

Performance Evaluation System

JICA, as an Incorporated Administrative Agency (IAA), is required to improve quality and efficiency, ensure autonomous management, and secure transparency, of its operations. To this end, the Act on General Rules for Incorporated Administrative Agencies identifies the mechanism for medium-term objective-based management and the performance evaluation system.

● Medium-term Objective-based Management and a Performance Evaluation System

To achieve the Medium-term Objectives set by the Competent Minister, JICA prepares its five-year Medium-term Plan and obtains approval from the Minister. JICA formulates an Annual Plan based on the Medium-term Plan and submits it to the Minister. JICA submits a Performance Report, specifying its achievements and self-evaluation of its performance of these plans, to the Minister, and also publishes it. The Minister evaluates the performance of JICA's operation and informs JICA of the results as well as making them public. The Minister may order JICA to improve its operational management in case the evaluation results indicate that such improvement is necessary.

At the end of each Medium-term Objectives period, the Minister examines the necessity for the continuation of JICA's operations or the retention of its organizations, as well as matters with respect to its overall organization and operation, and takes

necessary measures based on the results.

Meanwhile, as a third-party organization, the Evaluation System Committee for Incorporated Administrative Agencies, established under the Ministry of Internal Affairs and Communications, states its opinion regarding Medium-term Objectives and Medium-term evaluations concluded by the Minister. In case the Minister takes necessary measures as mentioned above at the end of each Medium-term Objectives period, the Committee states its opinion to the Minister as necessary.

● Efforts for Achieving Medium-term Plans and Annual Plans

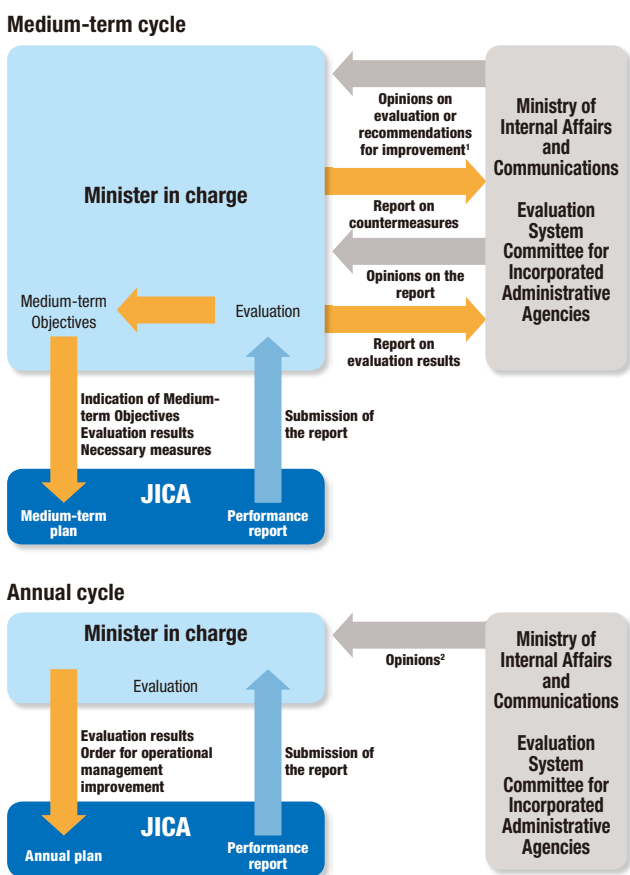
In order to improve JICA's operational quality, the ongoing Medium-term Plan (business year 2012 to 2016) prioritizes formulation and implementation of quality projects that are based on a concept of human security, with focus on poverty reduction, sustained economic growth, addressing global issues, and peacebuilding, which are the Japanese government priority issues for development cooperation.

As specific measures, JICA is promoting strategic initiatives based on analyses on each country, region, issue, and field. Such initiatives include promotion of a program approach that incorporates Technical Cooperation, ODA Loan, and Grant Aid in a comprehensive manner; strengthening of partnerships with private sector, local governments, NGOs, and universities; and enhancing contribution to Japan's leadership roles in the international community. Furthermore, JICA will continuously take measures to improve the flexibility of organizational management, promote competitiveness and transparency in its contracting process, and enhance cost efficiency.

JICA internally monitors the progress of operations to achieve its Medium-term and Annual Plans. Additionally, JICA reviews its performance and self-evaluation through the Internal Advisory Committee on Performance Evaluation, with the participation of external experts. JICA also reflects the results of the evaluations by the Minister, the opinions of Evaluation System Committee for Incorporated Administrative Agencies of the Ministry of Internal Affairs and Communications, and the results of internal monitoring on the improvement of its operational quality and optimization of its operational management.

Meanwhile, in the performance evaluation of fiscal year 2013, JICA's achievements in "emergency disaster relief" and "partnership with various parties, such as NGOs and private sector" were particularly highly evaluated. On the other hand, the evaluation noted the necessity to strengthen dissemination of achievement and knowledge on disaster management and further effort on cooperation on disaster management. On this matter, JICA shared knowledge with the international community based on its experience in projects that include support in typhoon disaster management in the Philippines at the Third UN World Conference on Disaster Risk Reduction that was held in Sendai in March 2015. This is one of examples that shows that such suggestion is certainly reflected on the improvement of JICA's activities.

Framework for Performance Evaluation and Operational Management Review



1. In cases where recommendations are made, the Committee may state opinions to the Prime Minister when specifically necessary
 2. Only when application of an evaluation is deemed remarkably inappropriate