

2009

Annual Evaluation Report

JICA

Inclusive and Dynamic Development

Japan International Cooperation Agency

EVD

JR

10-02



PREFACE

The issues addressed by JICA are becoming increasingly complex and diverse. In addition to addressing programs for poverty reduction in Africa and reconstruction assistance to Afghanistan, mitigation measures and responses are needed to cope with the post-Lehman shock economic crisis, global warming, and other negative aspects caused by globalization.

To deal with these issues, JICA, after the merger in October 2008, has been striving to formulate projects that integrate the three schemes of assistance (Technical Cooperation, ODA Loan, and Grant Aid) and to conduct appropriate evaluations of their effectiveness.

This report outlines the project evaluations JICA conducted in FY2008. It is the second evaluation report published since the inauguration of the new JICA.

The report summarizes the ex-post evaluations of 85 projects of Technical Cooperation, ODA Loan, and Grant Aid. Brief overviews are also presented on the program-level evaluation results, as well as the status of JICA's evaluation system and the efforts to improve it.

JICA conducts the project evaluations bearing in mind accountability to the general public, as Japan's integrated ODA agency, as well as continuous improvement in terms of understanding the projects' results objectively to utilize them for making future projects more effective and efficient.

As this report highlights, JICA has made further progress in developing the evaluation method that is consistent across all three schemes of assistance, enhanced external evaluations in order to ensure objectiveness, applied a rating system on evaluation results, and expanded program evaluations. The evaluation method and process included some pilot initiatives, and beyond this fiscal year JICA will strive to make further improvements to the quality of its evaluations.

While the present status of ODA as a whole is about to be reviewed comprehensively, I believe it is essential that the present status of JICA's project evaluation is also further examined. I would be very pleased if this report serves to promote the peoples' understanding of and support for JICA's operations.

April 2010
Sadako Ogata, President
Japan International Cooperation Agency

A handwritten signature in black ink, which appears to read "Sadako Ogata". The signature is written in a cursive, flowing style.

.....Ex-post Evaluation of Technical Cooperation (2008)Ex-post Evaluation for an ODA Loan Project (2008)Ex-post Evaluation for ODA Grant Aid (2008)

