basis of urban and regional development.
- For the purpose of increasing the effectiveness of its cooperation in the urban and regional development sector, JICA will promote the reinforcement of networks among international students, overseas participants, and relevant parties in Japan to facilitate knowledge and experience-sharing activities.

(ii) Transportation and ICT

- In order to contribute to the Japanese Government's initiatives, such as the "Free and Open Indo-Pacific Strategy" (hereinafter referred to as "FOIP") and "Infrastructure System Overseas Promotion Strategy 2025," JICA will work on developing infrastructure and ICT environments in 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 transport infrastructure, securing traffic safety, and infrastructure development that considers access to remote areas and access for the socially vulnerable.
- In particular, JICA will focus on supporting the introduction of road asset management systems.
- As rapid urbanization and the increase of the number of private vehicles have led to traffic congestion, worsening air pollution, and an increase in traffic accidents, JICA will provide support for the introduction and utilize of urban MRTs (Mass Rapid Transport)), buses, and other public transportation systems that contribute to reducing the environmental impact. Moreover, JICA will consider the adequacy and sustainability of plans for main transport networks, the appropriateness of operations and associated maintenance systems that take into account localization, as well as safety improvement. JICA will also promote TOD (Transport Oriented Development), and implement initiatives that contribute to road safety, in addition to examining and promoting the introduction of a new financial provisioning scheme focusing on the "spillover effects" of transportation infrastructure development.
- In order to strengthen regional connectivity and contribute to FOIP, JICA will undertake the construction of a global network and safety improvement through cooperation in the operation and maintenance of ports, airports and international corridors, as well as through its cooperation regarding maritime safety and security, etc.

- In order to support the digitalization of society in developing regions and the promotion of digital transformation (hereinafter referred to as “DX”), JICA will implement projects that contribute to the development of human resources in the fields of ICT and data science, ICT and digital-related policies, an enabling environment for ICT, and ICT industry, which all serve as the foundation for digitalization and DX. In addition, JICA will also undertake the promotion of DX in solving social issues in developing regions, as well as improve the effectiveness and efficiency of JICA’s projects through the application of effective digital technology under/post COVID-19 crisis. Specifically, JICA will conduct data collection surveys, implement pilot projects and proof of concepts (PoCs), as well as examine and introduce digital services for effective project implementation in order to promote new ICT and digital cooperation.
- Ensuring cyber security is essential for every countries nowadays, therefore, JICA will implement projects that contribute to the enhancement of cyber security capabilities in Southeast Asia and other countries with high cyber security risks.

(iii) Quality energy supply and improved access

- With the global trend toward low-carbonization of energy use, JICA will promote the adoption of renewable energy, such as geothermal energy, in which Japan has an advantage. Also, it will promote measures to increase the flexibility of the grid to cope with the increase in variable renewable energy such as photovoltaics and wind power. JICA will also promote its initiatives to improve energy efficiency by supporting its partner countries through such measures as development of relevant strategies and institutional frameworks, keeping in mind the possibilities of future financial assistance under ODA loans or Private Sector Investment Finance.
- In any regions where energy access needs to be improved, particularly Sub-Saharan Africa, JICA will formulate and implement projects to increase access to electricity and improve the reliability of the electricity supply through the promotion of renewable energy and other low-carbon power sources, the expansion of the grid, and the improvement of the operation and maintenance of transmission and distribution facilities.
- In order to undertake the above initiatives, JICA will explore measures to further enhance the synergies between its activities and other private sector finance through institutional and human resource development for public-private partnerships. In addition, JICA will also work to form projects that produce synergistic effects with other fields such as health care.

- Moreover, JICA will undertake the formation of projects that utilize digital technology in order to promote the efficient use of energy.
- JICA will work to maintain and strengthen its network of intellectuals who are well-versed in Japan in developing regions formed through the JICA Development Studies Program (especially the “Kizuna Program”). In particular, JICA will continue to strengthen its relationships with the Kizuna alumni after they return home. For example, it will explore further opportunities to support activities that the alumni would undertake by utilizing the knowledge they acquired in Japan. In addition, JICA will aim to produce synergistic effects of research and innovation with human resource development through enhanced partnerships with the 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 relationships with foreign companies including local companies and Japanese companies, and promotion of new innovations (including contactless, remote and labor-saving digitalization) addressing the COVID-19 crisis while utilizing Japan Centers and our existing cooperation assets from the perspective of dealing with the COVID-19 crisis.
- In regions other than Asia, from the perspective of diverse responses in the COVID-19 crisis and the promotion of innovation which is the pillar of TICAD7, JICA will promote the creation of an ecosystem for support for corporations, including cooperation with Japanese companies and financial institutions, and accelerate private sector-led growth through capacity development support for companies via initiatives such as assisting in the development of entrepreneurs to solve social issues in the COVID-19 crisis (Project NINJA), 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 contributes 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, the Middle East, Africa, and Japan. Moreover, JICA will support the research and development in response to the COVID-19 crisis and the quality education and research activities, including online education. In addition, 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 each leading university.

- In order to contribute to “Japan's contribution for Africa” at TICAD7, JICA will implement human resource development for business and industry through the implementation of the “ABE Initiative 3.0,” which will contribute to the promotion of business between Japan and Africa.
- 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” and the formulation of a tourism recovery plan for coping with/post COVID-19, which JICA will address in cooperation with the World Tourism Organization, and promote its use by various relevant parties.

(v) Agriculture, forestry, and fisheries development

- JICA will support building and strengthening of the Food Value Chains (hereinafter referred to as “FVC”), by enhancing value addition at each stage of the value chains, including production, processing, distribution, and consumption of agricultural products.
- In particular, in the Southeast Asian region, JICA will conduct a detailed survey to review activities for the FVC development in with/post COVID-19 society, JICA will also launch a FVC development project in collaboration with ASEAN Secretariat.
- In addition, JICA will promote the use of digital technology and collaboration with Japanese companies in the food and agriculture sector.
- JICA will also provide cooperation that will contribute to promoting the acceptance of foreign nationals in the agriculture sector.
- In order to achieve the “Declaration for One Million Farmers through Smallholder Horticulture Empowerment & Promotion” (hereinafter referred to as “SHEP”) announced in the TICAD7, JICA will develop human resources with expertise in the SHEP approach for Africa, South Asia, Latin America, etc. In addition, through the hosting of international workshops (in English, French, and Arabic) and other means, JICA will raise awareness of SHEP approach in the international community and develop human resources for international cooperation (development consultants, volunteers, and NGOs) who are capable of developing SHEP-based cooperation. Furthermore, JICA will promote collaboration with the private sector and other organizations to expand small-scale farmer support projects that use SHEP.

