

Annual Evaluation Report 2007



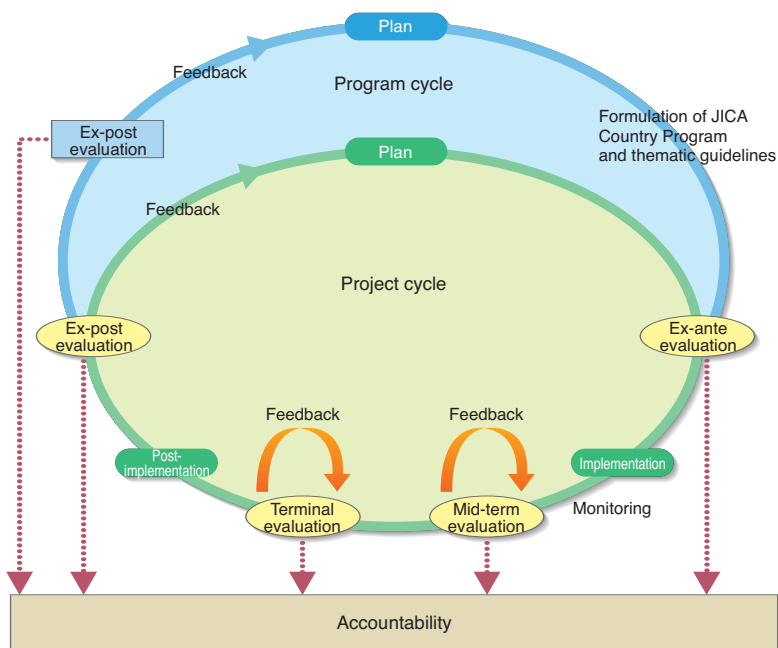
JICA's Evaluation Activities and Efforts for Expanding and Enhancing Evaluation

(Part 1, Chapter 1, from page 10)

Objectives of Evaluation

JICA evaluates cooperation projects/programs for the purposes of more effectively and efficiently improving and implementing the projects/programs based on evaluation results, while achieving accountability and obtaining understanding and support both domestically and internationally.

Consistent Evaluation from the Ex-ante to Ex-post Stages



JICA's evaluations consist of project-level evaluations targeted at individual projects and program-level evaluations that evaluate a set of projects in a comprehensive and cross-sectional manner.

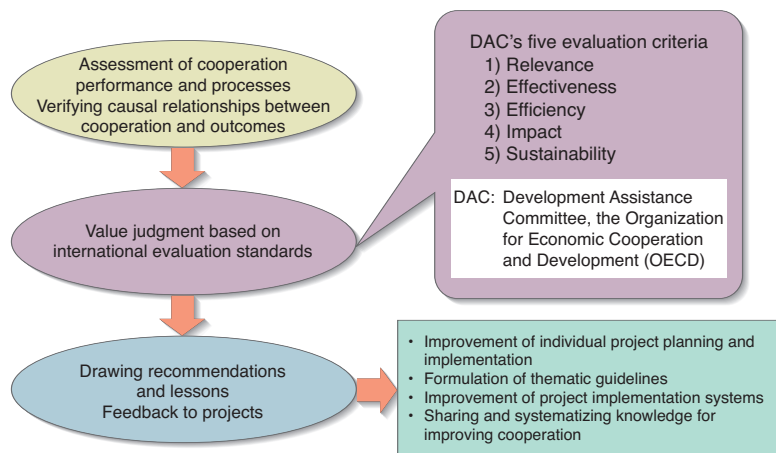
The project-level evaluation is conducted at each stage of cooperation from before the start of cooperation until the post-implementation stage, including ex-ante, mid-term, terminal, and ex-post evaluations. It evaluates a project's relevance, and cooperation outcomes as objectively as possible. Then it draws recommendations for formulating or reviewing projects and deciding whether a project should be completed or continued. It also draws lessons for more effective, efficient ways of formulating and implementing similar projects.

The purpose of program-level evaluation is to draw lessons and recommendations for more effective ways of future cooperation by analyzing a set of projects in relation to specific countries, sectors, development issues and cooperation schemes in a comprehensive and cross-sectional manner.

Evaluation Based on International Standards

JICA's project evaluation consists of three frameworks: assessment of project performance, value judgment based on evaluation standards, and drawing recommendations/lessons and the feedback of evaluation results.

JICA has adopted in its evaluation the five evaluation criteria (relevance, effectiveness, efficiency, impact, and sustainability) proposed by the Development Assistance Committee (DAC) of the Organization for Economic Cooperation and Development (OECD), and which are widely used by aid agencies.



Enhancing the Objectivity and Transparency of Evaluation by the Advisory Committee on Evaluation



Advisory Committee on Evaluation

The members of the Advisory Committee on Evaluation include external advisors (academic experts, UN agencies, NGOs, and related personnel of private organizations).

