

Efforts to Improve Management of Organization and Operations

Based on the Medium-term Objectives and Plan, JICA has been working on improvement of the organizational management and operations.

Above all, JICA has placed priorities on areas such as improvement of the mobility of organizational management, streamlining and rationalization of working procedures, and enhancement of competitiveness and transparency of contracts.

Examples of such activities are as follows;

● Improvement of Mobility of Organizational Management

To cope with internal and external environmental changes, such as the diversified needs of developing countries and a change in aid priorities in Japanese ODA policies, JICA has made the following efforts.

At JICA headquarters, in order to ensure flexible operation with advantage of scale and to promote knowledge sharing on development issues within a same sector, division-based organizational structure of five issue-based departments has been restructured into issue-based group structure. Also, in order to promote activities on peacebuilding and reconstruction and cope with increasing amount of operations in the sector, the Economic Infrastructure Department was reorganized into the Infrastructure and Peacebuilding Department, within which Office for Peacebuilding and Reconstruction was established.

Furthermore, in order to strengthen functions of overseas offices, organizational structure of overseas offices has been reviewed and fortified. Additionally, the headquarters strengthened its support system for overseas offices.

JICA will continuously work on organizational management to promptly cope with changes in internal and external environments.

● Streamlining and Rationalization of Working Procedures

In fiscal 2012, the Committee for Operational Process Improvement, chaired by the President, was formed within JICA. Under the leadership of the President, JICA worked on drastic streamlining and simplification of operational processes, and formulated a plan to improve quality and speed of operations. Based on the plan, JICA worked on the following operational improvement in fiscal 2014.

- ▶ JICA conducted a study on holistic optimization of its IT system. JICA has taken actions toward optimization, based on the suggestions from the study.
- ▶ To improve maintenance of facilities at Domestic Offices, JICA awarded facility maintenance contracts for Hokkaido International Centers (Sapporo and Obihiro), Tsukuba International Center, Tokyo International Center, Chubu International Center, and Okinawa International Center on public-bidding basis, in accordance with the Public Service Reform Act.

- ▶ JICA reviewed procedures for dispatching experts and volunteers to shorten the period for processing and preparation before their departure.

JICA will continuously take further actions to streamline and rationalize working procedures in future.

● Efforts to Enhance Competitiveness and Transparency of Contracts

In order to enhance competitiveness in JICA's contracts, the Contract Monitoring Committee monitored single bid cases and negotiated contracts that lacked competitiveness. The monitoring showed that JICA maintained high level of competitiveness in biddings in fiscal 2014, represented by 27.6% for single bid cases (as opposed to 28.8% in fiscal 2013), and 18.1% for the negotiated contracts (as opposed to 17.8% in fiscal 2013).

Furthermore, since fiscal 2012 for the enhancement of the transparency of contracts, JICA has introduced an external supervisory scheme for contracts with consultants etc. JICA increased the number of external supervisory teams from 5 to 8 in fiscal 2014, and increased the number of cases investigated from the previous 44 to 75. They concluded that in general, the selection of contracts by JICA for consultants etc. was carried out properly.

JICA will continuously make efforts to enhance the competitiveness and transparency of contracts in future.