- As an activity of the Agriculture Working Group in the Japan Business Council for Africa (JBCA) for TICAD 8, JICA will disseminate the results of the survey for the realization of the “Basic Conception of Agriculture Innovation Platform in Africa” and examine the possibility of collaboration with Japanese companies.
 - JICA will continuously operate the “JICA Platform for Food and Agriculture (JiPFA)”.
 - In addition to fostering intellectuals in the field of agriculture, forestry, and fisheries through long-term training, JICA also aims to build a network of overseas participants.
- (vi) Public financial management; financial and capital market development
- Based on the FOIP, JICA will implement projects for the proper and fair collection of tariffs, promotion of trade facilitation, strengthening national fiscal base, appropriate management of monetary 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 modernization of procedures in the customs administration that can lead to improved intra-regional connectivity; increase of tax collection and enhancement of public investment management system that also leads to infrastructure/governance enhancement in “G20 Principles for Quality Infrastructure Investment;” support for reinforcement of the fiscal base by strengthened debt management; and support for the sound development of the financial systems.
 - In Africa, JICA will also promote One Stop Border Post (OSBP) and support modernizing customs administrations which will lead to the promotion of the African Continental Free Trade Area (AfCFTA). In addition, JICA will provide support for the reinforcement of the fiscal base, such as through the strengthening of debt management.
 - Moreover, in collaboration with the World Customs Organization (WCO), JICA will continue the training for the officials of customs administrations in African regions and provide support capacity building for customs administrations in Oceania for enhancement of revenue collection of customs duties and taxes.
- (2) Promote people-centered development that supports basic human life in the developing areas (“Quality growth” and poverty eradication through such growth)
- In order to strengthen the response to public health crises such as COVID-19, JICA will promote the “JICA’s Initiative of Global Health and Medicine” with the goal of achieving robust UHC, which focuses on prevention, precaution, and

treatment, including strengthening health care systems, improving maternal and child health, improving nutrition, and securing safe water.

- (i) Strengthen health systems to achieve Universal Health Coverage (hereinafter referred to as “UHC”)
- Under the “Basic Design for Peace and Health,” “G7 Global Health,” and “UHC Tokyo Declaration,” JICA will work to strengthen health systems to achieve UHC. In addition, it will support beneficiary countries in their efforts to assist neighboring countries achieve UHC.
 - JICA will continue to work to strengthen health systems and human resource development to ensure the continued implementation of effective non-communicable disease control. In addition, in countries with aging populations, JICA will support the strengthening of health systems that encompass medical and nursing care for the elderly.
 - Specifically, at major international conferences, JICA will endeavor to participate in the reviewing process of policies to be recommended by the Japanese Government and of specific contribution measures through ODA based on said policy, and will undertake the compilation of conference results (declaration statements, etc.) while making intellectual contributions through conferences such as disseminating the knowledge acquired from JICA’s project experiences.
 - JICA will formulate and implement projects to shape UHC-related government commitments and announcements presented at international conferences such as G20 and TICAD7.
- (ii) Strengthen infectious disease control
- JICA will work to strengthen preparedness for health emergencies caused by infectious diseases, including COVID-19, 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 and the World Organization for Animal Health (OIE) to assist in the enhancement of intraregional laboratories and surveillance networks in Africa. JICA will work on enhancing ability for laboratory examinations and research by developing human resources related to infectious disease control on a global scale through the utilization of ongoing technical cooperation and long-term training in Japan as international students in universities.
 - 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

- JICA will continuously 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 disseminate the contents of the international standard guidelines of the Maternal and Child Health Handbooks (MCH Handbooks) at international conferences, etc., and promote the formulation of an implementation guidance to assist countries in putting the guidelines into practice.
- In order to further promote MCH Handbooks globally, JICA will work closely with WHO, UNICEF, and other organizations to form a framework for efficient support to each country through a coordination platform and stakeholder meetings during the formulation of the implementation guidance.

(iv) Improve nutrition

- With the adoption of the “IFNA Yokohama Declaration 2019” at TICAD7, which aims to develop IFNA in all Africa to improve the nutrition of 200 million African children, JICA will promote the “Initiative for Food and Nutrition Security in Africa” (hereinafter referred to as “IFNA”) by conducting partner meetings and extensive training programs for these countries, regional economic communities, and supporting organizations. In addition, JICA will steadily form and implement nutrition-related projects that contribute to IFNA, and promote the introduction of nutrition aspects into projects in the agriculture and rural development sectors, etc.
- In order to contribute to the nutrition goals of the “Tokyo Compact,” which will be agreed upon at the Tokyo Nutrition for Growth (N4G) Summit 2021 to be held in December 2021, JICA will further promote the activities of the “Nutrition Japan Public Private Platform” in addition to IFNA, and promote cross-organizational and multi-sectoral initiatives for nutrition improvement.

(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, while continuing to support measures to combat COVID-19 in the water and sanitation sectors in the short term, in order to achieve the SDGs, JICA will provide support for water supply service improvement and management improvement based on a cooperative approach to increase the number of water supply utilities that can independently mobilize funds for expansion and improvement of water supply services.

- JICA will complete the teaching materials for developing regions that summarize Japan's development experiences of water resources management, and compile the policy of the Integrated Water Resources Management and work to resolve issues related to water resources management in the Mekong River Basin and other regions.

(vi) Quality education for all

- JICA will continue 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."
- In particular, as children's learning opportunities are threatened by COVID-19, JICA will implement the following support: developing high quality textbooks and teaching materials with possibility of digitalization; improving the sanitation environment in schools and conduct hygiene awareness activities; developing and expanding educational models through collaboration between communities and schools; and introducing and expanding Japanese-style education and initiatives to improve non-cognitive skills through special activities and Japanese school management. Especially in Asia and the Middle East, JICA will also continuously implement technical cooperation projects focused on inclusive education and non-formal education with girls as the primary beneficiaries to provide educational opportunities to children who lack access to education.
- JICA will continue to 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" (hereinafter referred to as "SFT") and continuously reinforcing its cooperation with external organizations, JICA will support in developing areas; physical education, improvement of sports competitiveness, and promotion of 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 enhance educational and public relations activities related to "sports and development" in Japan and overseas, reinforce partnerships with relevant parties in Japan and overseas including domestic sport associations and private companies, in addition to promoting the participation and cooperation of citizens through "Host Towns" and other initiatives.

- In order to continue and reinforce the promotion of “sports and development” initiatives, JICA will update its strategy on sports and development in response to the SFT results and the global situation which have been drastically changed by the COVID-19 crisis.

(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, as a new initiative, JICA will conduct a survey in the field of child welfare to provide support for children in developing regions who are forced to live in difficult circumstances due to the COVID-19 crisis, and will examine medium- and long-term support measures.
- In the field of disability and development, JICA will implement projects that promote the participation of people with disabilities in society and projects that meet new needs in disability and development, such as inclusive disaster risk reduction and universal tourism.
- In the field of age-related countermeasures, 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.

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

(i) Develop fair and inclusive societies

- In consideration of the FOIP and other policies, JICA will conduct operations that contribute to the protection and fulfillment of citizens’ rights and to quality economic development such as those geared towards the development and operation of fair and transparent legal and judicial systems and improvement of capabilities of central and local governments and public broadcasters.
- In particular, JICA will continue to enhance its cooperation in Africa in consideration of the TICAD7 and also continue efforts in the field of criminal justice in light of the 14th United Nations Congress on Crime Prevention and Criminal Justice (Kyoto Congress). In addition, JICA will continue to study measures to continue and expand support for citizens' access to justice, and

also take specific actions to promote “Business and Human Rights” which potentially contribute to the implementation of the Japanese government’s “National Action Plan on Business and Human Rights (2020-2025).”

