

# Corporate Governance

## Internal Control

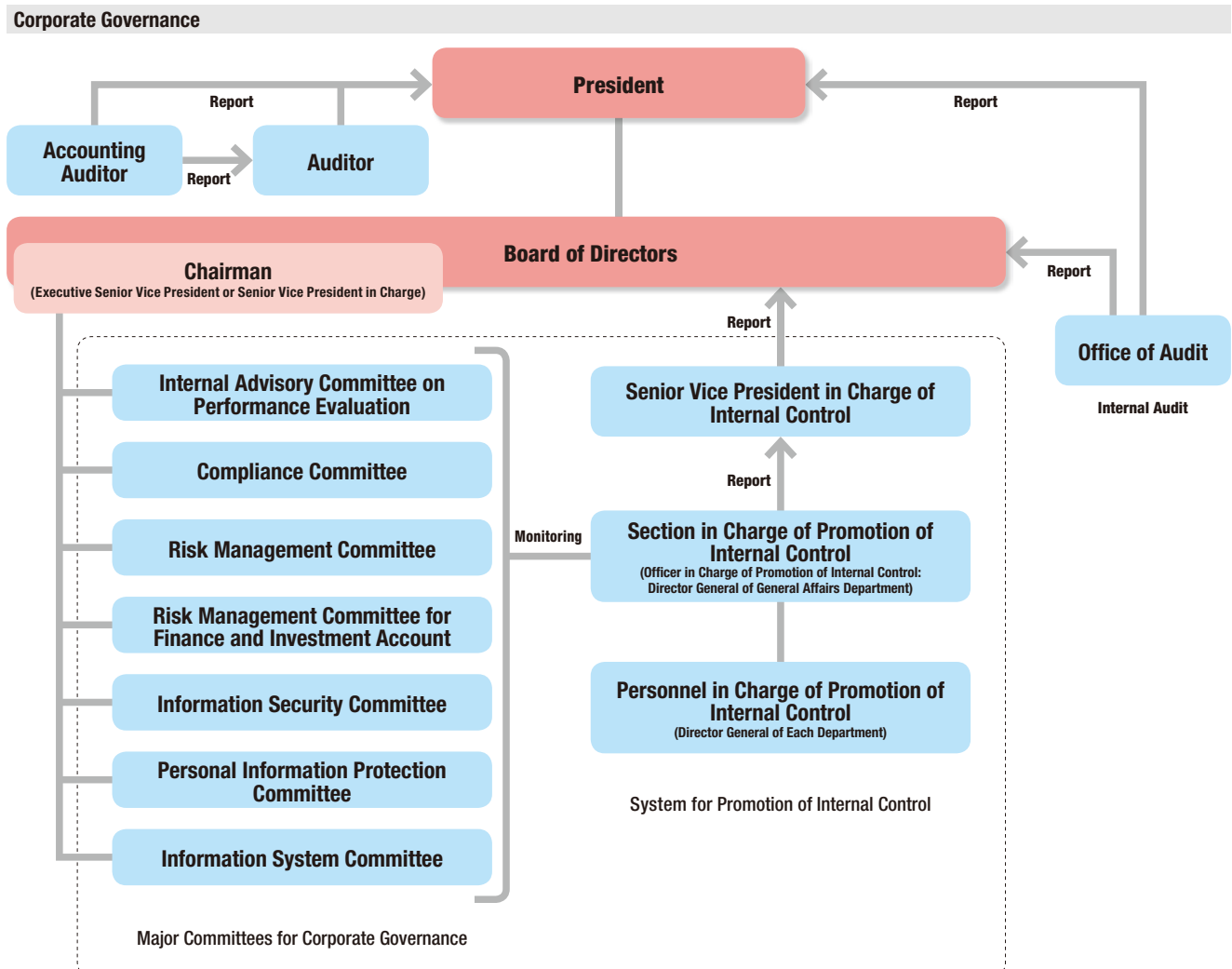
In order to improve the effectiveness and efficiency of its operations, to comply with laws and other rules, and to accomplish objectives as stipulated in the Act of the Incorporated Administrative Agencies—Japan International Cooperation Agency, JICA has developed a corporate governance structure.

