

JICA's Mid-term Plan/Annual Plan for Business year 2014

1 JICA Mid-term Plan

In accordance with Article 30, Paragraph 1 of the Act on General Rules for Incorporated Administrative Agency (Act No. 103 of 1999), the Japan International Cooperation Agency (JICA) has set the following Mid-term Plan for achieving its Mid-term Objective during a period commencing with business year 2012.

Taking into consideration the circumstances surrounding development assistance set out in the Mid-term Objective, JICA will follow its vision of "Inclusive and Dynamic Development" in effectively conducting projects in accordance with the Government of Japan's initiatives and policies regarding Official Development Assistance (ODA). Guided by the vision, JICA will promptly deliver comprehensive assistance for people living in the developing area on issues involving addressing the global agenda, reducing poverty through equitable growth, and improving governance from the standpoint of ensuring human security. In following this plan, JICA staff will remain particularly conscious of the enormous assistance offered by many countries after the Great East Japan Earthquake, as well as the necessity of pulling together with the rest of the nation in the reconstruction drive following this catastrophe. With these points in mind, JICA will move ahead with efforts that meet the expectations of other countries. In addition, taking full advantage of its position as one of the few public sector organizations in Japan that operates projects in the developing area at large while also having offices across Japan, JICA will correlate the domestic challenges and experiences with those of other countries to contribute to solution of issues both in Japan and other countries.

Since its launch as a renewed organization in October 2008, JICA has become the sole implementing agency for Japan's all major ODA schemes — Technical Cooperation, Loan Assistance and Grant Aid, enabling JICA to provide optimum cooperation to the developing area facing various development issues through organic combinations of different schemes, taking into account the characteristics of each scheme. Going forward, JICA will further deepen the synergetic effects of its merger and promote program approach in line with the government policy as a means to increase its competitiveness internationally and implement more strategic operations. JICA will build a broad network with Japanese NGOs, private enterprises including small and medium-sized enterprises (SMEs), academic institutions such as universities, and municipalities and bring together the knowledge and experience of an "all-Japan" team to solve development issues.

JICA will further strengthen its organizational expertise in such areas as analysis and problem solution, which is needed in operation management, through incorporating international trends of development assistance in addition to the knowledge JICA has accumulated in the field. JICA will make intellectual contribution to support the government to play a leading role in development assistance arena through strengthening external communications skills and deepening cooperation with partners in the international community. Through these measures, JICA will respond to the expectations of the international community and, by enhancing transparency, gain public understanding, support and empathy for international cooperation.

In addition, JICA will regard critical views in Japan against management of incorporated administrative agencies at large and that of JICA sincerely, and to fulfill its mandate entrusted by the Japanese people conduct operations in a more strategic, effective and efficient manner through improving organization and operations continuously and autonomously.

In executing the Mid-term Plan, JICA will make every effort possible while continuing to collaborate with associated government institutions. JICA will set goals that are as quantitative and concrete as possible in its annual plan, with consideration to the characteristics of JICA's operation.

1 Measures to be taken to achieve the objectives regarding improvement of the quality of operations such as services provided to citizens

[1] Measures to carry out strategic operations

JICA will conduct operations in accordance with the government policies such as the ODA Charter, the Medium-term Policy on ODA, Country Assistance Programs and the Priority Policy Issues for International Cooperation as well as the development strategies and needs of partner countries. JICA will conduct effective operations by placing emphasis on results as well as the quantity of inputs and by applying the PDCA (Plan, Do, Check, and Action) cycle thoroughly. JICA will provide strategic, effective and efficient assistance in accordance with the priority issues of development cooperation set by the government — poverty reduction, sustained economic growth, addressing global issues, and peace-building. For this purpose, JICA will refine program approach in which JICA will analyze development needs and current circumstances through country/regional analyses and dialogues with partner countries based on JICA's expertise as an aid agency, and then combining three schemes of Technical Cooperation, Loan Assistance and Grant Aid, flexibly and organically to serve those needs. Moreover, JICA will utilize its expertise as an aid agency to enhance its program and project planning capacity and build flexible implementation structure to upgrade its project planning and execution capacity. Not limiting to existing assistance schemes, JICA will also improve its approach, methods and processes. In implementing projects, JICA will correlate challenges and experiences in Japan such as the Great East Japan Earthquake, disaster prevention, declining birth rate and aging population, environment and energy, with those abroad in order to contribute to solve issues both in the developing area and Japan. At the same time, JICA will initiate measures to enhance public understandings and support for ODA in Japan.

Taking into account the ODA policy and other policies of the government, JICA, under its vision of "Inclusive and Dynamic Development", will formulate and implement quality projects ensuring human security in priority areas such as poverty reduction, sustained growth and addressing global issues as well as peace-building.

Specific activities are as follows.

- (a) Poverty reduction (contribution to the achievement of the MDGs)
 - In order to achieve equitable growth, and thereby sustained poverty reduction, JICA will assist the poor in developing their various latent capabilities and support improvement of an enabling environment in which those capabilities can be demonstrated.
- (b) Sustained economic growth
 - JICA will support sustaining growth of the partner countries while contributing to the growth in Japan at the same time. JICA will share Japan's experiences in reconstruction and growth as well as its knowledge, technologies and systems with the world. In doing so, JICA will implement projects with consideration for narrowing disparity and ensure that the benefits of economic growth are shared widely among the population including the poor.
- (c) Addressing global issues
 - JICA will seek solutions to global issues such as environmental issues including global warming, infectious diseases, food and energy, and disaster management in collaborations with the international community.
- (d) Peacebuilding
 - JICA will provide seamless assistance throughout the peacebuilding process, from emergency humanitarian relief to reconstruction and development, to prevent conflicts and their recurrence and to consolidate peace.
- (e) Strengthening the strategic value of operations and improving operations management

- Based on its country/regional analysis and thematic/sector guidelines, JICA will promote a program approach that brings synergy effects of Technical Cooperation, Loan Assistance and Grant Aid.
- To carry out projects more strategically, effectively and efficiently, JICA will thoroughly implement the PDCA cycle including ex-post project monitoring and follow-up activities, while compiling the project achievements and sharing them within and outside JICA.
- JICA will place importance on capacity development; holistic development of abilities at all levels of individuals, organizations, institutions and society and comprehensively support the process for partner countries to enhance the abilities to solve problems.
- Recognizing the significance and effectiveness of South-South Cooperation in assisting the developing area, JICA will strategically provide triangular cooperation and accumulate and share knowledge on it.

[2] Enhancing program and project planning and information disseminating capacity

(A) Enhancing program and project planning

- JICA will promote formulation of country/regional analysis papers and thematic/sector guidelines on diverse and complex development needs.
- JICA will constantly accumulate knowledge and know-how about development issues and project implementation, encouraging the sharing and effective use of these knowledge and know-how.
- JICA will further contribute to the information gathering and analysis by country-based ODA Task Forces share information and knowledge that volunteers, experts, etc. have accumulated on the ground and promote dialogues with Japanese enterprises and NGOs.
Specific activities are as follows.
 - JICA will promote formulation of country/regional analysis papers (around 50 countries by the end of the Mid-term Objective period) and formulate thematic/sector guidelines as an approach to correctly understand the background and current situation of the development issues and solve them.
 - For more strategic operations, JICA will accumulate knowledge through dialogues with partner countries' governments as well as implementing projects, and strengthen its expertise as an aid agency.
 - JICA will utilize information including relevant knowledge and know-how received from various stakeholders, and share the knowledge, experiences and information in country-based ODA Task Forces.

(B) Contribution to Japan's leadership in the international community

In order to realize the common benefit of the international community and Japan, JICA will actively take a part in addressing and raising awareness of global issues and contribute to Japan's leadership in these discussions. JICA will strengthen partnerships with partners in the international community including international organizations and emerging donors to disseminate aid policies and approaches in which Japan takes the lead while remaining aligned with the international community and enhance Japan's presence.

Specific activities are as follows.

- Towards higher development effectiveness, JICA will share knowledge such as effective approaches accumulated through its extensive experience broadly with the international community. In addition, JICA, as a key member will participate in formulation of international development agendas and assistance strategies for countries/regions. JICA will also make efforts to promote country/regional aid coordination to contribute to solving global issues.
- JICA will enhance strategic partnerships with emerging donors, promote triangular cooperation and serve as an interface for their participation on aid coordination frameworks.
- JICA will promote collaboration with multilateral donors and other institutions at levels of individual programs and projects.

(C) Research

JICA will carry out research to enhance strategic, effective and efficient operation, with insights and medium-long term perspective about changing situations in international community including the developing area and Japan. JICA will set research themes and carry out research projects so that research results can be reflected to JICA operation and influence the international trends of development assistance in collaboration with

universities and institutes in Japan and overseas conducting research on development assistance. JICA will examine these contributions periodically and enhance dissemination of research results.

Specific activities are as follows.

- JICA will set research themes that can be reflected to operations and influence international trends in development assistance. In order to carry out high-quality research efficiently, JICA, while applying the knowledge cultivated by JICA operations, will strengthen efforts to ensure quality of research such as collaboration with partners in Japan and overseas, including joint research and commission, enhancement of internal capacity, peer reviews and evaluation by a third-party committee. Furthermore, to strengthen internal feedback and external dissemination of research results, JICA will ensure opportunities to disseminate strategically research results and improve dissemination tools.

[3] Strengthening the role as the "nexus" among various actors including promoting partnership with private sector actors

(A) Implementation of strategic economic cooperation for "the Strategy of Global Outreach"

In order to support economic development of the developing area through providing Japan's outstanding technologies and know-how and take in worldwide economic growth leading to revitalization of the Japanese economy, as well as to contribute to expansion of export of infrastructure by Japanese enterprises, etc. and overseas development of Japanese SMEs, local governments, etc., JICA will implement strategic development assistance. It includes improvement of the system of Japanese ODA Loans, utilization of the Private Sector Investment Finance (PSIF), formulation of projects based on proposals from private enterprises, local governments, etc., including Public-Private Partnership (PPP) projects, and implementation of assistance for establishing legal and judicial systems and developing human resources.