Europe

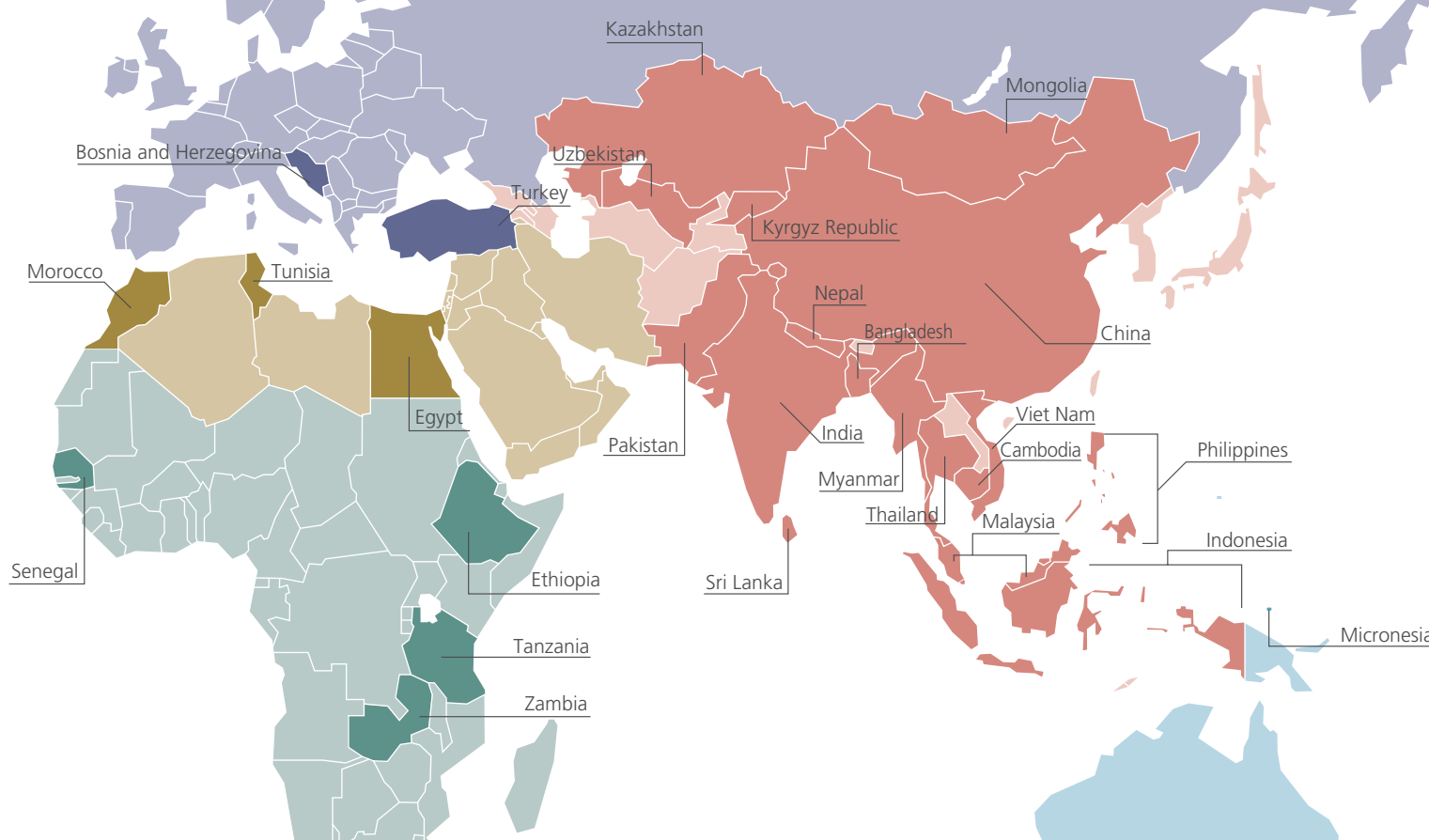
1 project 1 project P.64

- Bosnia and Herzegovina 1 (project)
- Turkey 1

Asia

12 projects 45 projects 2 projects P.35

● India 2 (projects)	● Nepal 2 (projects)
● Indonesia 11	● Pakistan 2
● Uzbekistan 2	● Bangladesh 2
● Kazakhstan 1	● Philippines 8
● Cambodia 1 • 1	● Viet Nam 2 • 3
● Kyrgyz Republic 1	● Malaysia 1 • 1
● Sri Lanka 7	● Myanmar 1
● Thailand 1 • 2	● Mongolia 1
● China 2 • 4 • 1	



Africa

4 projects P.57

- Ethiopia 1 (project)
- Senegal 1 (project)
- Zambia 1
- Tanzania 1

Middle East

3 projects 1 project P.56

- Egypt 1 (project)
- Tunisia 1 • 1
- Morocco 1 (project)

Latin America

9 projects 5 projects P.59

● Argentina 1 (projects)	● Paraguay 1 (projects)
● Columbia 1	● Barbados 1
● Costa Rica 1	● Brazil 2 • 1
● Dominican Republic 1	● Peru 3
● Panama 1	● Bolivia 1

Oceania

2 projects P.63

- Fiji 1 (project)
- Micronesia 1 (project)



*This report covers ex-post evaluations of projects which have been completed approximately two to four years before FY2008. Although many of the completed projects at the time were in the Asian region as shown in the diagram, the number of projects in the African region is expected to increase.