Specifically, in order to promote internal control as laid out in the Act on General Rules for Incorporated Administrative Agencies, JICA has established an internal control system, where under the President, who represents JICA and presides over its operations, the Senior Vice President in charge of general affairs takes charge of internal control along with the Director General of General Affairs Department, who takes charge of its promotion in the organization. The status of internal control is monitored on a regular basis, and reported to and deliberated on the Board of Directors.

JICA has also established the Office of Audit as an independent section that conducts internal audits to ensure the efficiency and effectiveness of its operations. Furthermore, JICA receives audits from auditors and accounting auditors, and maintains the quality of its governance by firmly following up the results of the audits.

Moreover, JICA strives to raise awareness regarding internal control by developing rules for internal control and a series of manuals to set out standard operating procedures, and also promote internal control activities through reference document: “Internal Control at JICA.”

For important areas of internal control, JICA sets up committees that deliberate on relevant issues and take necessary precautions. JICA has also established contact points for internal and external whistleblowing to ensure that needed information is communicated from parties inside and outside of JICA.



# Performance Evaluation

## ● Framework for Performance Evaluation and Operational Management Review

In accordance with the Act on General Rules for Incorporated Administrative Agencies, JICA prepares its five-year Medium-term Plan and an Annual Plan, and operates based on these Plans in order to achieve the Medium-term Objectives set by competent ministers (e.g., Minister of Foreign Affairs for JICA). JICA also performs self-evaluations at the end of each fiscal year and each five-year Medium-term Plan period. Through these efforts, JICA aims more effective and efficient operation of projects with the PDCA cycle.

More precisely, JICA prepares self-evaluations on its annual operational performance, compiles them into a Performance Report, submits it to the competent ministers, and publishes it. The ministers evaluate the report, give feedback to JICA and also publish it, and may order JICA to improve its operational management based on the results of the ministers' evaluation. At the end of each Medium-term Objectives period, the ministers conduct overall review on JICA's operations and organization, examining necessity for the continuation of each operation and the retention of organization itself, and take necessary measures to reflect these decisions in the next Medium-term Plan based on the results.

Meanwhile, the Committee on the System of Evaluating Incorporated Administrative Agencies, established under the Ministry of Internal Affairs and Communications, states its opinions, as necessary, on the content of Medium-term Objectives, Medium-term evaluations conducted by the competent ministers, and the necessary measures to be taken at the end of a Medium-term Objectives period, as described in the previous paragraph. This mechanism ensures the objectivity of the evaluation system.

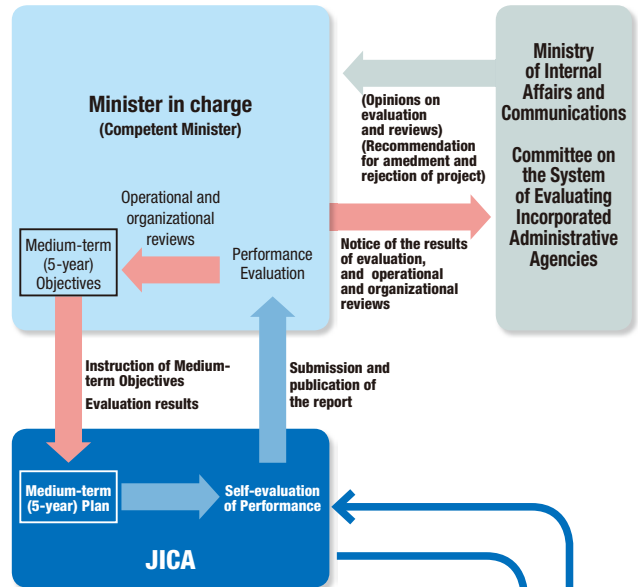
## ● Results of Performance Evaluation for Fiscal 2015

The 3rd Medium-term Plan (business year 2012 to 2016) prioritized 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. JICA has been promoting strategic initiatives based on analyses on each country, region, issue, and sector. Such initiatives include promotion of a program approach that incorporates technical cooperation, Finance and Investment Cooperation, and Grants 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. To support the good implementation of these projects, JICA would continuously take measures to improve the flexibility of organizational management, promote competitiveness and transparency in its contracting process, and enhance cost efficiency.