The committee, in addition to giving JICA advice on evaluation implementation systems and evaluation methods, plays a role in assessing the results of JICA's internal evaluation and enhancing its objectivity.

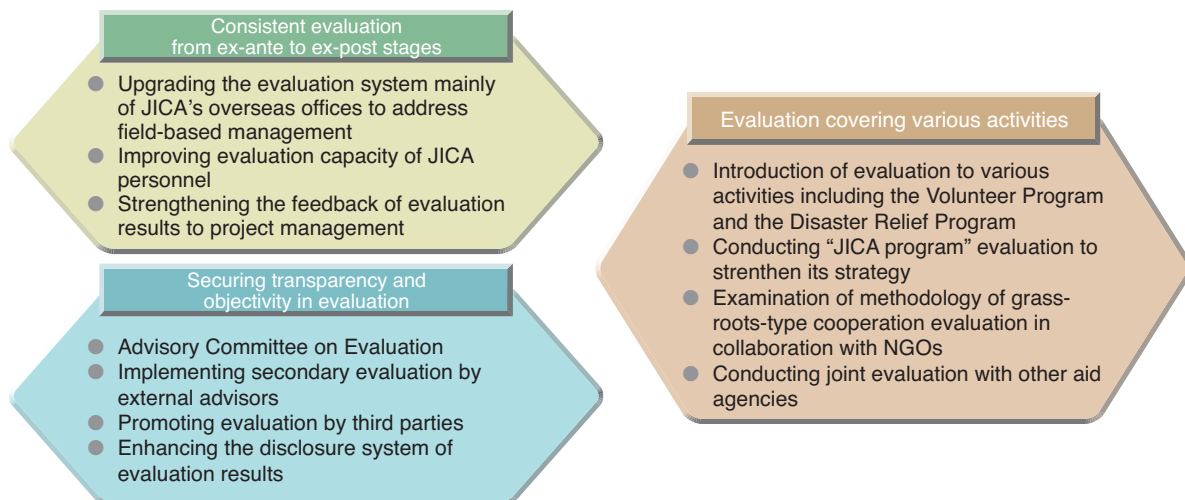
Roles of the Advisory Committee on Evaluation

- Advice on evaluation implementation systems
- Advice on evaluation methods
- Assessment of JICA's internal evaluation results
- Implementation of secondary evaluation, etc.

Efforts for Expanding and Enhancing Evaluation

Of late, the environment surrounding JICA's projects has experienced significant change such as the reform of Official Development Assistance (ODA) and the progress of aid coordination worldwide. While addressing these changes, JICA is making various efforts for expanding and enhancing evaluation.

Efforts for expanding and enhancing evaluation



Inauguration of New JICA

In October 2008, JICA and the ODA loan divisions of the Japan Bank for International Cooperation are scheduled to be integrated, inaugurating New JICA that will become an aid agency providing, in an integrated manner, assistance under three ODA schemes: technical cooperation, ODA loan, and grant aid. With regard to its evaluation, JICA, along with JBIC, has been examining the establishment of coherent monitoring and evaluation systems, based on the project formulation and implementation system of New JICA towards integration.

Both JICA and JBIC continue to consider building coherent evaluation systems throughout the three aid schemes of technical cooperation, ODA loan, and grant aid, in consideration of the evaluation methods and systems by other aid agencies.

Improving JICA's Cooperation Using Evaluation Results

(Part 1, Chapter 2, from page 20)

JICA utilizes evaluation results as a tool for project management by feeding them back to projects and enhances learning among the parties concerned.

The following are the good practices in which evaluation results were utilized for improving the planning and management of other projects.

Drawing recommendations and lessons learned for feedback to projects

- Planning and operation of individual projects
- Formulation of JICA cooperation policies by sector and issue
- Systems for improving project implementation
- Sharing and systemizing knowledge and experience for project improvement

Sector: Governance

Evaluation from which lessons learned were extracted

Terminal evaluation of "Strengthening Sulawesi Rural Community Development to Support Poverty Alleviation Programs" in Indonesia

Reasons behind the project's success

The reason for enhancing impact and sustainability lies in the fact that the project took plenty of time to build a collaborative model and mechanism, asking a wide range of stakeholders, with establishment and dissemination of the community development model in mind.

Lessons learned

- Social arrangement (Motivation for residents to participate in projects)
- Involvement of a wide range of stakeholders and human resource development
- Prefabrication of a mechanism that enables establishment and dissemination of the model etc.

Project utilizing the lessons learned

"Improvement of Public Administration for Local Government in Punjab" in Pakistan

Outline of the project

The project is expected to develop the capacities of administrative organizations supporting regional development activities undertaken by community organizations. The project resembles the Sulawesi Rural Community Development Project in terms of the concept whereby communities and administration work in collaboration.

Case examples of applying lessons learned

- Social arrangement: Relatively longer time was allocated for the officers to comprehend the situation and needs of the communities.
- Involvement of a wide range of stakeholders and human resource development: The project fostered local coordinators as a bridge between the communities and the officers. Their roles contributed effectively to improving coordination between the local administration and the communities.
- Establishment and dissemination of the model: Designating ten villages placed under different situations as model sites helped build a universal model.



