

Efforts to Improve Operations

JICA has carried out a number of efforts with the aim of improving its administrative services. In addition to the monitoring implemented over the past year and a half following the merger with the Overseas Economic Cooperation Operations of the former JBIC in October 2008, in consideration of the ODA Review Final Report released by the Ministry of Foreign Affairs in June 2010 and the Government of Japan's screening process, JICA places priorities on the following six points in determining the future direction of work improvement: 1) the improvement of aid strategies; 2) efforts to deliver efficient aid; 3) demonstration of leadership within the international community; 4) promotion of understanding and support by citizens; 5) enhancing the organizational capacity of JICA; and 6) appropriate and efficient organizational management.

JICA strives to create and disseminate new value in a self-sustained and dynamic manner through these efforts.

Efforts for Improving Organizational Structure

As an effort to strengthen management strategy, a task force was established to make plans on refining operations and developing new cooperation modalities, as well as to consider an organizational strategy required to make such propositions feasible in a cross-organizational manner.

From the perspective of strengthening operations targeting ASEAN countries and responding to the Japanese Government's New Growth Strategy, the Southeast Asia 1 and Pacific Department and the Southeast Asia Department 2 were integrated into the Southeast Asia and Pacific Department. Moreover, in order to broaden the scope of areas that correspond to the various development issues and improve the efficiency and flexibility of aid, the Public Policy Department, Industrial Development Department, and Economic Infrastructure Department were reorganized into two departments.

As a result of these organizational reforms, the initial new JICA structure of 26 departments has been rearranged into a 23-department structure. JICA is also carrying out organizational streamlining efforts in order to rationalize the internal document approval process, expedite decision-making, clarify responsibility and authority, and rectify the scope of management.

Efforts for Cutting Costs and Boosting Procurement Competitiveness

In consideration of the screening process and other factors, JICA has worked to further cut and rationalize costs as well as to enhance the competitive environment for its procurement.

One example of JICA's cost-cutting efforts has been the establishment of a rule where basically all staff and experts traveling via airplane overseas must travel economy class. Also, competitive tendering has been introduced for the purchase of

airplane tickets.

Examples of undertakings carried out to boost procurement competitiveness include exhaustive third-party confirmation of noncompetitive negotiated contracts, the introduction of a quality and cost based selection process for commissioning contracts for regular business processing, simplifying competitive participation (abolition of independent registration systems, lightening the burden of creating proposals), and the priority disclosure of information of planned projects. JICA will continue to carry out revisions in an appropriate manner based on the Basic Policy on Operational Revisions of Incorporated Administrative Agencies (Cabinet Decision in 2010).

Strengthening External Functions

In order to strengthen its external functions, JICA is revising the placement of its overseas offices in accordance with efforts being made to strengthen its overseas office structure as well as with changes in the project environment. In addition, JICA is promoting the placement of staff on the frontlines of assistance overseas.