

Promoting Diversity and Inclusion

Viewing work-style reform as a management strategy for promoting diversity and inclusion, JICA is striving to maximize its value by promoting new approaches to work and a work environment in which all employees can achieve their potential, and is fostering a proactive organizational culture that encourages a desire to take on new challenges.

JICA is also promoting the creating of innovation in developing countries in concert with a broad range of actors within and outside of JICA.

Promoting Work-Style Reform

Since fiscal 2015, JICA has been implementing work-style reform through the Smart JICA Project with the goals of: (1) further strengthening the harmony between work and career development, and personal life; (2) strengthening initiatives to promote a balance between overseas assignments, business trips and other duties and family life; (3) promoting male participation in childcare; and (4) reducing overtime work and encouraging employees to take paid leave. These initiatives have been successful in building a better understanding about work-life balance within the organization, and also in reducing the amount of overtime work and increasing the amount of paid leave employees take.

In fiscal 2017 JICA formulated Smart JICA 2.0 under which the scope of the goals and measures were enhanced. Work-style reform was positioned as a management policy, and through the leadership of JICA management, the entire organization worked together to tackle the issues of promoting new approaches to work, strengthening individual capabilities and improving productivity, and streamlining and increasing the efficiency of business operations.

Ten years after the launch of "New JICA" in 2008 and to mark the beginning of the Reiwa imperial era, in fiscal 2019 JICA upgraded the policy version to Smart JICA 3.0: Teamwork in Diversity to further expand this initiative.

In November 2018 JICA's efforts were widely recognized when the organization was the only public-sector agency chosen by the Ministry of Internal Affairs and Communications as a Telework Pioneer.

Promoting Female Workplace Participation

In March 2017, JICA drew up a five-year action plan on promoting a balance between work and childcare and nursing care as well as women's active participation in the workplace. This is being implemented in conjunction with work-style reform. Specifically, JICA convenes the Committee for Promoting the Action Plan for Supporting the Development of the Next-generation and Women's Active Participation in the Workplace, chaired by the senior vice president in charge of the Personnel Department, twice a year to formulate and monitor the progress of the annual action plan.

In particular, JICA plans to increase the ratio of women in managerial positions to at least 20% during the 4th Medium-term Plan (April 2017 – March 2022), and as at the end of March 2019, this ratio was 16.2% and continuing to show steady progress. JICA has already achieved the overall

Overview of Smart JICA 3.0: Teamwork in Diversity

Goal

To maximize the value of JICA in the Reiwa era, JICA is creating an organizational culture which actively pursues new goals that include actors both within and outside the organization, while promoting new work approaches and a work environment in which all employees can achieve their potential. To this end, JICA will build teamwork based on empathetic and innovative goals, and promote much more streamlined and efficient work.

Pillar 1

Build teamwork to create new values within diversity

Pillar 2

Promote new work approaches for diverse human resources

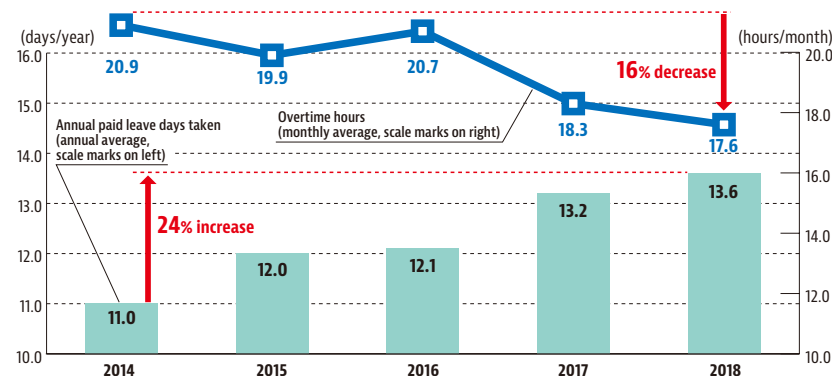
Pillar 3

Promote a work environment in which employees can achieve their potential

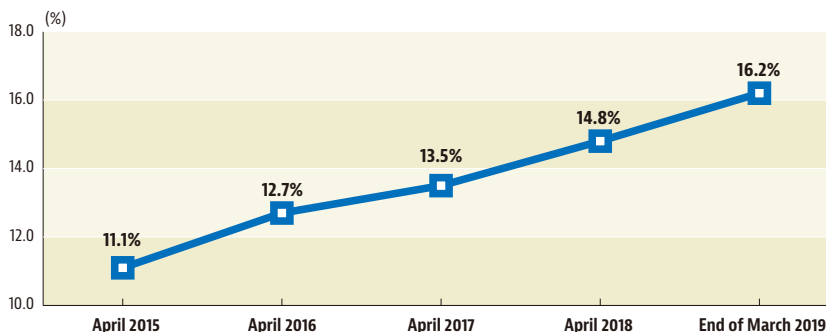
Pillar 4

Promote streamlined and efficient business operations

Trends in Overtime Hours (Monthly Average) and Annual Paid Leave Days Taken (Annual Average) *Excluding Managerial Positions



Trends in the Ratio of Female Managers



target value for women in managerial positions set by the government for independent administrative agencies, which is 15% by March 2021.

Measures for Employing Disabled Persons

JICA is taking active steps to employ persons with disabilities with a view to realizing diversity

and inclusion in the workplace. JICA holds regular discussion meetings with the aim of creating accessible workplaces for disabled persons, and conducts inhouse training (E-learning) to deepen understanding about the considerations necessary for persons with disabilities.