2009 JICA



Photographs by:
 Mika Tanimoto (top left)
 Hiromi Nagakura (top right)
 Sergio Ituo Masunaga (center, upper right)
 Yasuhiko Okuno (center)
 Kenshiro Imamura (bottom)

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	Topics
Part 2. Project-level Evaluation	External Evaluation by the Third Party
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Part 3. Program-level Evaluation	Ex-post Evaluation of Technical Cooperation and ODA Loans
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World Situation and Role of Japan's ODA

Each year, more issues requiring global attention are arising; climate change, food security, spread of infectious diseases, escalation of conflict, etc. To solve these urgent problems, Japan needs to further improve the quality of its contribution in concert with the international community. As one of the world's leading comprehensive aid organizations, JICA provides support to resolve the issues facing developing countries, using the most appropriate of the range of schemes of assistance.

Issues Facing Developing Countries and the International Community

Over 150 of the nearly 200 countries and regions in the world are developing countries. Global issues—poverty, hunger, environmental degradation, HIV/AIDS and other infectious diseases, and conflict—which disproportionately affect the developing world, cannot be solved by countries acting alone. Such problems transcend borders and continents and pose a grave threat to the entire international community, including Japan.

Japan relies on foreign imports for 80% of its energy resources and 60% of its food, and developing countries play a significant role as exporters. Additionally, exports to developing countries are a major driving force of the Japanese economy. Our livelihoods hinge upon interdependence with developing countries. The issues confronting developing countries, inhabited by over 80% of the world's population, are also Japan's problems.

In these circumstances, the international community too has enhanced its response. The United Nations (UN) adopted the UN Millennium Declaration in 2000, and compiled the Millennium Development Goals (MDGs) to solve the global issues of human development and poverty eradication. Comprised of 8 goals—poverty reduction, education, gender, health, environment, etc—, MDGs have 18 targets and 49 indicators, each with numerical benchmarks. With a deadline of 2015, governments, aid organizations, and NGOs are taking concerted action to reach these goals.

Japan actively supports the efforts to achieve the MDGs.

Millennium Development Goals and major targets

Eradicate extreme poverty and hunger	Halve, between 1990 to 2015, the proportion of people whose income is less than one dollar a day.
Achieve universal primary education	Ensure that, by 2015, children everywhere, boys and girls alike, will be able to complete a full course of primary schooling.
Promote gender equality and empower women	Eliminate gender disparity in primary and secondary education preferably by 2005, and in all levels by 2015
Reduce child mortality	Reduce by two-thirds, between 1990 and 2015, the under-five mortality rate
Improve maternal health	Reduce by three quarters, between 1990 and 2015, the maternal mortality ratio
Combat HIV/AIDS, malaria, and other diseases	Have halted by 2015 and begun to reverse the spread of HIV/AIDS
Ensure environmental sustainability	Halve, by 2015, the proportion of people without sustainable access to safe drinking water
Develop a global partnership for development	Develop an open, rule-based, predictable, non-discriminatory trading and financial system

Japan's ODA and its Role

A variety of organizations and groups including governments, international organizations, NGOs, and private companies carry out economic cooperation to support socioeconomic development in developing countries. The funds and technology that governments provide to developing countries for aid purposes are called Official Development Assistance (ODA).

ODA is classified into two broad types: bilateral aid and multilateral aid. The latter comprises financial contributions to international organizations, while bilateral aid is provided in the three forms of Technical Cooperation, ODA Loans, and Grant Aid.

Japan has been providing ODA since joining the Colombo Plan in 1954. For a decade between 1991 and 2000, it was the largest ODA contributor in the world. From 2001, however, Ja-

pan's ODA standing has been dropping despite a temporary rise in 2005. In 2008 (provisional figure), while Japan's ODA budget was 21.9% higher than the previous year and increased for the first time in three years, Japan still ranked fifth behind the US, Germany, UK, and France. Japan's ODA to Gross National Income (GNI) ratio was 0.18%, placing Japan at 21st among 22 OECD-DAC* member countries.