Sector: Environment

Evaluation from which lessons learned were extracted

Thematic Evaluation: "Environmental Center Approach: Development of Social Capacity for Environmental Management in Developing Countries and Japan's Environmental Cooperation"

Viewpoint of evaluation

The Environmental Center Approach was taken to evaluate the outcomes of JICA Environmental Center Projects, which were found within the evaluation framework of contributing to the development of social capacity for environmental management with a variety of viewpoints.

Lessons learned

- Support for improving the environment management capacity of local sectors, in a trend toward decentralization.
- Increased impact on building the social capacity for environmental management, by strengthening ties with enterprises and citizens.

Project utilizing the lessons learned

"Capacity Development of Environmental Monitoring at Directorates for Environmental Affairs" in Syria

Outline of the project

The project was initiated for the purpose of regular environmental monitoring, accumulation and management of analysis data, and capacity upgrade that made it possible to conduct citizens' awareness programs including the disclosure of measurement results, in accordance with the plan prepared by implementing organization themselves.

Case examples of applying lessons learned

- Support for improving the environment management capacity of local sectors: The project aimed to strengthen the capacity of the Directorates for Environmental Affairs (DFEAs). The project activities to improve the capacity of DFEAs had a positive impact in that citizens showed greater concerns about environmental issues.
- Strengthening ties with enterprises and citizens: The project introduced collaborative activities with enterprises, community organizations, NGOs and universities. It is expected that this kind of collaboration will lead to awareness and environmental education activities for citizens in the future.



Project-level Evaluation

(Part 2, from page 26)

JICA evaluates individual projects using a consistent evaluation system from the ex-ante to ex-post stages. This chapter presents examples of the evaluation results of ex-ante, mid-term, terminal, and ex-post evaluations. JICA introduced a system to promptly disclose evaluation results on its website in fiscal 2003, and the summaries of evaluation results are available on the website.

Evaluations of Individual Projects in Fiscal 2006

Ex-ante evaluation	104 projects
Mid-term evaluation	49 projects
Terminal evaluation	81 projects
Ex-post evaluation	25 projects
Total	259 projects

Example of Ex-ante Evaluation

■ Outline of Technical Cooperation Project

Project name: "Traffic Safety Human Resource Development in Hanoi" in Viet Nam

Total cost (Japanese side): Approximately ¥389 million

Period of cooperation: July 2006 to March 2009

Outline of cooperation:

In order to improve traffic safety in Hanoi, the capital of Viet Nam, this project is aimed at improving the capacity of administrative officers in charge of traffic safety in Hanoi by implementing and verifying the traffic safety measures of Hanoi as a pilot project, as well as launching short-term training courses based on the results of the pilot project.

■ Results of Evaluation

The relevance of this project is considered to be high for the following reasons:

- This project is consistent with the policies of the Vietnamese government, Japan's country assistance program, and the JICA country program.
- Improving the capacity of administrative officers in charge of traffic regulations and enforcement, traffic engineering, and



Policeman controlling traffic at a model street crossing improved by the project

traffic safety education targeted in this project are urgent issues to be solved for Viet Nam (which lacks experience in addressing traffic safety) and consistent with the country's needs. For traffic policemen, inspectors, and traffic engineers in particular, training programs that meet their needs are provided.

Example of Mid-term Evaluation

■ Outline of Technical Cooperation Project

Project name: Enhancement of Technology for the Construction of Popular Earthquake Resistant Housing in El Salvador

Period of cooperation: December 2003 to November 2008

Outline of cooperation:

(1) Overall Goal

Earthquake damage suffered by low-income people is reduced.

(2) Project Purpose

The earthquake resistance of popular houses for low-income people is upgraded.

■ Results of Evaluation

The outputs of the project have been steadily attained, allowing the project to achieve its project purpose. Despite the delay in some activities at the beginning, more efficient approaches were taken by adjusting the schedule for the current status, allowing the project to attain its project purpose by the end of the project. In terms of the five evaluation criteria, the relevance of the project is extremely high at the time of mid-term evaluation. The effectiveness is also high. The efficiency of the project is also highly evalu-



Construction technology trainees constructing an earthquake-resistant popular model house

ated, and its impact is considered significant. The project's sustainability is also expected to be secured at this time if specific conditions are met.

Example of Terminal Evaluation

■ Outline of Technical Cooperation Project

Project name: Human Resource Development of Rehabilitation Professionals in China

Total cost: ¥700 million

Period of cooperation: November 2001 to October 2006

Outline of cooperation:

(1) Overall Goal

Physical therapists (PT) and occupational therapists (OT) are able to provide rehabilitation services throughout China.

(2) Project Purpose

Highly qualified physical and occupational therapists are trained under a four-year educational program that meets the global standard.