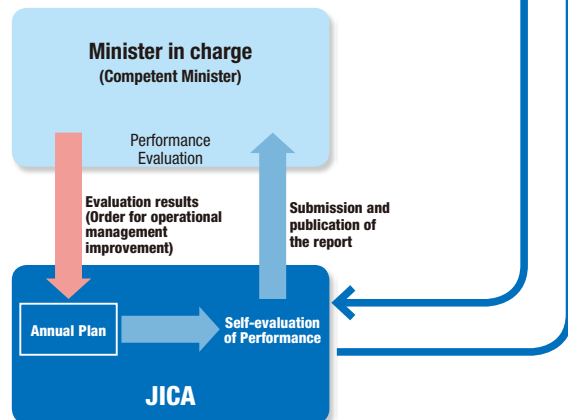
As a result, JICA received an evaluation from the competent ministers as a whole to achieve the intended target in fiscal 2015. Among them, the items that were found to have achieved results

### Framework for Performance Evaluation and Operational Management Review

#### Medium-term (Five-Year) Planning and Evaluation Cycle



#### Annual Planning and Evaluation Cycle



that exceeded the intended target, and the main results are listed in the table [→ p.116].

Regarding “safety measures,” however, it was evaluated to be lower than the intended target (grade C), and based on the case of the Dhaka terrorist attack in July 2016, it was considered indispensable to build a complete safety management system. With this result in mind, JICA will work for drastic strengthening of safety measures [→ see Security and Safety Management on page 119].

**Overview of Performance Evaluation Results for Fiscal 2015 (Grade by Item)**

Item	Major results
<b>Grade S</b> (Items having produced remarkable results that exceeded the initial goals)	
<b>Implementation of Strategic Economic Cooperation for the Strategy of Global Outreach</b>	<ul style="list-style-type: none"> <li>■ Contribution to the Infrastructure Systems Export Strategy (e.g. Life Saving Center Development Project in Cambodia)</li> <li>■ Activities on development and distribution of nutritious weaning foods in Ghana with Ajinomoto Co., Inc. that were awarded the Nikkei Social Initiative Grand Prize</li> </ul>
<b>Disaster Relief Activities</b>	<ul style="list-style-type: none"> <li>■ Prompt establishment of infectious diseases response team in Japanese Disaster Relief Team</li> <li>■ Leading emergency assistance for the earthquake disaster in Nepal</li> </ul>
<b>Grade A</b> (Items having produced results that exceeded the initial goals)	
<b>Poverty Reduction (Contribution to the Achievement of MDGs)</b>	<ul style="list-style-type: none"> <li>■ Achievement of the international commitment to achieve the Millennium Development Goals (MDGs)</li> <li>■ International evaluation on the scaling up of project outcomes (Winning the DAC Awards to the Hospital KAIZEN Approach adapted 5S-KAIZEN, and to Strengthening Teachers' Performance and Skills through the School-Based Continuing Professional Development Project in Zambia)</li> </ul>
<b>Sustainable Economic Growth</b>	<ul style="list-style-type: none"> <li>■ Contribution to achievement of the commitments declared at the Fifth Tokyo International Conference on African Development (TICAD V) and the Pacific Islands Leaders Meeting, as well as to promoting Japan-ASEAN cooperation</li> </ul>
<b>Addressing Global Issues</b>	<ul style="list-style-type: none"> <li>■ Promotion of Build Back Better concept in the earthquake disaster in Nepal</li> <li>■ Publicity at the 21st Conference of the Parties on United Nations Framework Convention on Climate Change (COP21)</li> <li>■ Collaboration with the Japan Aerospace Exploration Agency (JAXA) on illegal logging monitoring</li> </ul>
<b>Peacebuilding</b>	<ul style="list-style-type: none"> <li>■ Dissemination of land mine-removal efforts in Cambodia to other countries</li> <li>■ Response to the Syrian crisis</li> <li>■ Continuation of projects in cooperation with other organizations in Afghanistan, Sudan, and other areas where the dispatch of JICA-related personnel is restricted</li> </ul>
<b>Contribution to Japan's Leadership in the International Community</b>	<ul style="list-style-type: none"> <li>■ Reflection of priority issues in the 2030 Agenda for Sustainable Development</li> <li>■ Publicity at a UN summit and international conferences on Universal Health Coverage (UHC)</li> <li>■ Memorandum signed with the Asian Development Bank (ADB) concerning the cooperation framework for Quality Infrastructure</li> </ul>
<b>Partnerships with Diverse Actors such as NGOs and Private Enterprises</b>	<ul style="list-style-type: none"> <li>■ Contribution to government plans concerning NGO cooperation</li> <li>■ Efforts for the policy on regional revitalization in Japan</li> <li>■ Specific initiatives to enhance the potential of collaborative projects with stakeholders in Japan</li> </ul>
<b>Volunteer Programs</b>	<ul style="list-style-type: none"> <li>■ Effective publicity at the 50th anniversary of the founding of Japan Overseas Cooperation Volunteers</li> <li>■ Contribution to Japanese government's Sport for Tomorrow initiative through dispatching sports volunteers</li> </ul>
<b>Citizen Participatory Cooperation</b>	<ul style="list-style-type: none"> <li>■ Scaling up of citizen participatory cooperation</li> <li>■ Review of NGO support programs</li> <li>■ Contribution to consideration of next school curriculum guidelines</li> </ul>
<b>Fostering Human Resources for Development (Training and Securing Human Resources)</b>	<ul style="list-style-type: none"> <li>■ Encouragement of broad participation of the young to international cooperation</li> <li>■ Improvement of internship programs</li> </ul>
<b>Technical Cooperation, Finance and Investment Cooperation, and Grants</b>	<ul style="list-style-type: none"> <li>■ Strategic formulation and implementation of projects</li> <li>■ Start of policy recommendation studies</li> </ul>
<b>Gender Equality</b>	<ul style="list-style-type: none"> <li>■ Improvement of the ratio of gender-related projects</li> <li>■ Contribution to developing the National Action Plan regarding Women, Peace, and Security</li> </ul>
<b>Operations Evaluation</b>	<ul style="list-style-type: none"> <li>■ Ensuring transparency of external evaluation</li> <li>■ Statistical analysis of project evaluation results</li> </ul>