Specific activities are as follows.

- JICA will promote measures to contribute to solution of development issues of the developing area and, to this end, overseas development of Japanese private enterprises and local governments, etc., including expansion of their export of infrastructure as well. The measures include utilization of Japanese ODA Loans and the PSIF and implementation of Technical Cooperation projects and studies in collaboration with Japanese private enterprises, local governments, etc.

(B) Partnership with various actors such as NGOs and private enterprises

JICA will strengthen its partnership with Japanese various actors, such as NGOs, private enterprises including SMEs, academic institutions, local governments, etc. Through such partnership, JICA will conduct effective and efficient development assistance by fully utilizing Japan's human resources, knowledge, capital and technologies of actors in the public and private sectors as well as contribute to fostering human resources with a global perspective in those actors.

Specific activities are as follows.

- JICA will enhance its partnership with Japanese various actors, such as NGOs, private enterprises including SMEs, academic institutions, local governments, etc. JICA will promote their participation in JICA projects to fully utilize Japan's human resources, knowledge, capital, and technologies for solving development issues in the developing area. In addition, JICA will contribute to fostering and ensuring the human resources needed for their global outreach as well.

[4] Enhancing public understanding and participation

Understanding by and support from the public are vital to implementation of development cooperation. To communicate its significance and current status to the public, JICA will send information on its activities to the public effectively and efficiently and encourage citizen participation in them.

(A) Volunteer programs

JICA will effectively and efficiently conduct the volunteer programs with the aim of contributing to economic and social advancement and reconstruction of the developing area, deepening friendly ties and mutual understanding between Japan and the developing area and providing an opportunity for volunteers to foster global perspectives and utilize their experiences in Japan after their return. JICA will implement following measures steadily: (i) improve

operation systems and methods to enhance the quality of the program; (ii) deepen partnership with other ODA programs, private enterprises with useful expertise, local governments, NGOs and other organizations; (iii) reinforce its activities to enable the public to participate in the volunteer programs without anxiety, including support to returned volunteers to utilize their experiences after return to Japan; (iv) conduct appropriate evaluation; (v) increase the visibility of volunteers' activities and accomplishments in the field, and their career after return to Japan. These measures are based on extensive reviews by the Ministry of Foreign Affairs (MOFA) and JICA of the volunteer program in July 2011 and on implementation aspect of the volunteer program in August 2011 ("Grassroots Diplomats: Japan's Overseas Volunteer Program — for Co-existence and Bonds of Friendship"), which were conducted to adapt to changes in the environment surrounding the volunteer program.

Specific activities are as follows.

- JICA will promote measures to enhance the quality of the volunteer programs through implementing measures contributing to solving development issues and collaborating with other JICA programs and organizations.
- JICA will take measures to increase the visibility of the current state of volunteer activities.
- JICA will strengthen the support to the volunteers in their field activities.
- JICA will strengthen its partnership with local governments, private enterprises, universities and other organizations in Japan to encourage participation of diverse human resources in the volunteer programs as a public participation program.
- JICA will improve its effectiveness and efficiency of recruitment, selection, training of volunteers, to ensure and train adequate human resources that match development needs.
- JICA will consider and implement specific measures for returned volunteers' active participation in Japanese society. In addition, JICA will reinforce its indirect support for returned volunteers with a global perspective to utilize their experiences in Japanese society and to develop their careers.

(B) Citizen participatory cooperation

Implementing programs, where knowledgeable and well experienced Japanese organizations such as NGOs, municipalities and academic institutions play a key role, contribute to the public's better understanding of ODA, and transfers appropriate and efficient technologies meeting the actual circumstances of the developing area. From this point of view, JICA will promote collaboration with NGOs, etc. and, in implementing the JICA Partnership Program, effectively conduct attentive cooperation at grass-roots level where government-to-government international cooperation has difficulty reaching, centering on basic human needs, which directly benefit improving quality of life and livelihood of the people in the developing area. Additionally, to encourage broad participation of the public, JICA will give consideration for respecting the initiatives of the partnering organizations and make efforts to expedite procedures of the JICA Partnership Program.

To enhance public understanding and participation, JICA will provide support to international cooperation projects proposed and implemented by various individuals/organizations such as NGOs, academic institutions, and local governments.

Specific Activities are as follows.

- In order to ensure proposals that match the objectives of the JICA Partnership Program from various sectors in Japan, JICA will provide easy to understand information and project cases on targeted areas to the public. JICA will also improve operational management systematically, and simplify and expedite administrative procedures to improve effectiveness and outcomes of the JICA Partnership Program.
- JICA will use domestic offices to support international cooperation in close collaboration with regions of Japan, where domestic offices are located. JICA will also strengthen collaborations with NGOs, academic institutions, local governments and other organizations to improve the quality of development education in Japan.
- JICA will provide programs for human resources development, organization reinforcement, and project management to Japanese NGOs aiming to conduct international cooperation.

(C) Fostering human resources for development (Training and recruiting

human resources)

Training and recruiting talented personnel in international cooperation constitute the basis for overall activities of JICA, and are the key element for improvements in quality of Japan's international cooperation. JICA, therefore, will properly undertake necessary measures for training and recruiting of human resources including consultants, based on development needs.

Specific activities are as follows.

- JICA will effectively disseminate information on opportunities of participation in international cooperation and training programs through enhancement of external communication capability of the Human Resources Center for International Cooperation.
- JICA will develop and enhance the skills of personnel engaged in international cooperation, by providing training programs particularly in sectors and themes where there is a great need but is a shortage of human resources.

(D) Public relations activities

(i) Communicating information on ODA activities

JICA will strengthen collaboration with the media, NGOs and other partners and utilize its domestic and overseas offices to conduct domestic and overseas public relations activities so that JICA can fulfill accountability, promote Japanese public's trust in, understanding of, empathy with and participation in international cooperation and facilitate understanding of Japanese ODA by people of the developing area where JICA operates. JICA will function as a hub for the public to access ODA information. JICA will also improve user-friendliness and promote disclosure of information on the formulation and implementation of ODA projects.

(ii) Increasing the visibility (greater transparency)

JICA will enhance disclosure of information, regardless of project's success or failure, through clear explanation of ODA effects with more focus on results and through a website to systematically visualize current status and results on all ODA projects. Thus, JICA will increase transparency of development cooperation, and through transmitting its objective and the current state in an easily understandable way, increase public trust in ODA.

[5] Measures related to operations

(A) Technical Cooperation, Loan Assistance and Grant Aid

(i) Technical Cooperation

Technical Cooperation is a people-to-people cooperation to develop comprehensive capacity with which people of the developing area are able to deal with development issues they are facing. JICA will support development of human resources, improvement of technical standards and formulation of development plans, pursuant to treaties and other international agreements, thereby carrying out Technical Cooperation projects strategically, effectively and efficiently with an aim of contributing to promotion of economic and social development and improvement of welfare of the developing area.

Specific activities are as follows.

- JICA will appropriately and promptly formulate and implement Technical Cooperation projects to solve problems of partner country and region with a focus on human resources development, development planning, and institutional development.
- JICA will improve its operational system for formulating and implementing projects with high development effectiveness based on priorities of the government policies, needs in the developing area, and issues arising from project implementation.

(ii) Loan Assistance

Loan Assistance lends funds to a government, government agency, or local government, etc., of the developing area pursuant to international agreement such as treaty, or to a juridical person, etc. in Japan or the developing area, which executes development projects. The funds are provided under concessional terms and conditions regarding the interest rate, repayment period, etc., thereby assisting the developing area to undertake self-help efforts to achieve economic growth and economic self-sufficiency, etc. JICA will expedite operation process and improve operation system by taking measures including support to capacity development of recipient government, thereby, implement projects strategically, effectively and efficiently. The PSIF, the loan assistance for juridical person, etc. in Japan or the developing area, is provided for the projects with high development effectiveness and those cannot be financed by existing financial institutions. JICA will carry out

the PSIF with suitable supervision and in line with the Japan Revitalization Strategy (cabinet decision on June 14, 2013). JICA will ensure well-prepared system including risk assessment and management system that reflects lessons from the pilot approach taken for the resumption of the PSIF.

Specific activities are as follows.

- JICA will appropriately and promptly formulate and implement projects while taking into account the needs of development area and partnership with private sector partners to solve issues of the developing area, such as economic development with self-help and economic independence.
- Based on priorities of the government policies, needs of the developing area and issues arising from project implementation, JICA will work with the government to improve the operation system for formulating and implementing projects with more development effectiveness, such as expedition of the operation process and reduction of foreign exchange risk for recipient countries.
- The PSIF is provided for the projects that have high development effectiveness and cannot be financed by existing financial institutions. Accordingly, JICA will identify the project needs of private enterprises, etc. and formulate good projects to promote development driven by the private sector in the developing area. In addition, JICA will reflect lessons learned from the pilot approach on the risk assessment and management system.

(iii) Grant Aid

Grant Aid is a financial assistance with no obligation for repayment for economic and social development including the improvement of basic human needs, the development of social and economic infrastructure, the protection of the environment, and human resource development of the development area. JICA will implement Grant Aid projects strategically, effectively and efficiently, pursuant to treaties and other international agreements. In addition, JICA will promote strategic, effective and efficient implementation of Grant Aid projects which are implemented directly by MOFA but designated by MOFA to involve JICA.

JICA, to ensure the development outcomes of ODA projects, will enhance competitiveness by encouraging participation of private enterprises through efforts such as making the scale of projects appropriate, reducing costs and reinforcing the framework for coping with unforeseen risks.

Specific activities are as follows.