- Moreover, in order to strengthening capabilities of administration at both central and local governments and improve their quality, JICA will implement human resource development of executives of central/ local government who will lead the government in Asia, and strengthen the capabilities of local governance 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, mainly local government administrations.
- In particular, JICA will support 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. In addition, it will conduct a survey on the impact of the spread of COVID-19 in conflict-affected areas.
- 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 on international security-related issues such as terrorism, drug-related crimes, and cybercrimes. Moreover, as a follow-up of the TICAD7, JICA will support the strengthening of functions of security agencies and maritime security agencies in Africa. In addition, JICA will support the elimination of gender-based violence, South-South Cooperation utilizing the knowledge of the Cambodian Mine Action Centre, and 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

- Based on the Japanese government's policy to achieve carbon neutrality by 2050, JICA will promote cooperation to help developing countries" transition to a decarbonized society and build a climate-resilient society.
- In particular, JICA will support capacity building and project formulation necessary for the implementation of various initiatives, including the formulation and revision of Nationally Determined Contributions (NDCs) required of developing countries under the Paris Agreement, the creation and renewal of national greenhouse gas inventories, and the formulation of long-term low emission development strategies.
- JICA will mainstream climate actions in JICA's operations: analyzing climate change risk in project designs in related sectors and 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 undertake the project formulation and implementation supervision for the utilization of the Green Climate Fund (GCF), which is a funding mechanism established under the United Nations Framework Convention on Climate Change (hereinafter referred to as "UNFCCC").
- JICA will hold side events at the 26th session of the Conference of the Parties (COP26) to the UNFCCC highlighting JICA's cooperation policies, climate actions, achievement and lessons learnt in this field.

(ii) Mainstreaming Disaster Risk Reduction (DRR) and disaster reconstruction assistance

- Based on Japan's superior DRR technology, and the experience in pre-disaster investment in structural DRR measures, JICA contributes to reduce human and economic losses and damages to contribute for the output targets of the "Sendai Framework for Disaster Risk Reduction". Thus, JICA would also achieve the "Sendai Cooperation Initiative for Disaster Risk Reduction Phase 2" by the Government of Japan.
- To attain these goals, JICA pursues three initiatives: (1) Realizing pre-disaster investment for capital concentration centers, especially in mega cities; (2) Establishment of DRR institutions for understanding disaster risk and strengthening disaster risk governance; and (3) Securing Build Back Better (BBB) recovery in the disaster affected areas. The initiatives with their challenges and achievements will be disseminated at the international conferences such as the Global Platform for Disaster Risk Reduction.

- Specifically, in capital concentration centers such as metropolitan areas, JICA will support organizations responsible for DRR infrastructures and critical infrastructures so that they can materialize structural measures that will surely reduce the human and economic damages and losses. And, JICA also supports the DRR relevant organizations responsible for the DRR strategy and planning, meteorological and seismic observation, risk assessment, guidelines development, and operation and maintenance of DRR structural measures.
- In addition, assuring seamless assistance from emergency phase to recovery and reconstruction phase, JICA provides assistance not to recover to the original pre-disaster states, but to evolve to a new cycle of building the resilient country and society with fundamentally reducing disaster risk through materializing DRR measures during the recovery and reconstruction processes. In the countries that were actually affected by disasters such as Indonesia and Mozambique, JICA will continue to support reconstruction assistance for BBB based on the Japan's knowledge and experiences.

(iii) Nature conservation

- With the contribution to the SDGs and climate change measures in mind, and from the perspective of reducing the risk of emerging infectious diseases, JICA will implement projects aimed at realizing harmony between conservation of the natural environment and human activities as “One Health.”
- From the perspective of ensuring the scale and impact, JICA will promote cooperation with various stakeholders, including private companies, and the utilization of external funds and donations. Moreover, JICA will disseminate its contributions to these initiatives at various international conferences and other opportunities.
- 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 (Eco-DRR) 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, and will also 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

- In anticipation of coping with/post COVID-19, 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 addition, in order to raise the priority of policies and infrastructure development in the field of environmental management in developing countries, JICA will establish the “JICA Clean City Initiative” to promote cross-sectional and comprehensive projects for the creation of “Clean Cities.”
- In particular, JICA will promote 3R (Reduce, Reuse, Recycle) as countermeasures for waste reduction in major cities, especially in Asia. In addition, JICA will propose specific directions for future cooperation in Oceania, including the realization of this concept, based on the results of a survey on the “3R + Return” in anticipation of the 9th Pacific Islands Leaders Meeting (PALM9). JICA will also advance concrete support for countries eligible to introduce Waste to Energy (energy recovery from waste). Furthermore, JICA will formulate projects that will contribute to the promotion of the “MARINE Initiative,” which is a commitment by the Japanese Government to promote marine plastic waste agreed upon at the G20 Osaka Summit.
- In Africa, JICA will continue to promote sustainable development in urban areas through “African Clean Cities Platform (ACCP)” by formulating and

implementing projects. ACCP will embody various activities indicated in the “Yokohama Action Guidance for the ACCP” toward the TICAD8.

- For water pollution prevention and air pollution control, JICA will focus on the formulation of projects that contribute to strengthening the capacity of water and atmospheric environment administration and wastewater treatment. In particular, JICA will undertake the formulation and implementation of projects that contribute to the improvement of sanitation 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 “Coalition for African Rice Development (CARD) Phase 2,” based on the RICE (Resilience, Industrialization, Competitiveness, Empowerment) approach. In addition, through CARD Secretariat’s consultation and information sharing with member countries, regional communities 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
- In order to promote the blue economy, JICA will formulate and implement projects that contribute to both the conservation of marine ecosystems and fishery resources and the increase of economic benefits in island countries with high potential for fishery development. In order to promote inland aquaculture, JICA will formulate and implement projects that will contribute to increasing the number of aquaculture farmers in African countries, where the self-sufficiency rate of fishery products is low and there is an abundance of land suitable for aquaculture.
- In order to contribute to the improvement of livelihoods and economic development of small and medium-sized farmers and to the improvement of people’s nutrition through the promotion of livestock production, JICA will formulate and implement projects that promote the establishment and strengthening of value chains in the livestock sector. In particular, JICA will formulate and implement projects that contribute to the strengthening of measures for zoonotic diseases and livestock hygiene, which are major impediments to the establishment of value chains and also serve as a source of human infection.
- For enhanced resilience of agriculture to climate change, JICA will formulate and implement projects, such as weather index-based insurance, and irrigation

and water management and other projects, especially 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 FOIP.