\* Details of the JICA performance evaluation by the competent ministers are available on the website of Ministry of Foreign Affairs.

\* The results of performance evaluation for fiscal 2016 and the 3rd Medium-term Objectives period are scheduled to be released (in Japanese) by the competent ministers after August 2017.  
[http://www.mofa.go.jp/mofaj/ms/pe\\_ar/page24\\_000483.html](http://www.mofa.go.jp/mofaj/ms/pe_ar/page24_000483.html)

# Compliance and Risk Management

## Compliance Policy

- (1) JICA shall improve the transparency and fairness of its operations and financial activities in order to secure public trust.
- (2) JICA shall contribute to the sound development of the international community through development assistance in order to secure the trust of the international community.
- (3) JICA shall meet the needs of developing regions and swiftly and flexibly provide quality services.
- (4) JICA shall consider natural and social environments when conducting its operations.
- (5) JICA shall communicate well with various levels of society and maintain an organizational culture of transparency.

## ● Compliance Framework and Risk Management

JICA bears heavy social responsibilities and is charged with a public mission as an incorporated administrative agency. In order to discharge this social responsibility while responding to the expectations of the general public and the international community, as well as in light of changes in the environment surrounding Japan, it is becoming increasingly important to ensure transparency and fairness of its operational management in accordance with laws, internal regulations and social norms. A compliance system is essential for appropriate operational management. Based on this understanding, JICA has defined principles of conduct as compliance policy.

Compliance is one of the objectives of internal control. To properly embed a compliance framework, an Incident Reporting system, Whistleblowing system and Outsider Reporting system which have been established to prevent violations of laws and internal regulations, to secure proper and prompt response to violations, and to prevent the reoccurrence of violations. JICA also works on prevention of fraud and corruption to avoid bribery and other unacceptable acts to be identified in the projects funded by JICA. JICA has also distributed a compliance manual to all of its officers and staff. This manual identifies, organizes, and systematizes those compliance policies, laws, rules, and social demands that must be observed and serves as behavioral guidelines for each of the officials and staff.

In order to deliberate and consider various issues related to compliance, the Compliance Committee, which is chaired by the Executive Senior Vice President, is held regularly, and also monitors any compliance-related matters that violate laws and internal regulations.

Identification and assessment of risks are fundamental components of internal control. JICA defines risks as those factors that will act as barriers to its operations. To achieve organizational

objectives and plans, such as the Medium-term Plans, in an effective and efficient manner, JICA assures implementation of risk management systems and performs risk identification and assessment for the smooth running of its projects.