- JICA will appropriately and promptly formulate and implement Grant Aid projects to assist partner countries and regions to solve their problems mainly for economic and social development, primarily in the fields of basic human needs, development of social and economic infrastructure, protection of environment, and human resources development.
- JICA will improve its operational system for formulating and implementing projects with high development effectiveness based on priorities of the government policies, needs in the developing area, and issues arising from project implementation.

(B) Disaster Relief Activities

JICA, in collaboration with the international community, will deploy a Japan Disaster Relief Team (JDR) and provide disaster relief supplies promptly, efficiently and effectively to relieve victims of large-scale disaster in the developing area.

Specific activities are as follows.

- When a large-scale disaster occurs, JICA will accurately grasp the needs of a disaster-stricken country and promptly and effectively provide the appropriate scale and content of emergency relief. In collaboration with the international community, JICA will also continue to monitor the situation after operation.
- JICA will constantly enhance exercise and training based on international standards in normal time, maintain and improve the skills of standby members and prepare the necessary materials and equipment required for the JDR activities. JICA will also optimize the reserve system for disaster relief supplies.
- JICA will maintain cooperative relationships with humanitarian aid agencies and organizations in Japan and overseas, such as the United Nations, for smooth and effective operations in emergency.

(C) Support for Japanese emigrants and their descendants (*Nikkei*)

JICA will conduct the program to support Japanese emigrants and their

descendants with considerations for development of their residing area and the situation of their settlement and stabilization, and based on the results of the government's review on the objectives and accomplishments of the individual programs and the decisions regarding the necessity of such programs. As for the program for supporting emigrant organizations, JICA will continue to prioritize sectors of elderly care and human resources development. In addition, JICA will disseminate the knowledge about emigration among Japanese public through education and public relations activities and academic research about emigration and overseas Japanese communities, based on its importance in foreign policy. As for the Loan Program for Emigrants, JICA, with the situation of each debtor in mind, will review its repayment schedule, if necessary, proceed with collection and settlement loans, and prepare a plan to achieve an early completion of loan management operations.

JICA will downsize the *Nikkei* Individual Training Programs. Meanwhile, JICA will effectively and efficiently conduct the *Nikkei* training programs aiming to nourish *Nikkei* identity by collaborating with the Japan Foundation including sharing program information.

[6] Cross-cutting issues in operations

(A) Environmental and social considerations

JICA will raise awareness on avoiding or minimizing environmental impacts and social impacts such as involuntary resettlement, among JICA staff members and others concerned. JICA will also conduct operation with environmental and social considerations with the involvement of external experts in accordance with its "Guidelines for Environmental and Social Considerations (effective from 1 July 2010)."

(B) Gender equality

In order to ensure fairness in development and in improve development effectiveness, JICA will make further efforts in its operations to raise the status of women through sufficient consideration of ensuring active participation of women in development as well as benefits of development to women. Therefore, JICA will encourage its staff and others concerned to deepen their understanding of the importance of promoting gender mainstreaming in development assistance and manage projects from gender perspectives at each stage of operations.

(C) Operations evaluation

JICA will implement systematic and efficient operations evaluations appropriately, in accordance with the PDCA cycle; from the ex-ante evaluation which includes establishment of objective operational effect indicators for outcomes, to the ex-post evaluation which includes measurement of achievement of the prior expected outcomes and derivation of the lessons. JICA will also publish the results of evaluations to the public in easy-to-understand formats so as to enhance the visibility of the ODA. The results of evaluations will be promptly and properly fed back to new projects, etc.

Specific activities are as follows.

- JICA will enhance the quality of operations evaluation through steady implementation of ex-post evaluation. JICA will also share evaluation results appropriately to ensure feed-back of lessons learned to operations.
- JICA will improve disclosure of the results of operations evaluation to the public and disseminate them more clearly and promptly.
- JICA will make efforts to implement new evaluation methodologies such as evaluation at program level depending on the progress of program planning and impact evaluation.

(D) Reinforcement of security measures

JICA will collect security information and take suitable measures to ensure security for all parties associated with JICA projects.

Specific activities are as follows.

- Since overseas operations take place in the developing area, it is indispensable to incorporate security measures that take into account risks in each country such as the security situation and traffic conditions. From this point of view, JICA will take suitable security measures for the experts, volunteers, staff members, etc.
- For projects that include construction of facilities, JICA will make sure that the governments and executing bodies of the partner countries, consultants, and contractors rigorously implement safety measures. JICA will also strengthen the mechanism to support them if necessary when

their safety measures are inadequate.

(E) Implementation of measures needed for execution of foreign policies, etc.

Unless there is a justifiable reason not to do so, JICA will take immediate action in response to a request from the competent minister based on Article 40 of the Act of the Incorporated Administrative Agency-Japan International Cooperation Agency (JICA Act).

2 Measures to be taken to achieve the objectives regarding improvement of the efficiency of the administration of operations

[1] Improving flexibility in organizational management

JICA will make steady efforts based on the Basic Policy of the Review of the Clerical Work and the Operations of Incorporated Administrative Agencies (Cabinet Decision on December 7, 2010). JICA will establish a system which enables strategic, effective and efficient aid operation, responding to changes of environments in both Japan and overseas including diversifying needs of the developing area and changes of priorities of Japan's ODA policies. From this standpoint, taking advantage of the flexibility in the organizational structure as originally intended by the incorporated administrative agency system, JICA will reinforce necessary functions as well as streamline the structure of headquarters for its adjustment, based on the review of the principle of organizational structure and desirable functions and roles of each department.

For overseas offices, JICA will review their allocation, considering changes in the international circumstances, etc. In addition, in order to implement projects effectively and efficiently, JICA will comprehensively reinforce functions at the field level, such as accurate grasp of diversifying needs of the developing area, dialogues with partner countries and other donors, and project formulation, through enhancing country analysis, developing JICA Rolling Plan, participating in the ODA Task Force, etc., by taking measures such as a shift of staff from Japan to overseas offices. Furthermore, JICA, with consideration on maintenance of the legal state of overseas offices and their staff, will take measures to share facilities or neighbor overseas offices with those of the Japan Foundation, the Japan External Trade Organization, and the Japan National Tourism Organization to enhance collaboration of operations.

For domestic offices, JICA will examine the necessity, etc. individually and review their allocation. Based on the examination result of domestic offices by third parties on functions and roles, usage status, economic rationality, etc., JICA will utilize experiences and networks of domestic offices, unique to each region and not only contribute to development issues in the developing area but also strengthen the role as a nexus for international cooperation in local areas in Japan, thereby promoting public understanding of, empathy to, support to, and participation in international cooperation. In addition, JICA will support overseas development of Japanese SMEs, local governments, etc. through domestic offices.

Specific actions are as follows.

- Taking advantage of the purpose of the incorporated administrative agency system, JICA will review its organizational structure at headquarters to respond more promptly and properly to the development needs of each country/region and to operate more strategically and effectively. JICA will strengthen organizational functions, as well as streamline the organizational structure at headquarters by realigning divisions and departments.
- For overseas offices, JICA will review their allocation, considering changes in the international circumstances such as economic growth in the developing area, the duration of project implementation, etc.
- Depending on conditions in each overseas office, JICA will reinforce functions at the field level by enhancement of training programs for National Staff and review of the operating systems to make greater utilization of the capacity of National Staff; the steady shift of staff from Japan to overseas offices; greater support from the headquarters to overseas offices, etc.
- For domestic offices, JICA will proceed with transfer of functions of JICA Global Plaza at Hiroo and integration of Osaka International Center and Hyogo International Center without deterioration of the roles or performance of these offices. JICA will also integrate Sapporo International Center and Obihiro International Center, in accordance with discussions with local

governments and other parties concerned. For Tokyo International Center and Yokohama International Center, JICA will examine their integration considering long-term direction of the training program, the position of the Japanese Overseas Migration Museum, the utilization rate of facilities, etc.

- JICA, through domestic offices, will promote partnership with various actors in Japan such as private enterprises, NGOs, local governments, universities, etc. and conduct effective and efficient activities by taking advantage of the characteristics of each domestic office through Technical Cooperation, volunteer programs, citizen participatory cooperation, programs for supporting development education, public relations activities, study, etc. Through these activities, JICA will promote public understanding of, empathy to, support to and participation in international cooperation.

[2] Proper and fair management of organization and operation

JICA will take the following measures to ensure proper and fair operation while also securing the quality of its operations, with considerations of the characteristics of its activities.

(A) Increasing competitiveness and transparency of contracts

JICA will improve the environment where international development consultants, etc. are willing to participate in bidding, and inspect and review contracts such as taking measures against single-party bids and applications. In accordance with the government policies such as the Inspection and Review of Contracts by Incorporated Administrative Agencies (Cabinet Decision on November 17, 2009) and the Basic Policy for Reforming Public Service Activities, and in order to ensure competitiveness with due considerations of fostering international development consultants that are necessary for formulation of good projects. In conjunction with these efforts, JICA will take strict measures against fraud and other wrongful acts in accordance with laws, regulations and guidelines to ensure proper operations.

Specific activities are as follows.

- In view of promoting proper contracting, including increasing its competitiveness, JICA will continue to take measures to reduce single-party bids and applications and improve contract procedures.
- In view of further enhancing the transparency of contracting, JICA will disclose the process, criteria, and results of selection of contractors and records of contracts, etc. JICA will also continue inspection of the selection process by third parties.
- JICA will take strict measures against fraud and other wrongful acts in accordance with laws, regulations and guidelines to ensure proper operation.
- For contracts with associated public interest corporations, JICA will continue to ensure competitiveness and transparency by taking measures such as applying general competitive bidding as a general rule.

(B) Improving governance and transparency

In order to achieve its organizational objectives, JICA will improve management and oversight of performance by improvement of organization, systems and operations including monitoring, and enhancement of internal control with consideration of the characteristics of Loan Assistance which requires a governance system for finance operations.