■ Results of Evaluation

This project brought positive results in establishing a four-year education program to foster rehabilitation specialists, which will foster about 40 specialists every year in the future. The main factor behind the success of the project is the good selection of strategy, as well as the fact that inputs and activities were properly carried out according to plan. Through the project, the foundation was laid for a four-year college that fosters human resources who will play an important role in achieving the overall goal. From the viewpoint of the five evaluation criteria, the project can be consid-



Physical therapists (PT) receiving a technical training from a Japanese expert

ered an excellent one. Even though a four-year college was established and the project achieved its project purpose, further improvement is necessary. The quality and quantity of teachers cannot be considered satisfactory, and educational management must be strengthened. It is hoped that further efforts will be made in achieving the project's overall goal by considering ways to spread the fruits of the project throughout the country.

Example of Ex-post Evaluation

■ Outline of Technical Cooperation Project

Project name: Pasture Seed Production Development Project in Northeast Thailand

Total cost: ¥397 million

Period of cooperation: August 1999 to August 2004

Outline of cooperation:

(1) Overall Goal

Appropriate forage is secured for the development of cattle rising in Thailand.

(2) Project Purpose

The techniques on production, processing, and utilization of pasture seed and appropriate forage are developed for small-scale livestock and pasture seed farmers in northeast Thailand.

■ Results of Evaluation

The technical skills and knowledge transferred from the project have been expanded and widely used not only by the project counterparts but also by other people. Today, in the project now being implemented by the counterpart organization, the recording system introduced by the project is fully applied for the production of good quality seeds. The farming equipment provided by the project has been fully utilized. As a result, the efficient and effective production of good quality seeds has been made possible, and has strengthened the realization of the overall goal.

As for project sustainability, technical and organizational aspects were highly evaluated. In terms of the technical aspect, technical references and materials were also arranged in Thai by the project. So, both have achieved wide penetration at the grass-



Pasture seed production survey

root level of farmers. This event has been a factor in further accelerating project sustainability. As for organizational aspects, there have been no outflows of counterparts since project termination. So the counterpart organization still maintains seed production activities using techniques and knowledge transferred from the project. Considering these facts, it can be concluded that the impact and sustainability after project termination are generally high.

Program-level Evaluation

(Part 3, from page 40)

Program-level evaluation evaluates and analyzes a set of projects in relation to a specific theme or development issue in a cross-sectional and comprehensive manner. Its objective is to draw out common recommendations. JICA's program-level evaluation is mainly categorized into "thematic evaluation" and "JICA program evaluation."

Thematic Evaluation: "Capacity Development of Local Administrations~Case Study in Indonesia" (from page 70)

Citing a case of cooperation in Indonesia, this evaluation systematically compiles the issues of developing local administration capacity that are important in addressing decentralization. Also, this evaluation comprehensively assesses a number of cooperation projects for developing local administration capacity that JICA has directly or indirectly addressed in the past. In analyzing the cooperation projects, the evaluation also examined cooperation by other aid agencies and drew lessons for approaches to the issue of developing local administration capacity, and those related to the planning and implementation of the projects.

[Results of Analytical Evaluation]

The evaluation roughly divided the development objectives to be addressed in Capacity Development of Local Administrations as follows: 1) Development of a system and framework for local autonomy, 2) Establishment of a system for financial management system, 3) Capacity development of local public officials, and 4) Effective and efficient administration of regional governments.

Among these objectives, JICA mainly focused on human resource development and upgrading management capacity as stated in 3) and 4) above, although other aid agencies clearly emphasized the institutional and financial aspects noted in 1) and 2) above, in addition to 3) and 4). The objectives of 1) through 4) were also found to be mutually interrelated. Sustainability was strengthened with the resultant synergic effects of improving the administrative capacity of officials based on 3) above and administrative services through 4). Also, approaches to the institutional issues of 1) and 2) above considerably influenced the manifestation of outputs and sustainability of cooperation projects related to 3) and 4) above.

Furthermore, when JICA's cooperation approaches are streamlined using the area and time axes, it became clear that the ongoing approaches in South Sulawesi province led to greater participatory regional development and collaboration between local government and society, such as the implementation of community development involving universities and NGOs, in addition to the province.