(i) Southeast Asia and Pacific

- Based on the FOIP and the Joint Statement of the 23rd ASEAN-Japan Summit on Cooperation on ASEAN Outlook on the Indo-Pacific, JICA will strengthen support for enhancing the autonomy, independence, and unity (deeper integration) of ASEAN and Pacific, with the aim of contributing to regional peace, stability, and prosperity. In addition, JICA will work to mitigate the effects of the spread of COVID-19 and take measures to support economic recovery.
- JICA will provide support to the following, all of which are to be treated as priority areas common to the region: maritime infrastructure, maritime safety, maritime law enforcement capacity; disaster prevention and recovery/restoration; decarbonization; human resource development of future leaders and government officials; human exchange; and strengthening of health and medical systems.
- For ASEAN, in addition to the above, JICA will address the following: promotion of economic integration, which is essential to unity and sustainable growth; reinforcement of connectivity with regard to land and maritime economic corridors; quality growth to overcome growth distortions; addressing the vulnerabilities of Mindanao and other regions; and promotion of technical cooperation based on the Agreement on Technical Cooperation between the Government of Japan and the Association of Southeast Asian Nation.
- Based on the situation in Myanmar, JICA will work to ensure the safety of the people involved in and maintain a medium- to long-term relationship of trust with Myanmar.
- For Pacific, in addition to the above, based on the direction to be announced at PALM9, JICA will provide support for fisheries resource management, environmental management including marine plastic issue, infrastructure development for resilient and sustainable development, trade, investment, and tourism, which are of high interest to the island countries.

(ii) South Asia

- Based on regional characteristics in which a large number of impoverished people are living in areas vulnerable to natural disasters, and as a result of the spread of COVID-19, there are concerns about macroeconomic deterioration and its impact on the poor, JICA will cooperate to support the recovery from the socio-economic impact of the COVID-19 crisis and help build resilient societies. Specifically, JICA will prioritize the following areas: addressing global issues and improving basic livelihoods, including strengthening health systems in line with the “JICA’s Initiative of Global Health and Medicine”; strengthening economic resilience, infrastructure development and industrial competitiveness, and the development of an investment environment, based on the high quality infrastructure cooperation promoted by the G20 and the Japanese government; strengthening intra- and inter-regional connectivity; and ensuring peace, stability and security. Through this cooperation, JICA will strive to contribute to the realization of the FOIP.
- In particular, JICA will promote various infrastructure development, health care, connectivity enhancement, social development including agriculture and water supply, and strengthening of private sector cooperation based on the “Japan-India Special Strategic and Global Partnership.” In addition to the implementing 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,” JICA will also provide support for the development of economic and social infrastructure for other countries in the region.
- In order to realize a peaceful and equitable society, JICA will also continue to provide support for strengthening governance and social development. In particular, JICA will provide the following assistance: assistance for enhanced capacities of judicial personnel in Sri Lanka; assistance for enhanced administrative capacities for core cities in Bangladesh; and assistance that contributes to human capital development in Pakistan.
- JICA will continue and strengthen human resource development and networking through various international student programs such as the SDGs Global Leader Course, the “Project for the Promotion and Enhancement of the Afghan Capacity for Effective Development Phase 2 (PEACE Phase 2)” in Afghanistan, and the Project for Human Resource Development Scholarship (JDS) in six South Asian countries, with the Maldives as its first recipient.

(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, highly skilled workers, etc.).

- In particular, in order to diversify industries that contribute to sustainable economic growth in Mongolia, JICA will continue its initiatives for economic stabilization, enhanced governance, and enhanced health care system, while supporting the formulation of an agricultural master plan and the development of the tourism sector. In order to improve the increasingly serious traffic congestion and urban environmental problems in Ulaanbaatar, JICA will also conduct research on infrastructure development and the development of infrastructure for the use of renewable energy.
- In Central Asia and the Caucasus, JICA will promote cooperation that considers the enhancement of health systems based on the impact of the COVID-19, the enhancement of intra- and inter-regional connectivity, correction of domestic disparities, and quality infrastructure, and will also continue to steadily implement ODA loan projects such as power stations and agricultural financing while proceeding with the formulation of Grant Aid and Technical Cooperation projects in the fields of electricity, agriculture, business promotion, healthcare, etc.
- As for China, 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 formulating new business structures for coping with/post COVID-19, 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 cooperating in the priority areas of infrastructure development, disaster prevention/climate change mitigation, environmental issues in urban areas, income inequality, and poverty. In addition, as a cross sectional perspective, JICA plans to incorporate DX and innovative technology to the above mentioned priority areas, in order to further promote economic development.
- Specifically, JICA will consider development of new projects as well as new schemes that make use of existing frameworks for cooperation with development partners in the region that include the Inter-American Development Bank (IDB), the World Bank, and the Sistema de la Integración Centroamericana (SICA). By cooperating with such development partners,

JICA aims to promote the creation of a collaborative ecosystem with the private sector for “Japan-Latin America Joint Development,” to stimulate new projects and collaboration with new partners, and to enhance human resource development of which plays core roles of Latin American cooperation by utilizing the JICA Chair and study abroad programs. In addition, with respect to collaboration with NIKKEI (Japanese emigrants and their descendants) communities, JICA will further strengthen initiatives in Japan and overseas through cooperation with private companies, local governments, research institutions, and networking between the Overseas Migration Museum and other resource centers in Japan and Latin America, while simultaneously promoting measures for coping with/post COVID-19 through NIKKEI organizations. Moreover, JICA will promote highly effective and efficient project implementation by utilizing assets accumulated through past cooperation.

(v) Africa

- As FY 2021 is the final year of the TICAD7 commitment period (2019-2021), JICA will continue to work toward achieving the three pillars of “economy,” “society,” and “peace and stability” that were proposed as “TICAD7: Japan’s contributions for Africa.”
- Considering the socio-economic impact of the spread of COVID-19, JICA will engage in comprehensive healthcare initiatives as a part of the “JICA’s Initiative for Global Health and Medicine”, as well as socio-economic support to build resilient “with/post COVID-19” societies in Africa.
- In addition, JICA will draw the direction of its mid- to long-term support through preparations for TICAD8. Practically, JICA will specify its contribution toward TICAD8, and start dialogue, collaborations, and public relations activities with a wide range of partners, including governments, Japanese and foreign private companies, international organizations, bilateral donors, and universities.
- JICA will implement projects that address Africa’s common agenda such as utilization and promotion of DX and Science, Technology and Innovation (STI), promotion of regional economic integration, promotion of employment and decent work, ensuring peace, stability and security and etc. JICA will work on the research project on “African Development in the post COVID-19 Era,” and the dissemination of information on African development issues and initiatives to in Japanese society as well as to the international community.

(iv) 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 particular, by utilizing Japan's technology and knowledge, JICA will 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. Furthermore, JICA will continue to provide support such as development policy loans for countermeasures against COVID-19. Additionally, JICA will continue to promote the spread and establishment of Japanese-style education in Egypt by accepting international students and overseas participants in Japan and implementing technical cooperation, 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 response to the changes in the situation caused by the COVID-19 crisis, JICA will steadily implement a policy of strengthening partnerships with private companies in order to meet the support needs of companies for overseas business expansion, and will promote the development of a system to further promote partnerships with private companies, including the sharing of information on partnerships with companies throughout JICA.
- 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 implements corporate proposal-based projects for SMEs and SDGs Overseas Business Expansion. In particular, JICA actively provides information on development issues and local needs in developing regions through issue dissemination seminars, etc., and promotes proposals for specific issues in each country. JICA conducts follow-up monitoring of the status of overseas business expansion of companies completing the SDGs Business Supporting Surveys, and accumulates lessons learned and suggestions obtained.

