

# Efforts to Improve Operations

JICA has carried out a number of activities with the aim of improving its administrative services. In addition to the continued monitoring implemented since 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

To strengthen the management capacity, JICA studied the involvement of implementation plans, such as refining operations and developing new cooperation structures, as well as how to create the organization needed to achieve the plans. Based on the results of these studies, we have started taking a number of actions.

As a result of such reviews, in fiscal 2011, the Office for Reconstruction Assistance for the Great East Japan Earthquake Disaster was established to collect knowledge, technical data and other information about earthquakes, to analyze and store this information, and to make this information available to others. To further strengthen our ties with international aid organizations, we also established the Office for Global Issues and Development Partnership within our Operations Strategy Department.

Currently, the initial new JICA structure of 35 departments has been realigned into a 31-department structure. JICA is also taking actions 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 is continuing to work on further cutting and rationalizing costs as well as on making procurement activities more competitive.

One example of JICA's cost-cutting efforts is to fly economy class in principle when all staff or experts go on business trips. In addition, JICA uses competitive bids to purchase airplane tickets.

Measures to make procurement activities more competitive include comprehensive third-party inspections of noncompetitive negotiated contracts, the introduction of open bids (Quality and Cost Based Selection) for outsourcing contracts for periodic administrative tasks, easier requirements for submitting bids (applying government registration systems instead of JICA's own system, lightening the burden imposed on making proposals), and the pre-announcement concerning 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 of December 7, 2010).

## Strengthening Overseas Functions

In order to strengthen its overseas functions, JICA is reexamining its network of overseas offices in accordance with measures to strengthen the capacity of the staff and IT system of each office based on the political, economic and security condition of developing countries. In addition, JICA is reinforcing supporting systems provided by the Headquarters to overseas offices and assigning staff to the front lines of aid activities.