Development Objectives Chart for the Capacity Development of Regional Government Administration in Indonesia

(1) Development of a system and framework for local autonomy	(1)-1	Clarifying the relationship between the central and regional governments
	(1)-2	Clarifying the authority/role/relationship of regional governments
	(1)-3	Promoting the representation system for democratic administrative control
	(1)-4	Ensuring transparency and accountability of administration
(2) Establishment of financial management system	(2)-1	Improving the efficiency of governmental and financial administration through reform of the local financial administration system
	(2)-2	Establishing a fair and neutral budget system for regional government finances
	(2)-3	Establishing an efficient expenditure system for regional government finances
(3) Capacity development of local public officials	(3)-1	Reforming the civil service in order to improve administrative performance
	(3)-2	Expanding the system for capacity development among local public officials
(4) Effective and efficient administration of regional governments	(4)-1	Improving the process of planning, implementation, and evaluation
	(4)-2	General improvement and raising the level of efficiency of administrative services
	(4)-3	Enhancing the capacity of administrative organizations
	(4)-4	Improving administrative capacity through the promotion of public participation
	(4)-5	Promoting leadership

[Lessons Learned]

The lessons learned based on these analyses are as follows:

● Lessons Learned from the Approaches to Objectives

- Taking a strategic approach while paying attention to the relations among objectives after getting the overall picture of objectives related to capacity development of local administrations into perspective.
- Considering the involvement and positioning of the appropriate players after giving heed to the situation and mutual relations between such key players as national/local governments and society.
- Enhancing overall governance capacity in the community including NGOs and residents, in addition to local government based on a mid- and long-term perspective.

● Lessons Learned from Planning and Implementation

- Establish multiple-level counterparts depending on the authority of local government (provincial and district/municipality).
- Develop capacity of local administrations balanced between theory and practice.
- Strengthen the coordination with various stakeholders such as the local community, NGOs, universities, and private organizations.
- Utilize the leadership of the heads of regional governments.



JICA Program Evaluation (from page 41)

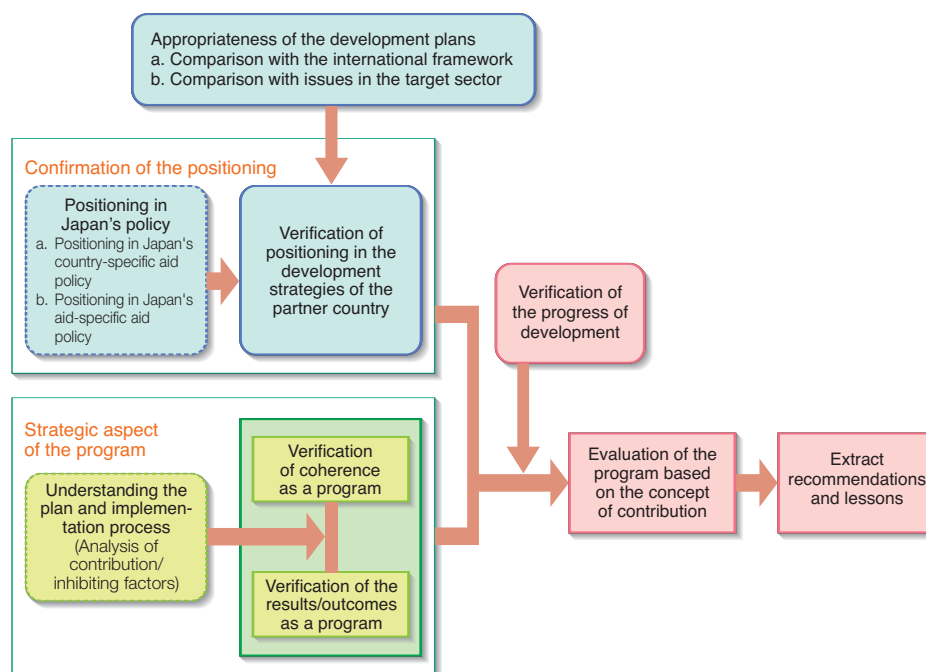
JICA programs represent a cooperation framework which has clear-cut mid- and long-term scenarios, and focuses on a more organic combination of inputs and coordination with other aid agencies. As part of efforts to strengthen its programs, JICA has developed and practiced a method of evaluating JICA programs.

In fiscal 2006, JICA evaluated its programs implemented in four countries: Indonesia, Bolivia, Ghana, and Afghanistan. Positioned more like a mid-term evaluation, these evaluations are aimed at drawing recommendations for strengthening the strategy of future JICA programs as mid-term evaluations.

Evaluation Framework

The evaluation of JICA programs is mainly conducted in the following three steps:

- 1) Confirm the positioning and priority levels of JICA programs in Japan's aid policies and the developmental strategies of partner countries.
- 2) Assess the consistency and relations among constituent elements of each program with a focus on its strategic characteristics.
- 3) Evaluate each program based on the concept of "contribution" in view of collaboration and coordination among partner countries, Japan, and other aid agencies.



[JICA program evaluation in Fiscal 2006]

When the evaluation results of each program were compared and assessed, it was found that program goals were classified at the "cross-sector level" (Indonesia) targeting a number of sectors, the "sector level" (Ghana and Afghanistan) targeting a specific sector, or the "sub-sector level" (Bolivia) aimed at lower-level objectives at the sub-sector level. It is normally believed that the higher the level of program goals, the wider the scope of issues to be solved. However, some programs are apparently inadequate in achieving their goals because the issues addressed by each project, amount of inputs, and collaboration among the projects are insufficient, and their scenarios toward attaining the goals lack clarity. Conversely, other programs were found certain to achieve their program goals through collaboration between technical cooperation projects and volunteer programs, and the utilization of facilities improved by grant aid.