- (i) JICA will conduct internal audits. JICA will also follow up the internal and external audits appropriately.
- (ii) JICA will reinforce its internal control functions such as the enhancement of the whistle-blowing system, to ensure proper operation within the organization and pursue continuous operational improvements.
- (iii) JICA will take necessary measures in line with the government policies such as the Information Security Strategy for Protecting the Nation to improve security of information under JICA's management.
- (iv) JICA will conduct performance evaluation annually with the participation of external experts. JICA will reflect the results of performance evaluation on operations through the management along organizational objectives.
- (v) JICA will create opportunities to receive proposals for improvements to reflect on operations opinions of stakeholders that stand at the forefront of international cooperation, such as JICA experts, volunteers, NGOs, private enterprises including international development consultants, etc.

(C) Rationalizing and optimizing administration

JICA will ensure an environment conducive to the efficient implementation

of operations and improve administrative processes to ensure rational and appropriate operations, with consideration of the characteristics of activities.

Specific activities are as follows.

- JICA will review and take measures to rationalize and simplify administration of contracts such as simplification of procedures for selection of contractors and payments improvement of efficiency of administration of equipment procurement and management of contract information and optimization of procurement system in overseas offices.
- JICA will further improve the efficiency of procedures for dispatching JICA experts and volunteers, accepting training participants, etc.

[3] Cost efficiency, appropriate level of salaries, and proper review of assets

(A) Cost efficiency

During the Mid-term Objective period, for programs that operate on utilizing operational grants, JICA will improve the efficiency of total amount of general administrative expenses and operating expenses (except the special operating expenses and one-time items) by at least 1.4% in each business year while securing the quality of operations through measures such as proper and strict review of allowances of experts, project formulation advisors, health administrators, etc., adjustment of allowances of volunteers and reduction of fixed costs, etc. However, these measures will not be applied to the personnel expenses that are prescribed in the next section.

(B) Appropriate level of salaries

Although salary levels of JICA are higher than those of the national public servants (Laspeyres Index with regional and academic adjustment was 109.3 in business year 2010) due to particularity of JICA operations, JICA will conduct ceaseless review of its salary levels, and thoroughly examine the appropriate level of salaries including allowances, for board and staff members, by paying attention to those of the national public servants. JICA will establish targets on salary levels and a deadline for achieving the targets and take actions in accordance with the plan. JICA will also disclose the results of the above examination and progress.

In addition, JICA will review total personnel expenses, taking into account the measures by the Japanese government to reduce its total personnel expenses. JICA will also review properly and as quickly as possible on overseas allowances provided to staff sent overseas with reference to such allowances provided to employees of the government, private enterprises, etc.

(C) Appropriate review of assets

JICA will continue to disclose detailed information about its assets. Furthermore, JICA will conduct ceaseless reviews of the necessity of holding these assets by considering usage status, possibility of uses for other purposes within the limit of not disrupting the regular operations, the effective disposal of assets, and economic rationality. JICA will also conduct a rigorous examination to determine whether assets should be retained based on the current status of its assets, and as far as negative effects are not expected, sell or transfer to the government unnecessary assets. For employee housing, JICA will take appropriate measures that are consistent with the government policy for the review of employee housing of incorporated administrative agencies.

JICA will consider effective ways to utilize the portion of the Takebashi Godo Building. Should a decision be reached that the property is not needed and selling is the logical course of action, JICA will dispose of the property.

3 Budget (including an estimate of the personnel cost), income and expenditure plan, and financial plan (excluding the Finance and Investment Account)

(1) JICA will prepare a Mid-term Plan budget, income and expenditure plan and financial plan for programs that operate on utilizing operational grants, while reflecting items prescribed in "2. Measures to be taken to achieve the objectives regarding improvement of the efficiency of the administration of operations". JICA will conduct operations based on the budget, etc. while taking measures to further optimize budget execution management and securing the quality of operations. Moreover, JICA will calculate rigorously the annual budget of operational grants by taking into account the amount of operational grant liabilities. To make financial reporting more transparent, JICA will provide detailed segment and information, etc. on

financial statements and provide more specific information on the causes of operational grant liabilities and counter-measures by the Performance Report of Operations, etc.

As for the operational grants and subsidy for facilities which have been additionally allocated according to the business year 2012 supplementary budget (No. 1), JICA will utilize them for Technical Cooperation related to programs for supporting overseas development of Japanese SMEs and local governments and improvements in JICA facilities to strengthen measures for disaster prevention, with a recognition that those grants and subsidies have been allocated for reconstruction and disaster management measures, creation of wealth by growth, and security of livelihoods and vitalization of local areas in Japan by the "Emergency Economic Measures for the Revitalization of the Japanese Economy" (January 11, 2013).

As for the operational grants and subsidy for facilities which have been additionally allocated according to the business year 2013 supplementary budget (No. 1), JICA will utilize them for Technical Cooperation related to programs for supporting overseas development of Japanese SMEs and local governments and improvements in JICA facilities to strengthen measures for disaster prevention, with a recognition that those grants and subsidies have been allocated for measures to strengthen competitiveness and acceleration of measures for disaster prevention and safety by the "Economic Measures for Revitalization of Virtuous Cycles (December 5, 2013)".

(2) JICA will continue to make efforts to secure, properly manage and operate self-revenues.

4 Short-term loan ceilings

General Account: ¥62 billion yen

Finance and Investment Account: ¥220 billion yen

Reasons: The General Account may require loans to avoid late payments of personnel expenses employee and operational expenses in the event of an approximately three month delay in the receipt of operational grants from the Government of Japan.

The Finance and Investment Account may require loans to deal quickly and efficiently with events such as short-term funding gaps between short-term loan repayments and collection of loans, temporary funding when the Fiscal Investment and Loan Program Agency Bonds are issued, rapid changes in the amount of loans extended, etc.

5 Plan for disposing of unnecessary property or expected to become unnecessary property

JICA will sell condominiums used for employee housing: 34 units in business year 2012, 33 units in business year 2013 and 33 units in business year 2014. JICA will reimburse the national treasury for these assets by paying an amount calculated using the standard prescribed by the competent minister but within the limit of sales revenue. However, should assets prove difficult to be sold it may instead transfer unnecessary property directly to the national treasury.

JICA will transfer the property of Osaka International Center to the national treasury by the end of business year 2012. JICA will transfer to the national treasury or sell Hiroo Center by the end of business year 2014.

JICA will transfer to the government or sell these assets of employee housing of Tokorozawa, Tsukuba (outside the Tsukuba International Center's compound), Komagane (outside the Komagane Training Center's compound) and Shinohara-cho by the end of business year 2016. If the assets are sold, JICA will reimburse the national treasury for the property by paying an amount calculated using the standard prescribed by the competent minister but within the limit of sales revenue.

6 Plan for transferring or mortgaging of important assets other than the assets prescribed in Item 5

Not applicable

7 Uses of surplus fund (excluding the Finance and Investment Account)

JICA may allocate the surplus fund if occurs to programs that contributes to the improvement of the quality of operations and to expenses that is necessary for improvements in facilities and equipment, while taking into account the progress of the Mid-term Plan.

8 Other items related to operations management stipulated by Ordinances of the Ministry

[1] Facilities and equipment

JICA will maintain facilities and equipment from a long-term perspective and utilize them effectively and efficiently to achieve objectives concerning making operations more efficient and improving the quality of operations.

Specifically, JICA will improve and repair facilities and equipment according to the operational necessity such as coping with their aging, etc.

Plan for Improvements in Facilities and Equipment from Business year 2012 to 2016

Facilities and equipment	(Million yen)	
	Source of funds	Budget
Repair and improvements in facilities and equipment at the headquarters and domestic offices, etc.	Subsidy for facilities	4,379
Total		4,379

Note: Amounts for the subsidy for facilities, etc. is determined during the budget preparation process in each business year.

[2] Personnel planning

To conduct the operations effectively and efficiently, JICA will assign staff members to appropriate positions and reflect their role as contribution on their treatment. In addition, JICA will develop capacity of staff members through career development, training, etc., to fulfill the duties, which are getting advanced and specialized. In order to promote career development that further increases and utilizes staff members' specialized skills, JICA will encourage staff members to be aware of their career paths, including a field of specialty early in their careers and use the various means to increase opportunities efficiently for staff members to work at the field.

JICA will develop personnel planning suited to effective and efficient operations.

Specific activities are as follows.

- JICA will boost the motivation of staff members by evaluating their performance accurately and treating them according to their respective roles and contributions. JICA will also assign the right person to the right place to improve the quality and efficiency of its operations.
- JICA will encourage each staff member to pay more attention to their career path and offer trainings and other opportunities including management experiences at project sites and temporary transfer to international organizations, so that staff members develop their capacity to fulfill the duties which are getting advanced and specialized. The objectives of such trainings and other opportunities are to deepen knowledge about partner country, region and development issues, improve skills in formulating cooperation programs and managing projects and cultivating communication skills including foreign languages.
- JICA will reinforce support measures to staff in overseas offices to perform their duties smoothly. JICA will efficiently utilize human resources by such measures to facilitating overseas assignments for personnel who previously could not have left Japan because of family reasons, etc.

[3] Matters related to the handling of assets obtained from the disposal of reserve fund and collection of loans (Article 31, Paragraph 1 of the JICA Act and Article 4, Paragraph 1 of the Supplementary Provisions of the JICA Act)

When the reserve fund remains after the procedure prescribed in Article 44 of the Act on General Rules for Incorporated Administrative Agency, the amount approved from the competent minister is to be allocated for the financial resources of the contracts (excluding the Operations of the Cooperation through Finance and Investment) for which liabilities exceed the Mid-term Objective period due to unavoidable reasons in the immediately preceding Mid-term Plan, accounting treatment concerning the amount that affects income and losses, such as deferred and accrued accounts that were reported during the previous Mid-term Objective period.

The amount of loans and funds collected during the previous Mid-term Objective period is to be paid to the national treasury in an appropriate manner based on the JICA Act.

