

# Performance Evaluation System

JICA, as an incorporated administrative agency (IAA), is required to deliver its administrative services steadily by improving and ensuring quality, efficiency and transparency.

To this end, the Act on General Rules for Incorporated Administrative Agencies identifies the systems for mid-term objective-oriented management and third-party performance evaluation. Under the three- to five-year mid-term objectives set by the Minister for Foreign Affairs of Japan, JICA establishes mid-term and annual plans. Every fiscal year, according to the set mid-term objectives, plan and annual plans, JICA compiles a report on its operations and management along with its self-evaluation and submits it to the Ministry of Foreign Affairs' Evaluation Committee for Incorporated Administrative Agencies (MOFA-ECIAA). After receiving the report, MOFA-ECIAA evaluates the performance of JICA's operations and management. Evaluation results are made public on MOFA's website. The Ministry of Internal Affairs and Communications' Commission on Policy Evaluation and Evaluation of Incorporated Administrative Agencies (MIC-CPIAA) undertakes cross-cutting secondary evaluations and assesses the evaluation results concluded by individual ECIAA of various government ministries, including MOFA. At the end of the mid-term objectives period, MIC-CPIAA reviews the necessity of each IAA's operations, organization and operating portfolio, and then makes recommendations to the relevant competent minister in charge (for JICA, the MOFA).

JICA implements its operations and monitors the progress every six months in order to achieve its mid-term and annual plans. Additionally, in an Advisory Committee on Performance Evaluation, external experts examine and discuss JICA's performance and

seek ways to improve the quality and efficiency of operations. The findings of these monitoring activities are reflected in JICA's operations along with the evaluation results and recommendations from MOFA-ECIAA and MIC-CPIAA. Through these processes, JICA takes consistent measures to improve its operations and management.

The Second Mid-term Plan (fiscal 2007 to fiscal 2011) focused on raising the efficiency of operation management while aiming to exercise the benefits of the merger between JICA and the Overseas Economic Cooperation Operations (Japanese ODA Loan, etc.) of the former JBIC to improve the quality and effectiveness of projects.

The Third Mid-term Plan (fiscal 2012 to fiscal 2016), highlights JICA's operational efforts, such as 1) addressing issues like poverty reduction, sustainable economic growth, global issues and peace building, aligning with the Japanese government's priority fields for development cooperation, 2) promoting the program approach method that implements Technical Cooperation, Loan Assistance and Grant Aid in a comprehensive manner, 3) enhancing its project designing ability and its information transmission capacity, 4) building more partnerships with organizations within and out of Japan. Along with these operational efforts, JICA will continue to take steps to enhance the efficiency of the organization, operations and operating expenses [See page 163 for an overview of the Third Mid-term Plan and Annual Plan].

## Framework for Performance Evaluation and Operational Management Review