In view of these results, when setting a program goal and creating a scenario in the future, it is important to systematically assess: 1) policy priorities of the partner country and Japan, 2) causal relationships among development issues to be addressed by the program, and 3) the situation of assistance by other aid agencies. Moreover, it is important to review the achievable level of a program goal and the

target period for achieving it, the combination of projects, and collaboration with Japan's financial assistance and other aid agencies. Since most existing programs have inadequate goal indicators and numerical targets, it is also recommended to set appropriate indicators and targets in order to manage programs properly.



A JICA expert explaining newborn infant care (in Afghanistan)

JICA Program Evaluation Examples

Among the evaluation results of the “Regional Development Program of South Sulawesi” in Indonesia, “Program for Water Supply in the Poverty Area” in Bolivia, “Program for the Improvement of Health Status of People Living in Upper West Region” in Ghana, and “Health Sector Program” in Afghanistan which are described in the Annual Evaluation Report, this section introduces outlines of those in Bolivia and Ghana.

“Program for Water Supply in the Poverty Area” in Bolivia (From page 53)

[Program Outline]

Aimed at addressing the extremely low water supply rate and instability in terms of water quantity/quality in rural communities in cooperation with the underground water development program (for sinking wells) supported by grant aid cooperation, this program has been supporting more effective use of water supply facilities and community development assisted by technical cooperation projects and volunteer programs.

[Evaluation Results]

● Program Positioning

The program was found to address key development issues in accordance with the JICA Country Program and the National Plan on Basic Sanitation Services in Bolivia.

● Program Strategy

To achieve the program goal, grant aid was provided based on the ground water development strategy formulated through the development study. By combining a long-term expert, a community empowerment program, a technical cooperation project, and Japan Overseas Cooperation Volunteers, JICA has been addressing: 1) the promotion of utilizing water supply facilities and the establishment of a maintenance/management system, and 2) community development aimed at the use of a sustainable water system. Effective collaboration among the parties involved in this program is apparently in progress with Japan improving the water supply infrastructure through drilling wells, and with other



People rejoicing at a water supply

aid agencies and the Bolivian side developing water supply facilities.

● Evaluation

The program has consistently yielded outcomes and has a strong possibility of increasing the water supply rate in rural communities to 61.4% by 2010 - the program goal and indicator of supplying safe and sustainable drinking water.

● Recommendations and Lessons

Recommendations from this program include establishing an indicator to measure the safety and sustainability of water resources in addition to the water supply rate, and support for enhancing the monitoring capacities of the Bolivian side.

“Program for the Improvement of Health Status of People Living in Upper West Region” in Ghana (From page 59)

[Program Outline]

With its goal set at improving the health of residents in the Upper West region, this program is intended to upgrade access to health services and encourage health improvement activities by residents. For this purpose, JICA has been providing cooperation involving technical cooperation projects, volunteer programs, and the dispatch of experts cooperating with the upgrading of equipment through Japanese grant aid.

[Evaluation Results]

● Program Positioning

It was found that this program has been addressing the key development issues as called for in Japan’s Country Assistance Program, the JICA Country Program in Ghana, “The Ghana Health Sector 5-Year Programme of Work 2002-2006” and “Growth and Poverty Reduction Strategy II.”

● Program Strategy

It was found that the technical cooperation project, one of the constituent projects, has steadily made progress, with both grant aid and the technical cooperation project being mutually complementary in their approach to improving the referral system. On the other hand, it emerged that the period of achieving the project and program goal is inconsistent, and that the target area for cooperation is limited with regard to the program goal.



A student portrays the importance of washing hands in a sanitary education drama

● Evaluation

To achieve the program goal and contribute to Ghana’s development strategy, the program plan must be carefully reviewed, since there are still issues to resolve with respect to the program strategy.

● Recommendations and Lessons

The program goal must be changed from “improving residents’ health status” to allowing regional residents to enjoy quality primary healthcare. Furthermore, the recommendations call for a comprehensive approach toward regional expansion of cooperation outcomes and the improvement of access to healthcare in collaboration among projects and with other aid schemes and aid agencies.