All departments in JICA annually review and assess risks that are relevant to their operations. On that basis, JICA classifies potential major risks to its management and operation. Important major risks are identified, discussed, and confirmed by the Risk Management Committee and the Board of Directors. Measures against each risk are discussed and examined to strengthen organizational responses.

## ● Activities in Fiscal 2016

In fiscal 2016, JICA continued to accept and respond to cases provided through the Consultation Desk on Anti-Corruption, the Whistleblowing system, and Outsider Reporting system, which were strengthened in fiscal 2014, while people involved in ODA projects were encouraged to always be aware of compliance matters. In order to raise compliance awareness of people involved in ODA projects and resist inappropriate demands from counterpart governments or their related agencies, JICA and the Ministry of Foreign Affairs jointly published and distributed business card-size “Anti-Corruption Policy Guide.” JICA also provided ODA-related companies with seminars to explain the policy guide and its anti-corruption efforts.

For improvement of compliance awareness, JICA held training sessions for its staff members based on the compliance manual, which was significantly revised in fiscal 2015. JICA also conducted seminars to prevent the mishandling of paperwork that is likely to occur in an organization. In addition, training sessions were also provided to experts and other related personnel.

JICA offers various training opportunities and seminars, and dispatch support personnel to overseas bases, to encourage its staff members and related personnel to raise their risk awareness.

# Financial Risk Management of Finance and Investment Cooperation

The operations of the Finance and Investment Cooperation involve various risks, including credit risk, market risk, liquidity risk, operational risk and other risks. The nature as well as the volume of risks in JICA's operations and the ways to deal with them differ from the risks and countermeasures at private financial institutions. Nonetheless, it is essential for JICA to have appropriate risk management just as at a financial institution. In line with the global trend of increasingly focusing on risk management among financial institutions and regulators, JICA is constantly improving risk management of its Finance and Investment Cooperation.

More specifically, risk management of Finance and Investment Cooperation is positioned as a managerial issue that needs to be addressed systematically by the entire organization. JICA has thus adopted a risk management policy for its operations. Under the policy JICA identifies, measures and monitors various risks. The objective of this policy is to ensure sound and effective operations and to earn returns commensurate with risks. JICA has established Risk Management Committee for Finance and Investment Account that examines important issues related to integrated risk management.

## ● Credit Risk

Credit risk refers to the potential loss from difficulties or failure to recover credit assets due to the deteriorating financial condition of a debtor. The main area of Finance and Investment Cooperation is lending. Consequently, the control of credit risk is a major part of JICA's risk management. Sovereign risk makes up a considerable part of the credit risk that accompanies ODA Loan operations. JICA, as an official financier, evaluates sovereign risk by making full use of information gathered through communication with the governments and relevant authorities in the recipient countries, multilateral institutions such as the International Monetary Fund (IMF) and the World Bank, other regional and bilateral donor organizations, and private financial institutions in developed countries. As for Private-Sector Investment Finance (PSIF), JICA assesses the risk associated with lending to private entities as well as country risk and currency risk.

### 1. Credit Rating System

JICA has established a credit rating system as part of the organization's operating procedures that is to cover all the borrowers. Credit ratings are the cornerstone of credit risk management, being used for conducting individual credit appraisals and quantifying credit risks. Credit ratings are divided into two categories: sovereign borrowers and non-sovereign borrowers. A different credit rating system is used for each category. Ratings are subsequently updated as appropriate.

### 2. Self-Assessment of Asset Portfolio

When managing credit risks, it is important to make proper self-assessments of the loan portfolio and implement write-offs and loan loss provisions in a proper and timely manner. Based on the Financial Inspection Manual prepared by Japan's

Financial Services Agency, JICA has developed internal rules for assessment. To ensure an appropriate checking function in this process, the first-stage assessment is conducted by the relevant departments in charge of lending and investment, and the second-stage assessment is conducted by the credit risk analysis department. An accurate understanding of asset quality is essential to maintain JICA's financial soundness as well as for disclosure.

### 3. Quantifying Credit Risk

In addition to individual credit risk management, JICA is working on quantifying credit risks with a view to evaluating the risk of the overall loan portfolio. To do that, it is important to take into account the characteristics of JICA's loan portfolio, a significant proportion of which consists of long-term loans and sovereign loans to developing and emerging countries. Also, JICA takes into account multilateral mechanisms for securing assets such as the Paris Club, which is a unique framework for debt management by official creditor countries. By incorporating these factors in the credit risk quantification model, JICA measures credit risks and utilizes it for internal controls.