- JICA will work closely with other government agencies and organizations to expand the base of private enterprises and mobilize private capital for development cooperation. In particular, JICA will target development projects that contribute to the achievement of the SDGs, as well as companies that are actively engaged in Environment, Social and Governance (ESG) initiatives with a view to contributing to the SDGs, by expanding support through Private Sector Investment Finance, while utilizing co-financing with other institutions, and by building a diversified portfolio with appropriate risk diversification, thereby creating a foundation for tackling relatively difficult projects.
- Based on the information and recommendations provided to the policy and strategy formulation process of the Japanese government and the needs of our intercountry companies, JICA will promote the formulation of private-sector investment finance projects through preparatory surveys. In addition, in order to achieve the new strategic goals of the Japanese government's "Infrastructure System Overseas Promotion Strategy 2025" for FY 2021 and thereafter, JICA works on provision of necessary information for such bodies as the Management Council for Infrastructure Strategy, and works on the formation and implementation of projects.

(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, while responding to changing circumstances caused by the COVID-19 crisis.
- JICA will strengthen cooperation with other SME support organizations and regional financial institutions to help companies in developing regions realize their business potential.
- JICA will accumulate lessons learned and suggestions through follow-up monitoring of the overseas development projects of the companies that have completed the SDGs Business Supporting Surveys, with a view to follow-up on completed projects and to use the results for future business development.

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

(i) Volunteer programs

- JICA has programs that help resolving 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. As the spread of COVID-19 forced all volunteers to return to Japan

in 2020 and suspend their activities in developing regions, JICA will work to resume full-scale operations as soon as the situation improves.

- In the resumption of operations, JICA will establish a system to ensure the safety and health of volunteers during the COVID-19 crisis, and introduce an appropriate pre-dispatch training format as well as its contents. In addition, JICA will implement ICT-based recruitment, and establish a support system for volunteer activities.
- In order to enhance public understanding and support for development cooperation, JICA will also promote various forms of participation in collaboration with local governments, universities, private companies, etc., in addition to disseminating the results of programs both in Japan and overseas. Specifically for in-service teachers, JICA installs the new operation of the special participation system for in-service teachers in cooperation with local governments, and promotes collaborative programs with universities. In addition to collaborative dispatch programs with private companies, JICA encourages initiatives to increase contact between the private companies and dispatched volunteers and returned volunteers.
- In order to support the acceptance of foreign human resources and multicultural symbiotic societies, JICA will boost the social activities of returned volunteers. Specifically, JICA will strengthen cooperation with OV (Old Volunteer) Associations and other related parties and organizations, and develop human resource information, including the implementation of a human resource bank and matching human resource needs. In addition, through collaboration with local governments and other organizations (introductory programs for former members of Japan Overseas Cooperation Volunteers, etc.), JICA will expand opportunities for returned volunteers to play active roles in Japan, with the relevant information.

(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 encouraging the internationalization, overseas business expansion, and development cooperation activities of local communities promoted by local governments. Moreover, in response to the spread of

COVID-19, JICA will consider flexible cooperation methods, including remote implementation of projects through the Internet and other means.

- In order to support the acceptance of foreign human resources and promote multicultural symbiotic societies, JICA will engage in cooperation and collaboration, including the assignment of coordinators for international cooperation (foreign human resources and multicultural activities), and information collection and analysis through various surveys.

(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 leading up to new applications and actual implementation of the JICA Partnership Program.
- In particular, with the spread of COVID-19, JICA will consider flexible cooperation methods, including remote implementation of projects through the Internet and other means. Additionally, JICA will work with NGOs/CSOs to formulate support projects for vulnerable groups in each country that have been seriously affected by COVID-19.
- During the COVID-19 crisis, JICA will consult with NGOs and CSOs on the formulation of projects so that they can more effectively utilize their strengths in its projects, and will also actively promote its projects. Additionally, JICA will work to improve the capacity of NGOs/CSOs through activity support projects for NGOs, etc.
- In order to support the acceptance of foreign human resources and promote multicultural activities, JICA will engage in cooperation and collaboration, including the operation of JP-MIRAI (Japan Platform for Migrant Workers towards Responsible and Inclusive Society), as well as information collection and analysis through various surveys.

(iv) Universities and research institutions

- Based on the steady progress of the JICA Development Studies Program, JICA will take the following actions to further expand the program.
- JICA will further 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. In particular, by collaboration with the Open University of Japan, JICA will provide all participants with lectures on the modern development and history of development of Japan through an on-demand format, leading to the enrichment of the online lecture series lineup. Furthermore, JICA will increase the opportunities for participants to learn Japanese experiences in short-term seminar.

- Although there are restrictions on the international movement of people during the COVID-19 crisis, JICA will coordinate with the Japanese government to invite JICA scholars to Japan and ensure the above-mentioned learning opportunities.
 - JICA will continue to work on maintaining and developing relationships with former JICA scholars by providing midcareer programs tailored to their stage of career development, with the aim of having them 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 will expand the "JICA Chair (JICA Program for Japanese Studies)" with the aim of further offering the course not only in Japan but also overseas, and promote the use of various contents on Japan's modern development and history of development both in Japan and overseas.
 - 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 while including online communication, 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 while fully taking into account the effects of the COVID-19 crisis. JICA, along with education bodies like the Ministry of Education, Culture, Sports, Science and Technology, educational institutions such as boards of education, will broaden its base of development education continuously.
 - In particular, JICA will refer to the introduction of a new education guideline and SDGs in the training programs for teachers, and promote them as well.

- In order to support the acceptance of foreign human resources and promote multicultural symbiotic societies, JICA will take effective initiatives, taking into account the increasing number of children and students with foreign roots.
- 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, JICA will promote new initiatives focusing on the JICA Global Plaza using online and digital technologies. In the wake of public awareness of the Tokyo Olympic and Paralympic Games as well as SDGs, JICA will actively introduce its various projects through effective approaches using these events, and will continue to promote the use of the exhibits at the Global Plaza in educational institutions through collaboration with teachers and other relevant parties and organizations involved in development education.

Strengthen foundations for operational implementation

(8) Strengthen foundations for operational implementation

(i) Public relations

- JICA will release information about JICA's activities and their results regarding development issues in developing areas, to both the Japanese and international press in a timely manner, through various means such as events and online tools 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, events, etc., for citizens both inside and outside of Japan.
- Specifically, JICA will disseminate information focusing on cooperation in the health sector, including countermeasures against infectious diseases such as COVID-19. In addition, towards the upcoming Tokyo Olympic and Paralympic Games, JICA will also disseminate information on sports and development initiatives in developing areas.
- Regarding its website, JICA will alleviate management overhead by reducing its number of pages, etc., and will also implement a service contract for the renewal its website in 2022 and will begin specific work.

(ii) Project evaluation

- Using the PDCA cycle, JICA will steadily conduct its ex-ante evaluation, monitoring, ex-post evaluation, and feedback of its projects. In particular, for projects to be evaluated in FY 2021, JICA will apply the evaluation criteria (including "Coherence") revised in FY 2020, and carefully review and evaluate appropriate supplementation, harmonization, and coordination with support from other development partners. In addition to announcing the results of

evaluations 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 conferences.