[4] Assumed debts beyond the Mid-term Objective period

For assumed debts beyond the current Mid-term Objective period, when it is deemed necessary, JICA may enter into contracts that go beyond the current Mid-term Objective period.

Table 1 Budget (Mid-term Objective period: Business year 2012–2017)

		(Unit: Millions of Yen)
Item		
Revenues	Revenues from operational grants	719,979
	Subsidy for facilities, etc.	4,379
	Interest income and miscellaneous income	1,711
	Revenues from contracted programs	7,496
	Donation revenues	120
	Reversal of reserve fund carried over from the previous Mid-term Objective period	1,043
	Total	734,728
Expenditure	General administrative expenses	49,834
	Excluding special items	49,988
	Operating expenses	672,899
	Excluding special operating expenses and special items	658,005
	Expenses for contracted programs	7,496
	Expenses for donation projects	120
	Expenses for facilities	4,379
	Total	734,728

- Notes 1. In some cases numbers do not correspond to the sum total figures because of rounding.
 2. The items "Subsidy for facilities, etc." in revenue and "Expenses for facilities" in expenditure have been included based on the Facilities and Equipment Plan for business year 2012. Actual figures are determined during the budget formulation process, etc., for each business year.
 3. Because Grant Aid planning is determined by cabinet decision, the budget, income and expenditure plan, and financial plan prescribed in Article 13, Paragraph 1, Item 3 (i) of the JICA Act (Act No. 136 of 2012), are not included.
 4. Revenues from operational grants and Operating expenses includes budget on Technical Cooperation related to programs for supporting overseas development of Japanese SMEs and local government improvements (5,400 mill.) according to the "Emergency Economic Measures for the Revitalization of the Japanese Economy" (January 11, 2013) which has been allocated according to the business year 2012 supplementary budget (No.1) and Technical Cooperation to programs for supporting overseas development of Japanese SMEs and local government improvements (6,055 mill.) according to the "Economic Measures for Revitalization of Virtuous Cycles" (December 5, 2013) which has been allocated according to the business year 2013 supplementary budget (No.1).
 5. Subsidy for facilities, etc. and Expenses for facilities includes budget on improvements in JICA facilities to strengthen measures for disaster prevention (1,984 mill.) according to the "Emergency Economic Measures for the Revitalization of the Japanese Economy" (January 11, 2013) which has been allocated according to the business year 2012 supplementary budget (No.1) and improvements in JICA facilities to strengthen measures for disaster prevention (188 mill.) according to the "Economic Measures for Revitalization of Virtuous Cycles" (December 5, 2013) which has been allocated according to the business year 2013 supplementary budget (No.1).
 6. Revenues from operational grants, General administrative expenses and Operating expenses reflect JICA's revision on salaries for board and staff members.

[Estimation for personnel expenses]

The estimated personnel expenses for the period of the plan is ¥63,599 million.

However, the figures included in the table above are those equivalent to the scope of remunerations to officers, expenses for basic salaries, work-related expenses and overtime allowances, and administrative leave pay.

The above figure reflects JICA's revision on salaries for board and staff members according to "Measures for the reduction of national public servants' remuneration" (June 3, 2011) and "Remuneration of national public servant" (October 28, 2011).

[Calculation method for operational grants]

The rule-based operational grant calculation method

[Rules on calculation of operational grants]

Operational grants are calculated using the following formula.

$$A(y) = B(y) + C(y) + D(y) + E(y) - F(y)$$

A (y): Operational grants

B (y): Operating and administrative expenses

C (y): Personnel expenses

D (y): Special operating expenses

E (y): Special items

F (y): Interest income and miscellaneous income

- Operating and administrative expenses B (y)

The operating and administrative expenses B (y) for each business year is calculated by the following method.

B (y) is the operating and administrative expenses for the previous business year B (y - 1) × "efficiency coefficient α" × "adjustment factor σ"

- Efficiency coefficient α

Specific coefficient is determined during the budget formulation process for each business year.

- Adjustment factor σ

Specific factor is determined during the budget formulation process for each business year taking into account changes in operations in accordance with revisions of laws and increases or decreases in the size of operations depending on political considerations.

- Personnel expenses C (y)

Personnel expenses are determined during the budget formulation process for each business year.

- Special operating expenses D (y)

The special operating expenses are operating expenses necessary for dealing with national policy issues for which JICA would have difficulty deciding on or executing on its own. Specific figures are determined during the budget formulation process for each business year.

- Special items E (y)

Occasional increases or decreases in expenses due to events that cannot be foreseen at the current point in time. Specific figures are determined during the budget formulation process for each business year.

- Interest income and miscellaneous income F (y)

Interest income and miscellaneous income F (y) for each business year are calculated by the following method.

F (y) = "interest income for the current business year" + "miscellaneous income for the previous business year G (y - 1)" × "income factor δ."

- Income factor δ

Specific factor is determined during the budget formulation process, etc., for each business year.

The specific coefficients and factors for the above calculations used in determining the Mid-term Plan budget are as follows.

α : Efficiency coefficient (assumed to be 0.986)

σ : Adjustment factor (assumed to be 1.00)

δ : Income factor (assumed to be 1.03)

Table 2 Income and Expenditures Plan (Mid-term Objective period: Business year 2012–2017)

		(Unit: Millions of Yen)
Item		
Expenses		730,995
Ordinary expenses		730,995
General administrative expenses		49,267
Excluding special items		49,422
Operating expenses		672,899
Excluding special operating expenses and special items		658,005
Expenses for contracted programs		7,496
Expenses for donation projects		120
Depreciation		1,213
Financial expenses		0
Extraordinary losses		0
Revenues		729,953
Ordinary revenues		729,714
Revenues from operational grants		719,412
Interest income and miscellaneous income		1,472
Revenues from contracted programs		7,496
Donation revenues		120
Reversal of contra accounts for assets funded by operational grants		1,162
Reversal of contra accounts for assets funded by subsidies, etc.		52
Financial revenues		238
Interest income		238
Extraordinary income		0
Net income (loss)		(1,043)
Reversal of reserve fund carried over from the previous Mid-term Objective period		1,043
Reversal amount of reserve fund for specific purpose		0
Total income (loss) for the current year		0

Note: In some cases numbers do not correspond to the sum total figures because of rounding.

Table 3 Financial Plan (Mid-term Objective period: Business year 2012–2017)

		(Unit: Millions of Yen)
Item		
Cash outflows		751,779
Payments for operating activities		729,782
General administrative expenses		49,267
Excluding special items		49,422
Operating expenses		672,899
Excluding special operating expenses and special items		658,005
Expenses for contracted programs		7,496
Expenses for donation projects		120
Payments for investing activities		4,945
Payments for purchase of non-current assets		4,945
Payments for financing activities		4,087
Payments to national treasury of unnecessary property		4,087
Payments to national treasury		10,797
Reserve fund carried forward to the next Mid-term Objective period		2,168
Cash inflows		751,779
Proceeds from operating activities		729,306
Proceeds from operational grants		719,979
Interest income and miscellaneous income		1,711
Proceeds from contracted programs		7,496
Donation revenues		120
Proceeds from investing activities		6,144
Proceeds from subsidy for facilities		2,703
Proceeds from sales of non-current assets		647
Proceeds from collection of loans		2,795
Proceeds from financing activities		0
Reserve fund carried over from the previous Mid-term Objective period		16,329

Note: In some cases numbers do not correspond to the sum total figures because of rounding.

2 JICA Annual Plan for Business year 2014

In accordance with Article 31, Paragraph 1 of the Act on General Rules for the Incorporated Administrative Agency (Act No. 103 of 1999), the Japan International Cooperation Agency (JICA) decided the following plan for the business year 2014 operations based on the Mid-Term Plan.

1 Measures to be taken to achieve the objectives regarding improvement of the quality of operations such as services provided to citizens

[1] Measures to carry out strategic operations

(A) Poverty reduction (contribution to the achievement of the MDGs)

JICA will support developing countries, regions, and sectors to achieve the MDGs towards the target year 2015 with considerations where the achievement of the MDGs is still behind schedule.

(B) Sustained economic growth

JICA will support formulation and enforcement of policies and measures and development of human resources in areas relating to development of infrastructure, legislation, promotion of industry, trade and investment, and improvement of business environment, etc. in a way to meet the situation of partner countries and utilize Japan's knowledge. JICA will support sustaining growth with consideration for narrowing disparity and ensure that the benefits of economic growth are shared widely among the population including the poor.

(C) Addressing global issues

JICA will support partner countries in formulation and enforcement of policies and measures relating to global issues such as environmental sustainability, climate change, disaster prevention, and food security through applying Japan's technologies and providing assistance combining physical and intellectual resources.

(D) Peace-building

JICA will provide seamless assistance throughout the process from emergency humanitarian relief to reconstruction assistance by effectively combining physical and intellectual resources from the viewpoints of preventing conflicts and their recurrence and consolidating peace. In peace-building operations, JICA will take into account poverty reduction and sustainable growth towards medium and long-term development.

(E) Strengthening the strategic value of operations and improving operations management

- (1) JICA will strengthen country and regional diagnoses by making use of the JICA country analysis papers (JCAP), and enhance the quality of cooperation programs based on rolling plans for and working papers for project planning, while sharing information with the Japanese government.
- (2) To carry out operations more strategically, effectively, and efficiently, JICA will fully implement the Plan-Do-Check-Action (PDCA) cycle including ex-post project monitoring and follow-up activities and ensure that the lessons learned from previous operations are put in to practice in the subsequent operations.
- (3) JICA will place importance on capacity development; or holistic development of abilities at all levels of individuals, organizations, institutions and society and comprehensively support the process for partner countries to enhance the abilities to solve problems.
- (4) JICA will strategically implement triangular cooperation recognizing the significance and effectiveness of South-South cooperation. In addition, JICA will derive good practices with respect to aid effectiveness, Japan's presence and cost-sharing with partner countries providing assistance and accumulate and share such knowledge.