## ● Market Risk

Market risk refers to the potential losses incurred through changes in the value of assets and liabilities caused by fluctuations in foreign currency exchange rates and/or interest rates. JICA bears risks arising from long-term fixed rate interest loans due to the characteristics of its lending activities. In this regard, JICA is enhancing its capacity to absorb interest rate risk by using capital injections from the General Account Budget of the Japanese government.

Furthermore, interest-rate swaps are carried out exclusively for the purpose of hedging interest rate risk. In order to control counterparty credit risk of interest rate swaps, the market value of transactions and credit worthiness of each counterparty are constantly assessed and collateral is secured when necessary. JICA hedges exchange rate risks, which may arise from foreign currency-denominated loans and the Japanese ODA Loan with Currency Conversion Option, by way of issuing foreign currency-denominated bonds, as well as currency swaps, etc.

Moreover, when foreign currency-denominated investments are extended in PSIF, the valuation of investments is exposed to exchange risks. JICA manages this risk through regular and continuous monitoring of exchange rate fluctuations in the currency of the country in which the counterparty is located.

## ● Liquidity Risk

Liquidity risk refers to risk of having difficulty securing sufficient funds due to a deterioration of JICA's credit or to an unexpectedly large increase in expenditures or an unexpectedly large decrease in revenues.

JICA uses many measures to avoid liquidity risk through management of its cash flow. This includes efforts to secure multiple sources of funds such as Agency Bonds and borrowing

under the Fiscal Investment and Loan Programs.

### ● Operational Risk

Operational risk refers to potential losses incurred from work processes, personnel activities, improper systems, or other

external events. For JICA, this refers to risks that stem from its operations, systems, and internal or external misconduct. JICA manages the operational risk as part of the efforts to promote its compliance policy.

## Security and Safety Management

High crime rate is deeply entrenched in many developing countries due to poverty and insufficient management capacity in the security sector. In addition, many countries face increasing risk of traffic accidents associated with inadequate transport infrastructure, unskilled driving techniques and manners. Furthermore, security conditions are exacerbated by political instability, social upheaval, coups, and prolonged civil wars and terrorist attacks. Responding to those risk factors, JICA enhances multifaceted security and safety measures in order to ensure safe and secure activities in field operations.

Following the Dhaka terrorist attack in July 2016 which resulted in several casualties including individuals of JICA project and the evacuation from South Sudan due to deteriorating public order, the Ministry of Foreign Affairs of Japan and JICA established the Council on Safety Measures for International Cooperation Projects. Based on the final report of the Council which was released in August 2016, JICA takes following enhanced measures along with other security efforts.

### ● Strengthening Security Information Network and Partnership with Aid Agencies

In order to ensure timely risk assessments and information sharing with frontline workers based on latest security trend in the constantly changing environment, JICA collects security information from various resources such as security advisers and consultants across overseas offices, media, external resources, the Government of Japan and donors. In order to collect information effectively, JICA collaborates with aid agencies such as United Nations for security information sharing purposes. JICA will continue to develop security network to diversify information resources.

### ● Overseas Travel Regulation and Code of Conduct

JICA is responsible for ensuring security for JICA personnel and sets travel regulations for those dispatched for projects in developing countries. Therefore, prior to the dispatch of the personnel, overseas travel regulation and code of conduct are provided to minimize security risks during their travel and stay in overseas countries. JICA shares the regulation to the individuals who are engaged in ODA projects and advises about how to reduce risks of common crimes and terrorist threats. JICA also provides pre-departure briefing sessions to the personnel who travel to countries which require additional caution due to unstable security situation.

The number of cases of crime that affected JICA personnel in fiscal 2016 was 315 (396 in fiscal 2014 and 399 in fiscal 2015).

The number of traffic accidents that affected JICA personnel was 119 (with 118 in fiscal 2014 and 114 in fiscal 2015).

### ● Security Checks of Residence and Project Sites

JICA exercises residential security checks of personnel to secure safety and supports installation of security measures such as reinforced fences, doors and window frames, iron bars and auxiliary locks, security guards etc.

In fiscal 2016, security review mission was dispatched to Bangladesh to review and improve local security measures of each project site. The security review missions will continue throughout fiscal 2017 in 24 countries.