- In order to improve our project operations and enhance their effectiveness, JICA will apply four levels of sub-rating under the revised evaluation criteria while continuously conducting various types of analyses such as thematic evaluations and impact evaluations, and examinations of new evaluation methods, as well as providing feedback on lessons obtained from project evaluations to the formulation of cooperation policies and project implementations.
 - In addition to measuring the effects of individual projects, JICA will consider project evaluations that contribute to verifying the effects of the cohesion of cooperation (clusters, etc.).
 - In order to improve the quality of project evaluations, JICA will collaborate with diverse bodies such as international organizations and universities in conducting project evaluations and analyses, while working to improve the evaluation capacity of human resources both inside and outside of JICA through training, etc.
- (iii) Recruit and train human resources who engage in development cooperation
- Considering the contribution to achievements of SDGs and the latest overseas assistance trend as well as the market situation of human resources, JICA will work on capacity enhancement training and continue to review the lineup of training courses and improve training contents. In addition, JICA will improve remote learning circumstances by providing some online training programs and the producing video contents.
 - JICA will promote the use of the international career information website (hereinafter referred to as “PARTNER”) by both registered individuals and organizations. JICA will utilize the PARTNER content expanded by JFY2020 to strengthen our efforts to reach out to and support the careers of young people and local human resources who will be the future leaders in the field of development cooperation. Through the above, JICA will continue working to expand the number of PARTNER registrations of individuals and organizations as well as enhance the dissemination of information.
- (iv) Solidify intellectual foundation
- Under the vision of “Co-creating Practical Knowledge for Peace and Development,” JICA will conduct academic research at international level that contributes to the improvement of effectiveness of operations and the formation of international development cooperation trends, and further

strengthen our international outreach capacity through the renewed JICA Ogata Sadako Research Institute for Peace and Development. In particular, JICA will carry out research on the following topics: responses to COVID-19, human security, quality growth, FOIP and political economy, digital transformation (DX), Japan's development experience and history of development cooperation, and trends of development cooperation by emerging countries including China, and changing landscape of international development cooperation. For each study, JICA will draw out findings based on the perspectives of "With- and Post- COVID-19" and BBB.

- JICA will make further improvements regarding types of deliverables fit for research projects and measures to ensure research ethics, as well as quality management, business processes, internal controls, and incentive design required for the foregoing.
 - JICA will work on the "Human Security Report (tentative title)" to increase the international presence of the JICA Ogata Sadako Research Institute for Peace and Development and develop a sense of its unity and integrity.
 - JICA will be actively involved in the formulation of international development cooperation trends through international conferences and other events.
 - In order to improve the quality of its research and strengthen dissemination of information, JICA will expand its network with domestic and overseas researchers, universities, and research institutes, including those in emerging countries. In particular, under the JICA Development Studies Program (JICA-DSP), JICA will foster pro-Japanese foreigners and strengthen the network with such people through creation of educational materials. JICA will also contribute to the promotion of multicultural coexistence in Japan by conducting research on the history of Japanese migration to Latin America. Also, JICA will work on the improvement of research capability of its staff members through research activities.
 - Through effectively utilizing its website and mailing lists, organizing online seminars to reach out to a broader audience, participating in international and academic conferences, and delivering lectures in universities, JICA will effectively disseminate its research results in the form of Working Papers, books, etc. to policy makers, development practitioners researchers, and students, and actively engage in dialogue with these stakeholders.
- (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 while taking preventative measures against the spread of COVID-19.

- The INSARAG (International Search and Rescue Advisory Group) External Re-Classification scheduled in FY 2021 is will be deferred to FY 2022 due to the postponement of the Tokyo Olympic and Paralympic Games, but in preparation for this, JICA will continue to promote the strengthening of the level of Japan Disaster Relief 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, by participating in the WHO Emergency Medical Team (hereinafter referred to as "EMT") Initiative Technical Working Group, and by supporting the development of guidelines for infectious diseases, JICA will contribute to the strengthening of the international collaboration framework of EMT and will work to strengthen the emergency relief network with countries in the Asia-Pacific region.
- The Japan Disaster Relief Medical Team will strengthen its team structure and capabilities in preparation for the re-certification of the field hospital level (WHO EMT Type 2) dispatch, taking into account the revision of the EMT standards by WHO, and prepare for dispatch in accordance with the latest international standards. The Japan Disaster Relief Infectious Disease Response Team will work to develop a team structure consistent with the formulation of norms for infectious disease crisis support by WHO (GOARN 2.0, etc.) and the trends in the revision of the Japanese government's "Action Plan for Strengthening Measures on Emerging Infectious Diseases."

2. Necessary measures to achieve the goal of improving the efficiency of administrative operations

- (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 strengthen its systems for business reform and

DX promotion so as to tackle new international cooperation in the eras of life with/post COVID-19.

- 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 operation foundation

- JICA will take measures to strengthen the information system foundation, including further promotion of cloud computing, while taking into account the rapid increase in working at home and remote work, promotion of remote cooperation, occurrence of large-scale disasters and pandemics, and compliance with the “Basic Framework for the Security Assessment System for Cloud Services Introduced into Government Information Systems” established by the Japanese government due to the COVID-19 crisis and work style reforms.
- JICA will promote initiatives to stabilize the information networks at Japanese and overseas bases and resolve tightness of network lines.
- JICA will support the improvement and construction of business systems and the promotion of DX based on the guidelines for the operation automatization of routine PC operations (Robotic Process Automation (RPA)).
- JICA will define the requirements for the new information sharing foundation and information network and procure consultant(s) to realize them, as well as define the requirements for the introduction of the next office PCs.

(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

- JICA will continue to work on the optimization of personnel allocation for effective and efficient execution of operations and management.

- In that regard, JICA will verify the rationality and appropriateness of salary levels of senior staff members, including allowances, with proper consideration of other government employees. As in previous years, 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 rationalized plan for procurement with specific consideration given to JICA's operations and management. JICA will then implement the plan properly.
- JICA will work on the appropriate management of the number of non-competitive-negotiated contracts, in response to the reviews by JICA 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-competitive-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.
- JICA will further strengthen procurement support for domestic and overseas offices, continuously work on remote trainings and substantial support as well optimize the procurement implementation system and improve procurement operations at each office.
- JICA will promote the rationalization of contracting procedures and automation of paperwork from the perspective of promoting DX in JICA's internal operations.

3. Financial Improvement

- For the operations that use the operational grants, JICA will conduct the appropriate budget execution based on the budget, income and expenditure plan, and financial Plan shown in section 6. below and 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 the strengthening of governance including budget execution management, reporting and control.
- In order to assure budget execution management throughout JICA, thorough management of budget control for individual cases is essential. Therefore, JICA will check the budget disbursement status of individual projects 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 training for administrative staff members in charge of each project and budget management staff members, and training dedicated to each management layer.
- By analyzing factors that caused the debt balance of operational grants at the end of the previous fiscal year, JICA will early identify projects whose expenditures have to be postponed to FY 2022 by external factors such as COVID-19, and will make appropriate budget allocations based on the reasons for the delay and verification of expenditure size.
- As this is the final year of Medium-term Objectives period, JICA will constantly monitor and analyze budget execution estimates and make adjustments to ensure that the financial burden for subsequent fiscal years is at an appropriate level.
- JICA will work to secure its own revenues, and properly manage and use those revenues.