Secondary Evaluation by the Advisory Committee on Evaluation (Part 4, from page 80)

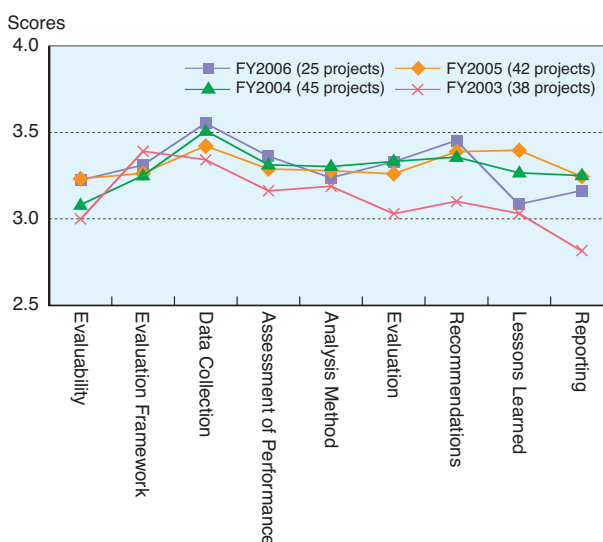
In order to increase the transparency and objectivity of evaluation, JICA has introduced secondary evaluation, in which the Advisory Committee on Evaluation checks the results of individual project evaluations conducted by JICA as internal evaluations. In fiscal 2007, 50 projects' terminal evaluations (primary evaluation) conducted by JICA in fiscal 2005 and 2006 were examined in terms of the quality of terminal evaluations and quality of project based on the reports. In addition, a new attempt was made to rate each project based on its evaluation results.

Quality of Terminal Evaluation

The quality of terminal evaluation was examined based on nine criteria, such as data collection, analysis, recommendations and lessons learned. As a result, all the scores averaged 3.2 or higher, exceeding the "medium" level of 3.0, thus reaching a certain level in terminal evaluation. Of those criteria, the evaluations of "data collection" and "recommendations" are relatively high, while those of "lessons learned" and "reporting" are relatively low. In addition, the quality of the terminal evaluation in fiscal 2004 and later is higher than that in fiscal 2003, and it is still maintained. Finally, it was found that the quality of terminal evaluation conducted by overseas offices is lower than that of headquarters.

Based on above results, some specific points to be considered by JICA for the improvement of quality in the primary evaluation were extracted, such as to concretely present recommendations and lessons learned which were extracted from the promoting and inhibiting factors, and to make more efforts for the improvement of the quality of evaluation conducted by overseas offices.

Year-to-Year Changes in the Quality of Evaluations (Average Scores)



Quality of Projects Based on Reports

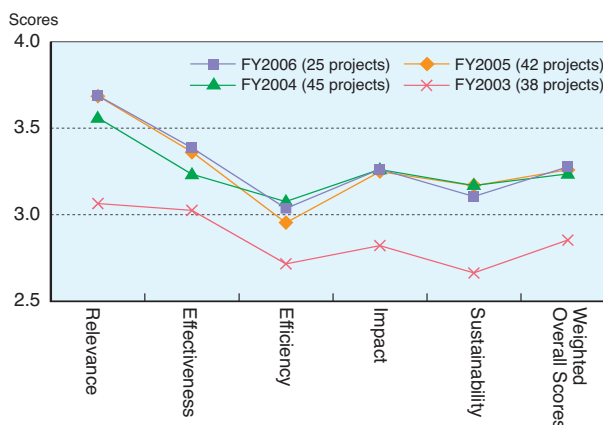
The "medium" level or above were secured in all the DAC's five evaluation criteria, namely, relevance, effectiveness, efficiency, impact, and sustainability. Of those, "relevance" is most highly evaluated, while "efficiency" is the lowest. The quality of the projects in fiscal 2004 and later is higher than that in fiscal 2003. Furthermore, with the sum of the scores weighted by the DAC's five evaluation criteria, the projects were rated as follows:

- A: Excellent project
- B: Good project
- C: Fair project
- D: Partially weak project
- E: Weak project

As a result, we found that as the years go by, projects rated B or higher increased, while projects rated D or lower decreased. When comparing projects rated high with those rated low, there was a great difference in scores in some viewpoints such as "achievement level of project purpose" in effectiveness. For further improvement of the quality of the projects, it is recommended to clarify the causal relationships

between project purpose and overall goal, and to set appropriate indicators and target values in project formulation.

Year-to-Year Changes of Project Evaluation by Secondary Evaluators (Average Score)

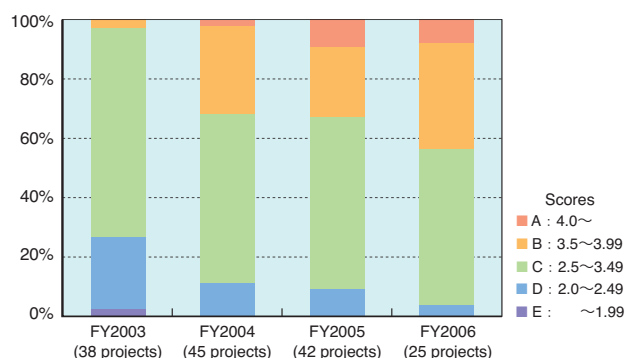


Overall Evaluation of Project by Secondary Evaluators Based on Terminal Evaluation Reports: Weighted Overall Score