In contrast with Japan's shrinking ODA budget because of severe financial conditions, in recent years European and North American countries have expanded ODA as a means to strengthen efforts to tackle global issues, such as climate change and poverty reduction. In the context of these international trends and domestic administrative and financial reforms, the Japanese Government has worked towards ODA reforms.

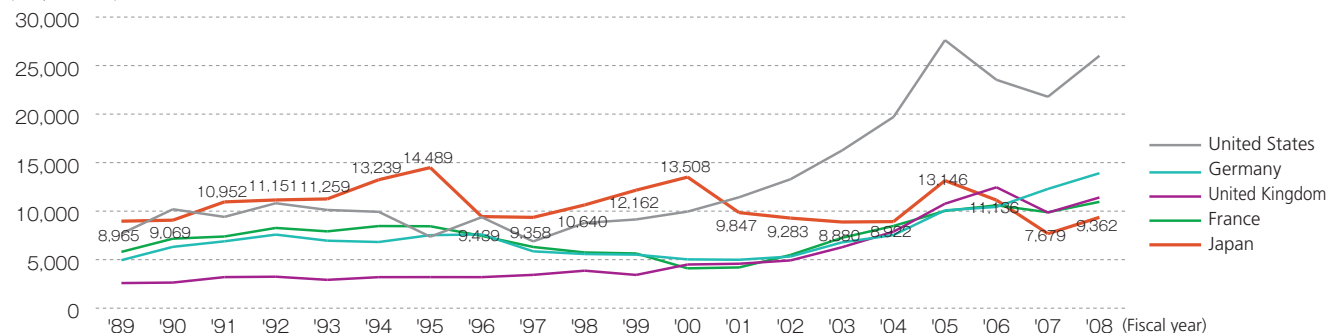
* Organisation for Economic Co-operation and Development / Development Assistance Committee

Aiming to integrate ODA implementation organizations along these reforms, Overseas Economic Cooperation Operations of the Japan Bank for International Cooperation (JBIC) and Grant Aid Operations of the Ministry of Foreign Affairs (excluding those which the Ministry of Foreign Affairs continues to directly implement for the necessity of diplomatic policy)

were transferred to JICA as of October 2008, effectively creating a "New JICA." Through this integration, the schemes of assistance previously implemented by separate organizations can be conducted in an integrated manner, laying the groundwork for carrying out international cooperation that better addresses the issues confronting developing countries.

■ Procession of Major DAC Countries' ODA (Net Disbursement)

(US \$ 1 million)