Furthermore, JICA continues to work on strengthening preventive and protective security measures of overseas offices in case of rapid deterioration of security or emergency situations. Arrangement of evacuation sites and emergency transportation are in progress.

### ● Security Training for ODA Project Members

JICA provides security training and road traffic safety training for long-term experts and volunteers and their families. Since 2003, JICA jointly hosts field security training with the Office of the United Nations High Commissioner for Refugees (UNHCR) e-Center and provides self-defense training on kidnapping, insurgency, and other potential risks including terrorism for JICA personnel and other individuals. In October 2016, JICA commenced security and safety measures training and self-defense training in Japan to respond to the increasing needs for counter-terrorist measures in recent years. These trainings are offered widely to short-term experts, individuals engaged in ODA Loan and Grant projects and NGO personnel. In the lecture, the participants are exposed to various cases of threats including terrorism, kidnapping, robbery, and insurgency, and learn how to mitigate the risks. In self-defense training, participants learn how to protect themselves in cases such as explosion and mass shooting.

In addition to above training sessions, in fiscal 2017 JICA offers on-site security trainings to individuals engaged in Japanese ODA in overseas countries.

### ● Establishment of Emergency Communication System for Overseas Offices and Headquarters

JICA has security emergency system in each country to communicate with JICA personnel in cases of emergency. Japanese companies engaged in ODA Loan and Grant projects are also encouraged to register with the emergency system. JICA maintains a standby system in Japan that can effectively receive



Emergency drill conducted jointly by JICA and the UNHCR in Thailand

**Counter-terrorism Safety Seminars and Self-Defence Training Sessions Held in Fiscal 2016**

Type of seminar and training	Number of seminars and trainings held	Number of participants and viewers
Lecture	11	1,273 participants
Practical training	6	385 participants
Total	17	1,658 participants
Webinar	–	6,642 views

and handle emergency calls from overseas offices 24 hours a day, 365 days a year.

● **Dispatch of Security Survey Missions**

JICA dispatches security survey missions to assess local safety conditions and to implement country-specific safety measures. Based on analysis of those local security conditions, JICA makes appropriate decisions on the range of JICA personnel activities and necessary safety measures to implement. In fiscal 2016, missions were dispatched to eight countries. The survey results are reflected in the security measures for each country. To deal with general crimes, JICA dispatches a security advisory mission to provide safety guidance. The guidance covers prevention of residential and other crimes. The advisory mission was dispatched to 16 countries in fiscal 2016. Depending on the volume of traffic accidents, JICA also dispatches missions to provide instruction on traffic safety. Traffic safety missions were dispatched to five countries in fiscal 2016.

● **Security Measures for Peacebuilding and Reconstruction Assistance Areas**

Since many JICA personnel are assigned for peacebuilding and reconstruction assistance in Afghanistan, Iraq, Pakistan, Palestine and Mindanao in the Philippines, JICA closely monitors regional political and public security conditions on daily bases, and sets safety measures including restriction on travel areas and hours.

## Information Security and Personal Information Protection

Up to now, JICA has engaged in information security and protection of personal information by developing internal regulations such as the Information Security Management Rules and Personal Information Protection Bylaws.

Regarding information security, cyber threats have become increasingly serious, as represented by targeted email attacks and attacks on Web servers. In this situation, JICA has further strengthened information security by revising the Information Security Management Rules and the Information Security Management Bylaws in order to establish information security standards complying with the Common Standards of Information Security Measures for Government Agencies that were stipulated

based on the Basic Act on Cyber Security, which was revised in April 2016.

JICA has also strengthened personal information protection by revising the Implementation Bylaws Concerning Personal Information Protection in order to comply with the Act on the Protection of Personal Information Held by Independent Administrative Agencies, etc. that came into effect in May 2017.

Today, there is a growing need for stricter information security and personal information protection. JICA will respond to the demand through offering necessary training and seminars to our staff members as well as establishing and fostering a response team to tackle future information security-related problems.

## Information Disclosure

In accordance with the Act on Access to Information Held by Independent Administrative Agencies, JICA, through its website and other means, provides access to below information:

### ● Information Related to the Organization

Objectives, overview of operations, relationships with Japanese government programs; overview of organization; laws and regulations; salary and retirement allowance for board members; salary and retirement allowance for staff; business continuity plan; etc.