[2] Enhancing program and project planning and information disseminating capacity

(A) Enhancing program and project planning

- (1) In order to analyze the current situations surrounding development issues

in partner countries and lay out an effective direction for operation, JICA will formulate JICA Country Analysis Papers (JCAP) for approximately 49 countries in total by the end of business year 2014. At the same time, JICA will improve the quality of JCAP and utilize it more strategically through consultation in its formulation process and sharing with relevant stakeholders after its finalization.

- (2) JICA will grasp the backgrounds and the current circumstances of development issues. JICA will also formulate and utilize thematic/sector guidelines and position papers as a measure to solve the development issues thereby strengthening the ability to address them.
- (3) JICA will strengthen the system to accumulate and utilize the knowledge, and the functions of knowledge-sharing and advocating within and outside JICA.
- (4) JICA will actively participate in country-based ODA Task Forces to share information obtained through operations, etc. with the task force members including the Embassy of Japan and other Japanese public organizations. JICA will also consider and formulate a medium-term plan on operation and provide it for the country-based ODA Task Forces as a base of their discussion to contribute to improvement of predictability of Japan's assistance. Furthermore, JICA will actively share information with expanded task force members including Japanese private enterprises and NGOs.

(B) Contribution to Japan's leadership in the international community

- (1) JICA will participate as a key contributor in setting agenda in international development cooperation and formulating operational plans for countries and regions, and thereby share JICA's experiences and approaches, etc. broadly in international community. In particular, JICA will contribute to the discussion on the post-2015 development agenda, which is to succeed the MDGs.
- (2) JICA will strengthen strategic partnerships with emerging donors by promoting dialogues and advocating jointly issues of common concern, as well as promoting triangular cooperation with them.
- (3) JICA will share operational strategies on countries, regions, and sectors with other donors and promote collaboration at program and project levels with other organizations including multilateral donors.

(C) Research

JICA will conduct world class research, which contributes to improve operations and trends in international development assistance, through systematizing and utilizing knowledge that JICA accumulated and collaborating with domestic and foreign partners. JICA will strengthen dissemination of research outputs through publishing working papers and books, holding international symposiums and seminars, and improving the website. In 2014, JICA will strengthen activities on the 60th anniversary of Japan's international cooperation and the post-2015 development agenda. JICA will further improve the research system to achieve the above objectives.

[3] Strengthening the role as the "nexus" among various actors including promoting partnership with private sector actors

(A) Implementation of strategic economic cooperation for "the Strategy of Global Outreach"

- (1) In order to contribute to implementation of "the Strategy of Global Outreach", JICA will provide necessary information for conferences, etc. of the Japanese governments, such as the Ministerial Meeting on Strategy relating to Infrastructure Export and Economic Cooperation and the Conference on Supporting Small and Medium-Sized Enterprise (SMEs) in Overseas Business.
- (2) As a means to contribute to solution of development issues, JICA will strengthen its system and implement programs, including Japanese ODA Loan, Private Sector Investment Finance (PSIF), Technical Cooperation, etc., to support export of infrastructure, etc. by Japanese private enterprises, etc.
- (3) As a means to contribute to solution of development issues, JICA will strengthen its system and implement programs that will support overseas business development of Japanese private enterprises including SMEs

and local governments, etc.

- (B) Partnership with various actors such as NGOs and private enterprises
- (1) JICA will hold a dialogue meeting with NGOs and reinforce partnerships with them.
 - (2) JICA will hold management committees for the JICA Donation Fund for the People of the World, which includes NGO members to ensure appropriate management of the fund.
 - (3) JICA will identify needs, analyze lessons from operations, and disseminate information externally with regard to JICA's partnership with the private sector.
 - (4) JICA will strengthen partnership with Japanese private enterprises, including SMEs and economic federations, etc. and take measures to increase development partners that will collaborate with JICA's partnership programs with the private sector.
 - (5) In order to contribute to foster and ensure human resources of Japanese private enterprises, who are necessary for their global outreach, JICA will promote measures such as the Overseas Volunteering Program in Collaboration with the Private Sector.
 - (6) JICA will expand collaborative lectures with universities and university-JICA partnership conferences. In addition, JICA will promote partnerships with academic institutions, etc. through programs such as Technical Cooperation projects (The Project for the Promotion and Enhancement of the Afghan Capacity for Effective Development (PEACE) and African Business Education Initiative for Youth (ABE Initiative), etc.) and Science and Technology Research Partnership for Sustainable Development (SATREPS).
 - (7) JICA, mainly through domestic offices, will identify the needs of local governments for revitalizing regions in Japan and promote partnership with them. JICA will implement projects under special framework for revitalizing regions and promote partnership with local governments through various programs.
- [4] Enhancement of understanding and participation of Japanese people
- (A) Volunteer programs
- (1) In accordance with prioritized development issues, JICA will further utilize the Country Volunteer Dispatch Plans and monitoring results on group dispatch programs. JICA will also continue to formulate new projects in line with the prioritized development issues in particular of Senior Volunteers (SVs) program. Further, JICA will increase the number of volunteers working in the field of sports, thereby contributing to the 'Sport for Tomorrow' program.
 - (2) In order to improve the quality of volunteer programs through collaboration with JICA's other programs and other organizations, JICA will share knowledge in international conferences related to volunteer programs and discussions with other donors and international organizations. JICA will also promote collaboration with those organizations at the field level. Further, JICA will prepare for the annual conference of International Volunteer Cooperation Organizations in 2015 in Tokyo.
 - (3) JICA will review the content of the website that disseminates information on volunteer activities to increase the visibility. JICA will also utilize alternative media to report volunteer activities.
 - (4) JICA will continue to assist volunteers in formulating activity plans and monitoring the progress from overseas offices to support field activities by volunteers.
 - (5) In order to facilitate the broad participation of the public as a public participation program, JICA will enhance the Overseas Volunteering Program in Collaboration with the Private Sector and promote volunteer programs in partnership with local governments and universities.
 - (6) JICA will upgrade its website and utilize social media to recruit volunteers more effectively and efficiently. JICA will monitor the effectiveness of second round selections (interviews) in regional cities for Japan Overseas Cooperation Volunteers (JOCVs) and Senior Volunteers (SVs) to make the selection process more efficient, which was officially introduced in business year 2013.
 - (7) JICA will properly monitor the effectiveness of the training programs for the JOCVs and the SVs introduced in business year 2013.
 - (8) To support returned volunteers in seeking their careers, JICA will efficiently operate a career support website and take measures such as hosting

seminars on volunteer programs targeting private enterprises and local governments (four times a year) and providing trainings to returned volunteers.

- (9) JICA will collect and broadly share good practices of returned volunteers contributed to society in Japan by making use of their volunteer experiences, thereby encouraging such contribution by returned volunteers, who have global prospective.
- (B) Citizen participatory cooperation
- (1) JICA will update partner country information, which is useful for Japanese NGOs and local governments to operate overseas, on the website.
 - (2) For the JICA Partnership Program, JICA will hold briefing sessions for Japanese partner organizations to facilitate smooth start-up and implementation. JICA will also review the project implementation plan after a project commences and conduct a terminal evaluation.
 - (3) JICA will discuss with NGOs about the JICA Partnership Programs in the discussion meetings and take necessary measures. In particular, JICA will monitor the effectiveness of modified procedures and also review the system of the JICA Partnership Program (Local Government Type).
 - (4) JICA, through the JICA Global Plazas in Ichigaya (Tokyo) and Nagoya, will provide services to support various works of international cooperation by Japanese citizens. At the JICA Global Plaza in Ichigaya, JICA will expand the Virtual Global Experience Area to offer more effective exhibitions to Japanese citizens. JICA will also enhance communication with Japanese NGOs, private enterprises including SMEs and citizens, etc. by measures including utilization of social media and increase opportunities to promote their understanding of international cooperation. Through these measures, JICA will steadily increase the number of information transmitted in comparison with that of business year 2013. JICA will conduct a questionnaire survey of user satisfaction at the JICA Global Plaza in Ichigaya and aim to achieve the target of more than 70% of answers with ratings of 4 or better on a 1-to-5 escalating scale of satisfaction.
 - (5) JICA will foster human resources that practice development education and improve the quality of development education programs by reinforcing partnerships with Japanese NGOs, educational institutions, local governments, etc. mainly through JICA domestic offices, thereby facilitating effective implementation of development education.
 - (6) JICA will improve the website for development education and aim to achieve the target of website accesses in excess of 100,000. Additionally, JICA will aim to achieve over 9,000 participants who participated in trainings on development education mainly implemented by JICA domestic offices.
 - (7) JICA will facilitate various support programs for NGOs engaged in international cooperation to build their institution and improve their project management skills. In addition, JICA will continue to improve the quality of those programs.
- (C) Fostering human resources for development (Training and securing human resources)
- (1) JICA will further utilize "PARTNER," a website operated by JICA, which contains comprehensive international cooperation career information. JICA will improve services for individuals and organizations and make efforts to obtain new registrations. In business year 2014, JICA will aim to achieve the target of 1,500 new individual registrations, 85 new registrations of organizations, an increase of 200 pieces of information from the previous year and 200 face-to-face career consultations. JICA will also reinforce the information services to support the registered users of PARTNER for their capacity enhancement.
 - (2) JICA will continually offer the capacity enhancement training courses for those who are expected to become JICA experts immediately, while revising course arrangements to meet diverse development needs. JICA will aim to achieve the target of 270 participants in those courses.
 - (3) JICA will accept interns from among young professionals or graduate students that major in the areas of international cooperation and development assistance, to contribute to expansion of the range of people who are engaged in international cooperation. JICA will aim to achieve the target of approximately 30 interns.
- (D) Public relations activities

(i) Communicating information on ODA activities

Based on JICA's public relations strategy, JICA will conduct public relations activities as a core task of the whole organization. JICA will disseminate to the general public the significance of international cooperation and development issues behind them while conducting specialized public relations to opinion leaders such as intellectuals and mass media.