4. Security measures

- Without letting the memory of past serious incidents such as the terrorist attack on Dhaka fade away, JICA will take to heart the painful lessons learned from this tragic incident and will strive to prevent any future incidents by raising awareness of the importance of complying with our Security Measures, thoroughly registering emergency contact numbers, and steadily conducting Security Training. 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.
- In addition, with regard to strengthening the security management system, JICA will strive to collect and analyze information on regions around the world, mainly high-risk countries and regions, and develop a security management system that is strong in each of those regions, which includes the development of human resources who have thorough knowledge of their context, so that we

can respond quickly to not only terrorist attacks but also demonstrations and riots in emergency situations. Furthermore, with the goal of further strengthening the emergency response system in the event of unforeseen events, JICA will thoroughly review the initial response and strengthen our crisis management response capacity through simulation training.

- As the COVID-19 crisis has raised awareness of the need for further international coordination and cooperation, JICA will examine and develop safety and health management systems in each destination country in order to accelerate the travel of project participants and the resumption of business operations under an ongoing risk environment. Moreover, JICA will manage the risk of security instability caused by social and economic stagnation and will promote safe and steady operations.
- 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

- In countries where JICA's Country Analysis Papers are to be developed or revised, JICA will assess and analyze the challenges faced by countries and regions with a focus on coping with/post COVID-19, and formulate a direction for cooperation. JICA will utilize the document when it is formulating cooperation programs, rolling out its plans for each country, and monitoring its programs.
- While keeping in mind further promotion of the PDCA cycle, JICA will strengthen its quality and strategy of operations by analyzing current development situations and their solutions. JICA will promote effective embodiment of "Revisiting Human Security in the Today's Global Context" in project formulation and implementation by promoting better understanding of the concept, disseminating information, and considering and implementing measures to win greater support from the international community.
- JICA will disseminate the information at international level on its programs that contribute to the SDGs. In addition, JICA will collect good practices and lessons learned from projects that lead to strengthening of collaboration in Japan and internationally in 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 Projects, JICA will continue to strengthen project management and strategic partnerships with external resources and JICA's other schemes such as ODA Loans/ Grant Aid, effectively formulate projects based on regional and cluster strategies, and introduce systems and improve the operation of systems to promote long-term training programs including JICA Development Studies Program. In addition, JICA will continue to provide flexible and prompt support during the COVID-19 crisis.
- Regarding Private Finance and Investment Cooperation, JICA will continue to respond to development needs arising from COVID-19 while implementing measures set forth in the "Infrastructure System Overseas Promotion Strategy 2025" and other government policies.
- Regarding Grant Aid, JICA will monitor and review the system of operational rules based on the "Report on the improvement of rules and operation on Grant Aid" (June 2016, Ministry of Foreign Affairs) to further improve the rules. In addition, JICA will promote project formulation and implementation in response to coping with/post COVID-19, as well as promote strategic and systematic project formulation based on regional budget forecasts.
- Regarding knowledge management, JICA will promote accumulation and dissemination of internal knowledge through Knowledge Management Network (hereinafter referred to "KMN") activities, while promoting personnels' professional development. In addition, JICA will promote knowledge co-creation with relevant partners such as external experts in KMN activities, and promote mutual learning 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 and dissemination of information at international discussions

- In order to participate and to contribute to the formulation of international aid trends, JICA will actively participate in international conferences and disseminate Japan's knowledge and experiences. JICA will contribute particularly to the discussions on Human Security, responses to the COVID-19 crisis, norms and rule-setting for the achievement of SDGs, as well as discussions in major international conferences such as the "Tokyo Nutrition for Growth Summit 2021."

- JICA will respond appropriately to the Debt Service Suspension Initiative (DSSI) and Debt Treatments beyond the DSSI (Common Framework) agreed to by the G20 and Paris Club in response to the COVID-19 crisis.
- (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 COVID-19 measures, Human Security, Human Capital and UHC, quality infrastructure investment, and FOIP.
 - In order to make the international framework of development cooperation more comprehensive, JICA will discuss and collaborate with emerging donors and will actively participate and contribute to various opportunities that discuss the creation of frameworks and norms that includes those new partners. Moreover, JICA will share its experiences, lessons learned, and knowledge by participating in international discussions on South-South cooperation and triangular cooperation.
- (3) Ensure appropriateness of development cooperation
- (i) Environmental and social considerations
- JICA will conduct its operations complying with JICA Guidelines for Environmental and Social Considerations by reviewing the environmental and social considerations in the project appraisals and confirming the result of environmental and social monitoring of on-going projects, with involvement from the members of the Advisory Committee for Environmental and Social Considerations.
 - In particular, based on the comprehensive examination of the operational status of the existing JICA Guidelines for Environmental and Social Consideration, obtained through the review survey, and the implementation status of the World Bank's new environmental and social policies advice from the Advisory Committee, the Advisory Council for the Revision of the Guidelines is currently reviewing the revised policy and draft revision of said Guidelines. JICA will proceed with the revision in a process with due consideration to transparency and accountability. .
 - JICA will provide consultations and opportunity for training to relevant parties inside and outside of JICA to promote a better understanding of Environmental and Social Considerations and the Guidelines to be revised, as well as enrich materials for these purposes.

- (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, JICA will conduct surveys to assess the impact of the spread of COVID-19 on women and girls and to consider specific support measures, and it will strengthen the reflection of gender perspectives in the implementation of projects during the COVID-19 crisis. 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.
- (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 expand training programs, etc. to further improve the JICA staff's awareness of internal controls.

(ii) Risk assessments and organizational management responses

- In analyzing and assessing risks, JICA will focus particularly on risks related to organizational operations that may be caused by the COVID-19 crisis, and 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.
- JICA will develop standard procedures to respond to allegations of sexual exploitation, abuse, and harassment (SEAH), and disseminate the written procedures within the organization.

(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 the “Common Standard on Information Security Measures of Government Entities” (next revision), JICA will reflect and review the information security measures and the inner rules. In addition, JICA will reflect the issues from actual operations to inner rules as necessary.
- In response to the changes in the work environment caused by the COVID-19 crisis, JICA will expand and change its system infrastructure, mainly to cloud

computing, and implement information security measures tailored to the new system infrastructure.

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

See Attachments 1, 2, and 3.

7. Short-term loan ceilings

General Account: 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 operating 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 recovery of loans, temporary funding when FILPagency 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 operation effectively and efficiently. This includes circumstances related to the aging of existing facilities, among other factors.

(2) Personnel planning

- As JICA's projects are undergoing significant changes, JICA will review its personnel system, including qualification levels, evaluation, remuneration, and human resource development, in order to improve its responsiveness to

changing management issues and to elicit a strong commitment to the growth and achievements of individual employees.