### ● Information Related to Operation

Business Report; Performance Evaluation Report; Medium-term Objective; Medium-term Plan; Annual Plan; etc.

### ● Information Related to Finance

Financial statements, etc.

### ● Information Related to the Evaluation and Audit of the Organization, Operation, and Finance

Performance evaluation documents; administrative evaluation and supervisory reports; accounting audit reports; etc.

### ● Information Related to Procurement and Contracts

Information related to noncompetitive negotiated contracts; bidding lists; etc.

### ● Information on Related Entities

Recipients of financing activities; the status of related public-interest corporations; etc.

### ● For More Information

Please refer to the JICA website for details.

#### Information Related to Disclosure

→ [JICA website](#) "Home" page

→ Information Disclosure

<https://www.jica.go.jp/disc/index.html> (Japanese only)

#### Information Related to the Protection of Personal Information

→ [JICA website](#) "Home" page

→ Privacy Policy

<https://www.jica.go.jp/english/policy/index.html>



## 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 and streamlining as well as rationalization of working procedures. Specific case examples are as follows:

### ● Improvement of Mobility of Organizational Management

In view of development assistance policies, assistance needs in developing countries, and changes in domestic and international environments, JICA conducted a prompt and flexible reform of headquarters as a result of review of the expected functions and roles of departments and divisions in order to strengthen safety measures, and promote quality infrastructure and university collaborations.

Furthermore, in order to strengthen the 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 continue to facilitate organizational operation that

can flexibly correspond to changes in domestic and international environments.

### ● Streamlining and Rationalization of Working Procedures

JICA promotes the streamlining of administrative services to improve flexibility to meet domestic and international expectations for Japan's development cooperation. JICA worked on the following operational improvements in fiscal 2016:

- ▶ To simplify the selection of contractors and settlement procedures, the procurement procedures for Proposal-Based Program have been streamlined.
- ▶ To rationalize procurement systems at overseas offices, the support system from the headquarters has been strengthened.
- ▶ To streamline the administrative procedures for expert dispatch, acceptance of training participants, and volunteer-related services, preparation for development of new information system was completed.
- ▶ To simplify and consolidate accounting operations, the countermeasures to reduce operation loading and to prevent incidents and errors were considered and tested.

## Efforts to Better Global Environment

On April 1, 2004, JICA announced the Environment Policy as the basic principle toward the environment and took the first step toward the implementation of the Environmental Management System (EMS). In recent years, there have been even greater demands to properly fulfill civic obligations such as compliance with environmental laws and regulations. Therefore, JICA has switched to its own EMS after ISO 14001 certification expired in 2013 for the purpose of building a more efficient and effective EMS. The JICA EMS aims to facilitate environmental protection activities while still incorporating the fundamental principles of ISO 14001.

### ● Environmental Policy

JICA places the utmost importance on efforts that incorporate concerns for the environment. Key points of the Environment Policy are as follows:

#### Basic Policy Guidelines

As stated in the Law on General Rules of Japan International Cooperation Agency, JICA's mission is to "Contribute to the promotion of international cooperation and to the sound development of Japan and the international socioeconomy by contributing to the development or reconstruction of the economy and society, or economic stability of overseas regions which are in the developing stage," particularly to global environmental protection in compliance with environmental laws and regulations. Furthermore, in order to prevent and reduce negative environmental impacts that result from JICA's activities, JICA will

utilize an environmental management system and continuously work to improve it.

The system will be based on the following policies:

- ▶ Promotion of environmental measures through international cooperation activities
 

Based on the Japanese government's Official Development Assistance (ODA) policies, JICA will promote cooperation activities for the protection and improvement of the environment.
- ▶ Promotion of activities for general environmental awareness
 

With the aim of raising public awareness, JICA collects information about environmental issues.
- ▶ Promotion of environmentally friendly activities within JICA offices and facilities
 

JICA promotes environmental programs to reduce any negative impacts caused by its activities in all facilities.
- ▶ Compliance with environmental laws and regulations
 

JICA will consistently adhere to relevant environmental laws and regulations.

For details on other activities, please refer to the following website:

→ [JICA website](https://www.jica.go.jp/english/our_work/social_environmental/index.html)

[https://www.jica.go.jp/english/our\\_work/social\\_environmental/index.html](https://www.jica.go.jp/english/our_work/social_environmental/index.html)