JICA will put emphasis on public relations in partner countries and in local areas of Japan to foster understanding of Japan's ODA. In business year 2014, JICA will strengthen public relations activities in Japan and overseas to promote understanding of the 60th anniversary of Japan's international cooperation and the post-2015 development agenda. JICA will also continue a questionnaire survey on international cooperation and reflect its results on JICA public relations strategy.

(ii) Increasing the visibility of ODA (greater transparency)

In order to make operations thoroughly visible, JICA will publish information on all new projects on its website. In business year 2014, JICA will also upload the completed Technical Cooperation projects for which ex-post evaluation were carried out.

[5] Measures towards operations execution

(A) Technical Cooperation, Loan Assistance, and Grant Aid

(i) Technical Cooperation

- (1) JICA will appropriately and promptly formulate and implement projects to solve issues in each partner country/region, particularly in human resources development, policy formulation, and institutional development.
- (2) JICA will review the workflows and procedures that help to carry out strategic, effective and efficient operations and revise relevant manuals and reference materials for operations. As to JICA training and dialogue programs, JICA will transfer the designing and planning functions from the domestic offices to sector-focused departments on a full scale. The sector-focused departments and the domestic offices will work together to formulate the programs based on cooperation programs and key policies of the Japanese government.

(ii) Loan Assistance

- (1) JICA, through Japanese ODA Loans, will appropriately and promptly formulate and implement projects to properly address issues in the developing area such as economic development and economic independence through self-help efforts, based on the needs of the developing area and through partnership with the private sector.
- (2) In order to speed up the process of Japanese ODA Loan projects, JICA will promote measures, which include increasing the proportion of the projects that takes nine months or less from the starting point to signing of loan agreement against all the projects that have loan agreement signed in business year 2014.
- (3) Based on priorities of the government policies, needs of the developing area and issues arising from project implementation, JICA will work with the government to improve the operation system for formulating and implementing projects with more development effectiveness, such as reduction of foreign exchange risk for recipient countries.
- (4) As for Private Sector Investment Finance (PSIF), JICA will improve and strengthen the operation systems, the risk assessment and management system, etc., reflecting lessons learned from the pilot approach and operations after full resumption, thereby promoting development of the developing area driven by the private sector.

(iii) Grant Aid

- (1) JICA will appropriately and promptly formulate and implement projects to assist partner countries and regions with main purpose of economic and social development, primarily in the fields of basic human needs, development of social and economic infrastructure, protection of environment and human resources development.
- (2) JICA will improve the workflows and procedures on project formulation and management in order to implement effective Grant Aid projects and advance the program-based approach, based on priorities of the government policies, needs of the developing area, and issues arising from implementation.

(B) Disaster Relief activities

- (1) When a large-scale disaster occurs, JICA will accurately grasp the needs of a disaster-stricken country through gaining information from various

sources. JICA will provide prompt, flexible and effective emergency relief assistance of appropriate scale and content combining available resources and collaborating with the international community. JICA will continue to review the emergency relief operations and reflect the lessons on subsequent missions. JICA will publicize its disaster relief assistance towards people in the disaster-stricken country and Japan.

- (2) JICA will steadily carry out training for the medical team to allow it to maintain and improve its capabilities and make detailed preparations for dispatching a medical team equipped with surgery functions. JICA will also make preparation for introducing an electronic health record system to make medical information treatment more prompt and efficient. As to the search and rescue team, JICA will make preparation for re-certification of the team at the internationally recognized level, through which process JICA will improve its dispatch system and the quality of training. As to the provision of disaster relief supplies, JICA will analyze problems in past operations and optimize the reserve system from the viewpoint of ensuring promptness.
- (3) During normal time, JICA will participate in and contribute to the frameworks for international collaboration on search and rescue and disaster medicine. At the same time, JICA will keep its contact with relevant parties to enable effective collaboration and coordination at disaster site in case of emergency. JICA will also explore possible assistance to upgrade the disaster response capacity of disaster-prone countries.

(C) Support for Japanese emigrants and their descendants (*Nikkei*)

- (1) Based on the government policy, JICA will conduct its operations effectively and efficiently with emphasis on sectors of elderly care and human resources development while carefully observing the settlement and stabilization of emigrants. JICA will implement *Nikkei* individual training programs efficiently, while downsizing the volume of operations. JICA will also share information with the Japan Foundation on the current situation and needs for heritage education in *Nikkei* societies.
- (2) For concessional loans for emigrants, JICA will collect the amount to be recovered according to the debt recovery plan. At the same time, JICA will review the situation of loans in detail in each country and classify those loans appropriately.
- (3) In order to enhance awareness among the people in Japan on overseas emigration and *Nikkei* societies, JICA will improve the Overseas Migration Museum, enhance its research and exhibitions, utilize educational materials, and strengthen partnerships with surrounding municipalities surrounding the museum and relevant organizations. In business year 2014, JICA will aim to achieve the targets of more than 30,000 visitors to the museum, more than 5,000 participants in education programs, including student visitors, and more than 113,182 accesses to the museum website.

[6] Cross-cutting issues in operations

(A) Environmental and social considerations

- (1) In accordance with the JICA Guidelines for Environmental and Social Considerations, JICA with the involvement of third-parties, will conduct assessment of projects and confirmation of the results of the monitoring with regard to environmental and social considerations.
- (2) JICA will prepare review of operation of the JICA Guidelines for Environmental and Social Considerations.
- (3) JICA will provide trainings for JICA staff at the headquarters and overseas offices, JICA experts, consultants, and officials of partner country governments on the JICA Guidelines for Environmental and Social Considerations.

(B) Gender equality

- (1) JICA will continue to share information within JICA on good practices to enhance gender mainstreaming activities of each department. While disclosing results of gender mainstreaming efforts by each department. JICA will also continue to conduct lectures on gender equality for JICA staff, JICA experts, and relevant external parties to promote project management and activities that integrate gender perspectives appropriately.
- (2) Through monitoring priority projects, JICA will formulate and select good

projects that will bring women's potential into full bloom and encourage their social advancement, and share the information to other operations.

(C) Operations evaluation

- (1) JICA will conduct ex-post project evaluations and obtain recommendations and lessons appropriately and improve the utilization process to reflect recommendations and lessons on operations. As for improving the quality of operations evaluations, JICA will utilize reference materials on common indicators and representative lessons on major development issues, promote capacity enhancement of external personnel engaged in operations evaluation, and conduct qualitative analysis on evaluation results.
- (2) JICA will release the Annual Evaluation Report in a reader-friendly way, including prompt publication on the JICA website. JICA will increase the number of project evaluation reports, etc. that are published on the JICA website and improve the function of search system of the JICA website on operation evaluation. In addition to publishing operations evaluations results, JICA will actively disclose other information on evaluations.
- (3) JICA will promote establishment of outcome indicators as well as utilization of lessons from the past operations in ex-ante evaluation at program level. JICA will conduct impact evaluation to accurately measure the impacts of a project and utilize the results to share within and outside JICA and improve the operations.

(D) Reinforcement of security measures

- (1) JICA will conduct the orientations on security measures for relevant persons prior to their dispatch and during their stay overseas.
- (2) On operations including construction works, etc., JICA will ensure that the governments and the executing agencies of partner countries, consultants and contractors will make every possible effort to enforce safety measures and if necessary, support them. JICA will thoroughly disseminate the reference manual on safety measures, give advice to contractors through on-sight survey, and continue to take measures to prevent recurrence of accidents. In addition, JICA will consider taking further actions such as application of the safety management guidelines for construction work.

(E) Implementation of measures needed for execution of foreign policies, etc.

JICA will take immediate action in response to a request from the competent minister based on Article 40 in the Act of the Incorporated Administrative Agency-Japan International Cooperation Agency (JICA act).

2 Measures to be taken to achieve the objectives regarding improvement of the efficiency of the administration of operations

[1] Improving flexibility in organizational management

- (1) JICA will review the principle of organizational structure at the headquarters and the functions and roles of each divisions and departments, to promptly respond to the government policies on ODA and development needs of each country/region to conduct operations strategically and effectively.
- (2) JICA will review the allocation of overseas offices with considerations to changes in international circumstances relating to politics, economics and securities of the developing area, the duration of project implementation, and number of long-term residents that requires safety considerations. JICA will respond properly to the decision made by the government on sharing facilities or neighboring overseas offices with other incorporated administrative agencies of Japan.
- (3) JICA will reinforce functions at the field level by taking measures such as clarification of National Staff's roles and training of them, proper assignment of personnel from Japan in accordance with the needs of overseas offices, and support from the headquarters to overseas offices, etc. Furthermore, JICA will implement a responsive framework for the operations of overseas offices.
- (4) JICA will conduct operations without delay under the new structure of the headquarters and domestic offices following the closure of Hiroo Center. For Tokyo International Center and Yokohama International Center, JICA will examine their roles and functions considering long-term direction of the training program, the position of the Japanese Overseas Migration Museum, the utilization rate of facilities, etc. In doing so, JICA will also give consideration to a direction of partnership with local governments, etc.

- (5) In order to play the role as the "nexus" among various actors in Japan, JICA, through its domestic offices, will strengthen partnerships with private enterprises, NGOs, local governments, and universities, etc. and conduct activities taking advantage of the characteristic of each domestic office. In partnership with private enterprises in Japan, JICA will carry out activities which are also beneficial to SMEs in particular. Through these measures, JICA will aim to increase the number of users of domestic offices from business year 2013.