Rank	Country	Project Name	Weighted overall score
1	Malaysia	The Project for the Capacity Building of National Institute of Occupational Safety and Health	4.23
2	Viet Nam	Forest Fire Rehabilitation Project	4.19
3	Senegal	Project on Safe Water and the Support of Community Activities	4.15
4	China	The Model Planning Project for Water-saving Measures in Large-scale Irrigation Scheme	4.12
5	Turkey	Geological Remote Sensing Project	4.12
6	Thailand	Appropriate Technology for Reduction of Agrochemicals in Northern Thailand	4.09
7	Turkey	Establishment of Industrial Automation Technologies Departments in Anatolian Technical High Schools	3.93
8	China	Research and Development Center Project on Sustainable Agricultural Technology	3.86
9	Brazil	Strengthening Agricultural Technical Support System for Small-Scale Farmers in Tocantins State Project	3.79
10	Trinidad and Tobago	The Project for Promotion of Sustainable Marine Fisheries Resource Utilisation	3.74
11	Niger	School For All	3.72
12	Brazil	The Project for Forest Conservation and Environmental Education in the Eastern Amazon	3.71
13	Indonesia	Coal Mining Technology Enhancement Project at Education and Training Unit for Underground Mining	3.64
14	China	Human Resource Development of Rehabilitation Professionals	3.62
15	Honduras	Project for the Improvement of Teaching Method in Mathematics	3.62
16	Thailand	The Project of the Japan-Thailand Technical Cooperation on Animal Disease Control in Thailand and Neighboring Countries	3.62
17	Viet Nam	Enhancing Capacity of Vietnamese Academy of Science and Technology in Water Environment Protection	3.61
18	China	The Sino-Japan Friendship Center for Environmental Protection Project (Phase 3)	3.58
19	Argentina	The Project of Research and Development of Pejerrey Aquaculture and Propagation	3.52
20	Eritrea	Basic Training for Reintegration of Demobilized Soldiers	3.51
21	Indonesia	The Empowerment of Water Users Association Project	3.51
22	Dominican Republic	The Technology Improvement Project for Irrigated Agriculture	3.47
23	Chile	Strengthening Japan-Chile Partnership Program (JCPP)	3.46
24	Philippines	Philippine Coast Guard Human Resource Development	3.37
25	Viet Nam	Japanese Technical Cooperation in the Legal and Judicial Field (Phase 3)	3.28
26	Indonesia	The Project for Strengthening Decentralized Environmental Management System	3.26
27	Chile	Rehabilitation for Disabled People Project	3.21
28	Syria	Project for Capacity Building of Faculty of Veterinary Medicine, Al Baath University	3.20
29	Panama	Panama Canal Watershed Conservation Project	3.14
30	Zambia	HIV/AIDS and Tuberculosis Control Project	3.07
31	Guatemala	Project for Vector Control for Chagas Disease	3.05
32	Pakistan	Balancing and Modernization of Workshop Facilities at PITAC, Lahore	3.02
33	Philippines	Gender Responsive Employability (Wage & Self) and Training	3.01
34	Ethiopia	Capacity Building of the Alemgena Training and Testing Center of the Ethiopian Roads Authority (ERA)	3.00
35	Micronesia	Extension of the Fisheries Training Project	2.99
36	Turkey	Technical Development of Sustainable Seed Production for Black Sea Turbot	2.98
37	Costa Rica	Project on Productivity Improvement for Enterprises	2.97
38	Thailand	The Project on the Strengthening of Anti-Corruption Capacity	2.95
39	Cambodia	Technical Service Center for Irrigation System Project	2.94
40	Bolivia	The Project for Strengthening Regional Health Network of Santa Cruz Prefecture	2.86
41	Indonesia	Freshwater Aquaculture Development Project	2.83
42	Rumania	The Project on Reduction of Seismic Risk for Buildings and Structures	2.81
43	Ethiopia	Participatory Forest Management Project in Belete-Gera Regional Forest Priority Area	2.79
44	Honduras	Project for the Promotion of Self-management Enterprises of Women in Rural Area	2.77
45	Indonesia	Technical Cooperation for Community Empowerment Program with Civil Society	2.60
46	Kenya	African Institute for Capacity Development (Phase 2)	2.58
47	Indonesia	Integrated Sediment-related Disaster Management Project for Volcanic Areas	2.49
48	Zambia	Cross Border Initiative Project	2.48
49	Tanzania	Strengthening of National Bureau of Statistics in Data Providing Service	2.41
50	Mexico	Assistance Plan for Small Producers in El Soconusco Region, the State of Chiapas	2.38

■ A: Excellent project
 ■ B: Good project
 ■ C: Fair project
 ■ D: Partially weak project

Year-to-Year Changes of Project Evaluation by Secondary Evaluators (Distribution)



In Response to Secondary Evaluation Results

JICA has revised evaluation guidelines, promoted the sharing of good practices, and conducted evaluation training for JICA staff based on results of secondary evaluation. In order to increase overall quality of its evaluation, JICA will continue to improve the quality of evaluation and cooperation through evaluation training for staff at both the headquarters and overseas offices.