- Under JICA's work-style reform plan called "Smart JICA 3.0," JICA will work to further promote new ways of working in the wake of the COVID-19 crisis. 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 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 addition, JICA will promote the development of an environment where local employees can fully demonstrate their abilities and work with peace of mind through improved benefits and expanded training programs.

(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 reserve fund carried over from the previous Mid-term Objective 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 (excluding the Finance and Investment Account); 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		177 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		100,000 persons
(4) Build a sustainable and resilient international community by addressing global challenges		
[Indicator 4-3] Number of personnel trained in disaster prevention		8,000 persons
(5) Regional priority initiatives		
Indicator 5-2] Number of industrial personnel trained in ASIA to contribute to achieving the Japanese Government’s 2015 Japan-ASEAN summit commitments		14,400 persons
(6) Contribute to the resolution of development issues through partnerships with the private sector and other partners		
[Indicator 6-5] Number of consultations to resolve development issues in developing areas and promote overseas business expansion		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 posts		350 cases
[Indicator 8-4] Number of updated projects on JICA’s website (“ODA Mieruka”)		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

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.)

2. Necessary measures to achieve the goal of improving the efficiency of administrative operations		
(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]	Improvement of the efficiency of general and administrative expenses and business expenses when compared to previous fiscal year	1.4% or more
[Indicator 10-4]	Number of contracts examined by external experts	70 cases
4. Security measures		
[Indicator 12-3]	Number of participants involved in security measures training (including counter-terrorism drills)	3,000 persons (600 for counter-terrorism drills)
5. Other important matters related to administrative operations		
(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	6 programs
(2) Proactive contributions at international discussions and promotion of 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) Ensure appropriateness of development cooperation		
[Indicator 15-4]	The ratio of JICA projects (technical cooperation, loan, Grant Aid) that are categorized as gender-informed	40% or more
(4) Strengthen internal controls		
[Indicator 16-2]	Number of monitoring activities of internal controls	2 times
(5) Personnel planning		
[Indicator 17-3]	Ratio of female management staff	20%

(unit: million yen)

Items	Priority development cooperation issues	Partnerships with private sector	Partnerships with various development partners	Strengthening of foundation for operational implementation	Common to agency	Total
Revenue						
Operational grants	106,485	6,106	22,217	5,557	10,295	150,660
Subsidies for facilities, etc.	-	-	-	-	991	991
Interest income & miscellaneous income	268	-	13	-	-	281
Contracted programs	289	-	7	2	-	298
Donations	-	-	30	-	-	30
Other revenue	-	-	-	-	-	-
Reversal of reserve fund carried over from previous Medium-term Objective period	-	-	-	-	-	-
Total	107,041	6,106	22,267	5,559	11,286	152,260
Expenditures						
Operating expenses	106,752	6,106	22,230	5,557	-	140,646
(Excluding special operating expenses)	106,752	6,106	22,230	4,677	-	139,766
Facilities	-	-	-	-	991	991
Contracted programs	289	-	7	2	-	298
Donation programs	-	-	30	-	-	30
General administrative expenses	-	-	-	-	10,295	10,295
Total	107,041	6,106	22,267	5,559	11,286	152,260

[Estimate of personnel expenses]

The estimated personnel expenses for the plan period is 14,520 million yen. However, the figures in the table above only reflect expenses associated with remunerations to officers, basic salaries, work-related expenses and overtime allowances, and administrative leave pay.

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

[Reference] Regional budgeted disbursement in FY2021 for operating expenses under "Priority issues for development cooperation" 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 operating expenses under "Priority development cooperation issues"	26,079	4,311	11,624	8,826	32,874	6,871	16,167

[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	Partnerships with various development partners	Strengthening of foundation for operational implementation	Common to agency	Total
Expenses	107,701	6,144	22,404	5,588	12,306	154,143
Ordinary expenses	107,701	6,144	22,404	5,588	12,306	154,143
Operating expenses	107,412	6,144	22,367	5,586	-	141,509
(Excluding special operating expenses)	107,412	6,144	22,367	4,706	-	140,629
Contracted programs	289	-	7	2	-	298
Donation programs	-	-	30	-	-	30
General and administrative expenses	-	-	-	-	10,590	10,590
Depreciation	-	-	-	-	1,716	1,716
Financial expenses	-	-	-	-	-	-
Extraordinary loss	-	-	-	-	-	-
Revenue	107,701	6,144	22,404	5,588	12,306	154,143
Ordinary revenue	107,701	6,144	22,404	5,588	12,306	154,143
Operational grants	106,485	6,106	22,217	5,557	9,919	150,284
Interest income & miscellaneous income	262	-	13	-	-	275
Contracted programs	289	-	7	2	-	298
Donations	-	-	30	-	-	30
Reversal of contra-account for assets funded by operational grants	-	-	-	-	1,716	1,716
Contra-account for provision for bonuses	660	38	137	29	150	1,014
Contra-account for provision for retirement benefits	-	-	-	-	520	520
Financial revenues	6	-	-	-	-	6
Interest income	6	-	-	-	-	6
Other revenue	-	-	-	-	-	-
Extraordinary profit	-	-	-	-	-	-
Net income (loss)	-	-	-	-	-	-
Reversal of reserve fund carried over from the previous Medium-term Objective period	-	-	-	-	-	-
Reversal of reserve fund for a specific purpose	-	-	-	-	-	-
Gross profit (loss) for the current year	-	-	-	-	-	-

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

(unit: million yen)

Item	Priority development cooperation issues	Partnerships with private sector	Partnerships with various development partners	Strengthening of foundation for operational implementation	Common to agency	Total
Cash outflow	107,050	6,106	22,267	5,559	42,247	183,229
Operational payments	107,041	6,106	22,267	5,559	9,919	150,893
Operational expenses	106,752	6,106	22,230	5,557	-	140,646
(Excluding special operating expenses)	106,752	6,106	22,230	4,677	-	139,766
Contracted programs	289	-	7	2	-	298
Donation programs	-	-	30	-	-	30
General administrative expenses	-	-	-	-	9,919	9,919
Investment payments	-	-	-	-	1,367	1,367
Purchases of non-current assets	-	-	-	-	1,367	1,367
Financial payments	-	-	-	-	-	-
Payments to national treasury for unnecessary properties	-	-	-	-	-	-
Payments to the national treasury	-	-	-	-	-	-
Reserve funds that are carried into the next business year	8	-	-	-	30,961	30,969
Cash inflow	107,050	6,106	22,267	5,559	42,247	183,229
Operational proceeds	107,041	6,106	22,267	5,559	10,295	151,269
Operational grants	106,485	6,106	22,217	5,557	10,295	150,660
Interest income & miscellaneous income	268	-	13	-	-	281
Contracted programs	289	-	7	2	-	298
Donation programs	-	-	30	-	-	30
Other revenue	-	-	-	-	-	-
Investment proceeds	8	-	-	-	1,000	1,008
Subsidies for facilities	-	-	-	-	991	991
Sales of non-current assets	-	-	-	-	9	9
Loan collection	8	-	-	-	-	8
Financial proceeds	-	-	-	-	-	-
Reserve funds carried over from previous business year	-	-	-	-	30,952	30,952

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