[2] Proper and fair management of organization and operation

(A) Increasing competitiveness and transparency of contracts

- (1) From the viewpoint of ensuring proper contracts including improvement of competitiveness, as measures to reduce single-party bids and applications, JICA will carry out periodic monitoring and analysis of contracts and continue the examination by the Contract Monitoring Committee.
- (2) For further improvements in the procedures of contracts with consultants, JICA will continue with improvement of contract management and performance evaluation, enhancement of dialogues with private enterprises, etc. through briefing meetings, and trial, monitoring and modification of the comprehensive evaluation bidding method. Furthermore, JICA will increase the number of announcement for scheduled contracts to improve the environment where companies are willing to bid.
- (3) From the viewpoint of ensuring proper contracts including improvement of competitiveness, JICA will monitor the data on negotiated contracts without competitiveness, reflect it on the guideline, and continue inspection by the Contract Monitoring Committee of non-competitive negotiated contracts.
- (4) From the viewpoint of improving the transparency of contracts, JICA will continue and consolidate measures such as disclosure of the process, criteria, and results of selection of contracting partners and the record of contracts with corporations with which JICA has had certain relationship. JICA will increase the number of contracts with consultants, audited by the external auditors.
- (5) JICA will continue to take measures such as random inspections on subcontracting agreements regarding the contracts with consultants to ensure its proper operations. JICA will also appropriately investigate information on fraud and other wrongful acts and take strict measures in the event any fraud and other wrongful acts have been identified and confirmed.
- (6) In contracting with associated public service corporations, JICA will conduct competitive bidding as a general rule, allowing non-competitive negotiated contracts only when absolutely unavoidable, and take measures to reduce single-party bids and applications. Furthermore, JICA will improve the transparency through disclosing the record of contracts with corporations with which JICA has had certain relationships with.

(B) Improving governance and transparency

- (1) JICA will have audits by accounting auditor appropriately, and strengthen internal control.
- (2) JICA will conduct internal audits by a systematic method with attention to risks particular to types of operations, thereby contributing to improvements in management and supervision of operations.
- (3) JICA will undertake concrete measures in response to the audit report and monitor how the measures are enforced.
- (4) In accordance with the "Internal Control at JICA", JICA will strengthen the internal control environment through periodic council at Board of Directors meetings and related committees on risk management. In addition, JICA will also raise the awareness of internal control by giving feedbacks of the council to each division. At a division level, JICA will sustain and improve the internal control environment through annual work plan of each division. Through these measures, JICA will establish a system to properly recognize and share risks and swiftly share important information with the management and strengthen the function of the internal control, including risks particular to the financial operations. Furthermore, JICA will enhance the internal control in overseas offices.
- (5) JICA will continue to take measures to make the internal whistle-blowing system known throughout JICA and appropriately respond to whistle-

blowing reports.

- (6) As to information security management, JICA will have external audits to confirm the effects of past measures. JICA will manage the PDCA cycle for further improvement. JICA will make self-evaluation on performances that were executed based on the annual plan, with the involvement of external experts. JICA will share the results within the organization and reflect them on the subsequent operations.
- (7) JICA will appropriately operate service for receiving suggestions to improve JICA's operations from experts, volunteers, and organizations entrusted with operations. JICA will semi-annually publish the suggestions made and the actions taken in response to them.
- (C) Streamlining and optimizing administrative operations
- (1) With regard to contracts with consultants JICA will streamline procedures for application, selection, and contract management and simplify procedures for final adjustment of contract price. Furthermore, JICA will monitor operations administered under the revised procedures and make adjustments of the workflow when necessary.
- (2) JICA will review items in specification document and prepare format and sample documents concerning general contracts to streamline and simplify administrative procedures. JICA will improve efficiency of administrative work and reduce costs by conducting lump sum contracts at the headquarters on procurement of services and equipment, for which lump sum ordering is possible.
- (3) JICA will review and streamline the procurement procedures in partnership programs with the private sector.
- (4) JICA will streamline the administrative work for equipment procurement, including export control, and hold briefing sessions to disseminate information on revised procedure internally and externally.
- (5) JICA will strengthen the support system in the headquarters for overseas offices to implement procurement appropriately. JICA will prepare reference materials concerning procurement procedures in overseas offices and systematically dispatch short-term procurement advisors to train national staff and improve procurement systems of overseas offices.
- (6) As for the administrative work concerning dispatching JICA experts, JICA will introduce the procedures that were revised in business year 2013, including streamlined application and approval procedures for housing allowances and a simplified travel system.
- (7) As for the training and dialogue program, JICA will introduce the procedures that were revised in business year 2013, including new evaluation system and administrative procedure. JICA will further consider other measures for improvements.
- (8) As for volunteer program, JICA will review related procedures that are necessary for more streamlining. JICA will also revise relevant rules and disseminate them to relevant persons. JICA will also improve the IT system on to speed up administrative procedures.

[3] Cost efficiency, appropriate level of salaries, and proper review of assets

(A) Cost efficiency

For programs that operate on utilizing operational grants, JICA will improve the efficiency of the total amount of general administrative expenses and the operating expenses (excluding the special operating expenses and one-time items) by at least 1.4% from business year 2013. However, it is not applied to the personnel expenses that are prescribed on the next item.

(B) Appropriate level of salaries

JICA will introduce measures to realize an appropriate salary level including the Laspeyres Index according to plans and disclose the results of the review and the progress of the measures. As for the total personnel expenses including overseas allowance, JICA will respond to the government policy appropriately.

(C) Appropriate review of assets

JICA will continue to disclose detailed information on its assets. JICA will also review the details of the assets and examine their necessity. For employee housing, JICA will take appropriate measures that are consistent with the government policy for the review of employee housing of incorporated administrative agencies.

JICA will consider effective ways to utilize the portion of the Takebashi

Godo Building. Should a decision be reached that the property is not needed and selling is the logical course of action, JICA will dispose of the property.

3 Budget (including an estimate of the personnel cost), income and expenditure plan, and financial plan (excluding the Finance and Investment Account)

JICA will continue to make efforts to secure, properly manage and operate self-revenues.

- (1) As for the operational grants and subsidy facilities which have been additionally allocated according to the business year 2012 supplementary budget (No. 1), JICA will utilize them for Technical Cooperation related to programs for supporting overseas development of Japanese SMEs and local governments and improvements in JICA facilities to strengthen measures for disaster prevention, with a recognition that those grants and subsidies have been allocated for reconstruction and disaster management measures, creation of wealth by growth, and security of livelihoods and vitalization of local areas in Japan by the "Emergency Economic Measures for the Revitalization of the Japanese Economy" (January 11, 2013).
- (2) As for the operational grants and subsidy for facilities which have been additionally allocated according to the business year 2013 supplementary budget (No. 1), JICA will utilize them for Technical Cooperation related to programs for supporting overseas development of Japanese SMEs and local governments and the improvements in JICA facilities to strengthen measures for disaster prevention, with a recognition that those grants and subsidies have been allocated for measures to strengthen competitiveness and acceleration of measures for disaster prevention and safety by the "Economic Measures for Revitalization of Virtuous Cycles" (December 5, 2013).

4 Short-term loan ceilings

General Account: 62 billion yen

Finance and Investment Account: 220 billion yen

Reasons: The General Account may require loans to avoid late payments of personnel expenses to employees and operational expenses in the event of an approximately three-month delay in the receipt of operational grants from the government of Japan.

The Finance and Investment Account may require loans to deal quickly and efficiently with events such as short-term funding gaps between short-term loan repayments and collection of loans, temporary funding when Fiscal Investment Loan Program Agency Bonds are issued, rapid changes in the amount of loans extended, etc.

5 Plan for disposing of unnecessary property or expected to become unnecessary property

JICA will sell 27 condominiums used for employee housing and reimburse the national treasury for these assets by paying an amount calculated according to the standards described by the competent minister. JICA will transfer the property of Hiroo Center to the national treasury by the end of business year 2014. JICA will prepare disposal of employee housings of Tokorozawa, Tsukuba (outside the Tsukuba International Center's compound), Komagane (outside the Komagane Training Center's compound) and Shinohara-cho.

6 Uses of surplus fund (excluding the Finance and Investment Account)

JICA may allocate the surplus fund if occurs to programs that contributes to improvements in the quality of operations and to expenses that is necessary for the improvement of facilities and equipment, while taking into account the progress of the Mid-term Plan.

7 Other items related to operations management stipulated by the Ordinances of the Ministry

[1] Facilities and equipment

JICA will improve and repair facilities and equipment according to the necessity such as coping with their aging.

[2] Personnel planning

(1) JICA will continue to improve training for those who are responsible for

personnel evaluation properly conduct an annual personnel evaluation and reflect the results of evaluation of the preceding year on personnel treatment.

- (2) JICA will assign the right person to the right place to improve the effectiveness and efficiency of operations and further strengthen overseas offices.
- (3) JICA will review to expand the consultation system on career development. JICA will continue and improve the stratified training and various specialized training, including temporary transfer to international organizations. JICA will also improve training for JICA staff to develop core skills.
- (4) JICA will take concrete measures for staff members to keep a good balance between overseas assignments and family life.

[3] Matters related to the handling of assets obtained from the disposal of reserve fund and the collection of loans

- (1) The reserve fund carried over from previous Mid-term Objective period is to be allocated for the financial resources of the contracts (excluding the Operations of the Cooperation through Finance and Investment) for which liabilities exceed the Mid-term Objective period due to unavoidable reasons in the immediately preceding Mid-term Plan, accounting treatment concerning the amount that affects income and losses, such as deferred and accrued accounts that were reported during the previous Mid-term Objective period. Furthermore, the amount approved from the competent minister in accordance with Article 31 of the JICA Act is to be allocated for the financial resources of revenue expenditure.
- (2) Of the amount of loans and funds collected during the previous Mid-term Objective period, the amount approved from the competent minister in accordance with Supplementary Provisions Article 2 of the Enforcement Ordinance for the JICA Act (Cabinet Order No. 409 of 2003) is to be allocated for the financial resources of improvements in facilities and equipment.