

# Efforts to Improve Operations

JICA has carried out activities with the aim of improving its administrative services under the Mid-term Objectives and Plan.

JICA prioritized to improve the organizational structure that can effectively and efficiently cope with changes in the environment surrounding ODA policies, diversified development needs, and political demands. JICA also made an effort to manage its budget appropriately to reduce execution, reduce expenses, and improve the competitiveness and transparency of contracts.

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

Examples of detailed activities to improve operations are explained below.

## ● Efforts for Improving Organizational Structure

To strengthen the management capacity, we studied our planning and operations, such as rationalizing operations and developing new schemes, and necessary organizational reforms. Based on the results of this study, we have started taking a number of actions.

Following the full resumption of Private-Sector Investment Finance in October 2012, the Office for Private Sector Partnership was reorganized and the Private Sector Partnership and Finance Department was established in 2013. At the same time, a new division was also set up to enhance the review and supervision of private-sector investment finance projects.

In order to further streamline the operation, JICA carried out operational coordination, and, for example, reorganized the management of SME overseas operation support projects in a more centralized manner, which had been conducted by several divisions.

In addition to these reforms, for the promotion of the program approach, JICA introduced a new framework to address multi-sectoral issues, which requires involvement and coordination among various divisions.

Due to these activities, as of March 31, 2014, there are 24 departments, 4 offices, 2 secretariats, and a research institute. JICA is also taking actions to expedite decision-making and to clarify responsibility and authority.

## ● Efforts for Cutting Costs and Boosting Procurement Competitiveness

JICA is continuing to work on further cutting and rationalizing costs as well as on making procurement activities more competitive. The results of these efforts are open to the public.

Measures to increase the competitiveness of JICA's procurement include comprehensive third-party inspections on the suitability 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 time-rich preannouncement regarding planned projects. In particular, for contracts regarding consultants, the one-bidder/application rate (based on the number of

contracts) shows a nearly 10-point decrease, from 39.6% in 2012 to 30.5% in 2013.

As part of a commercialization trial under the Public Service Reform Act, JICA conducted private-private competitive bidding in 2013 for facility management of the JICA Yokohama International Center. This trial shows a reduction in contract price and also an increase in the number of bidders.

Modeled after this case, such a competitive approach will be adopted for facility management of other International Centers. JICA will continue to carry out revisions in an appropriate manner on the basis of the Basic Policy on Operational Revisions of Independent Administrative Agencies (Cabinet Decision of December 7, 2010).

## ● Strengthening Overseas Functions

In order to strengthen its overseas functions, JICA is reexamining its network and structure of overseas offices to promote its effective operation in developing countries. In addition, JICA is reinforcing logistics support provided by Headquarters to overseas offices for the smooth and steady implementation of overseas activities.