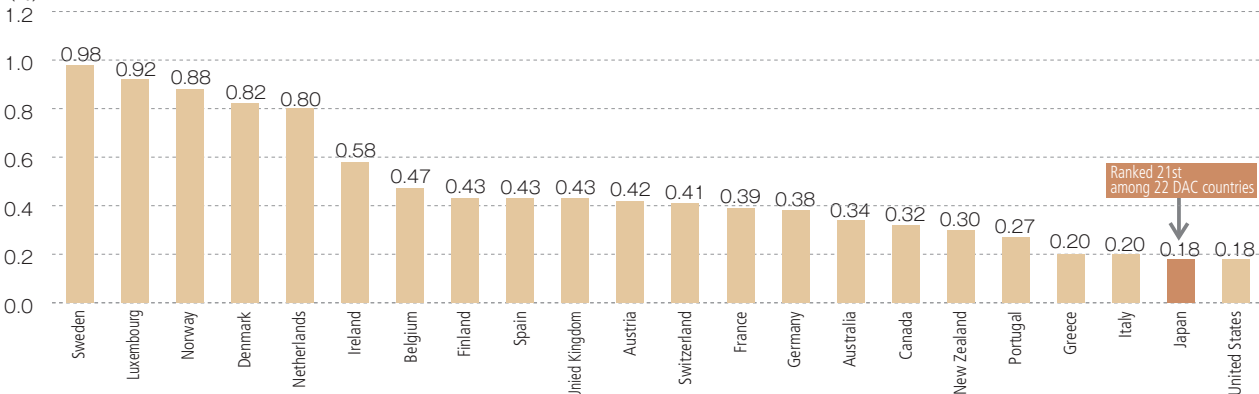


Source: OECD; DAC

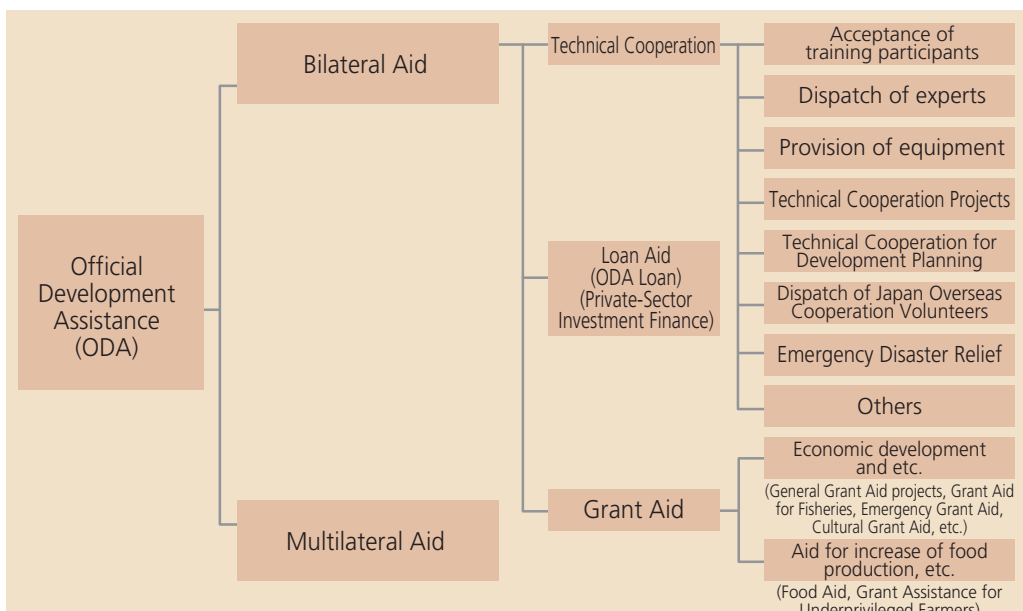
1. Excluding aid for Eastern Europe and graduate countries.
 2. Figures for the United States from 1990 to 1992 exclude military-related debt relief.
 3. With the exception of Japan, figures for 2008 are provisional.

■ Proportion of ODA to Gross National Income of DAC Countries

(%)



■ Economic Cooperation and ODA



JICA's Role

Except for contributions to international organizations, JICA is in charge of administering Japan's ODA, namely bilateral aid in an integrated manner (Technical Cooperation, ODA Loans, and Grant Aid).

► Technical Cooperation

Technical Cooperation is intended to contribute to human resources development in developing countries, develop and improve technologies appropriate to the local context, raise their overall level of technology, and set up or develop institutional frameworks and organizations, among others. It applies Japan's technology, know-how, and experiences, and supports developing countries through the acceptance of trainees, dispatch of experts, provision of equipment, and implementation of studies which assist policymaking and the planning of public projects.

► ODA Loans

ODA Loans refer to the provision of the development funds (yen) under long-term and substantially lower interest conditions, targeted for developing countries with a certain debt capacity. International Yen Loan and Overseas Investment Loans are the examples of this type of assistance. In particular, ODA

Loans are utilized for infrastructure development assistance requiring substantial financing.

► Grant Aid

Grant Aid is the provision of development funds to low-income developing countries with no obligation for repayment. It is allocated towards the development of basic infrastructure, such as schools, hospitals, wells, and roads, as well as towards the procurement of medicine and equipment. Some Grant Aid is implemented not by JICA but by the Ministry of Foreign Affairs for the necessity of diplomatic policy.

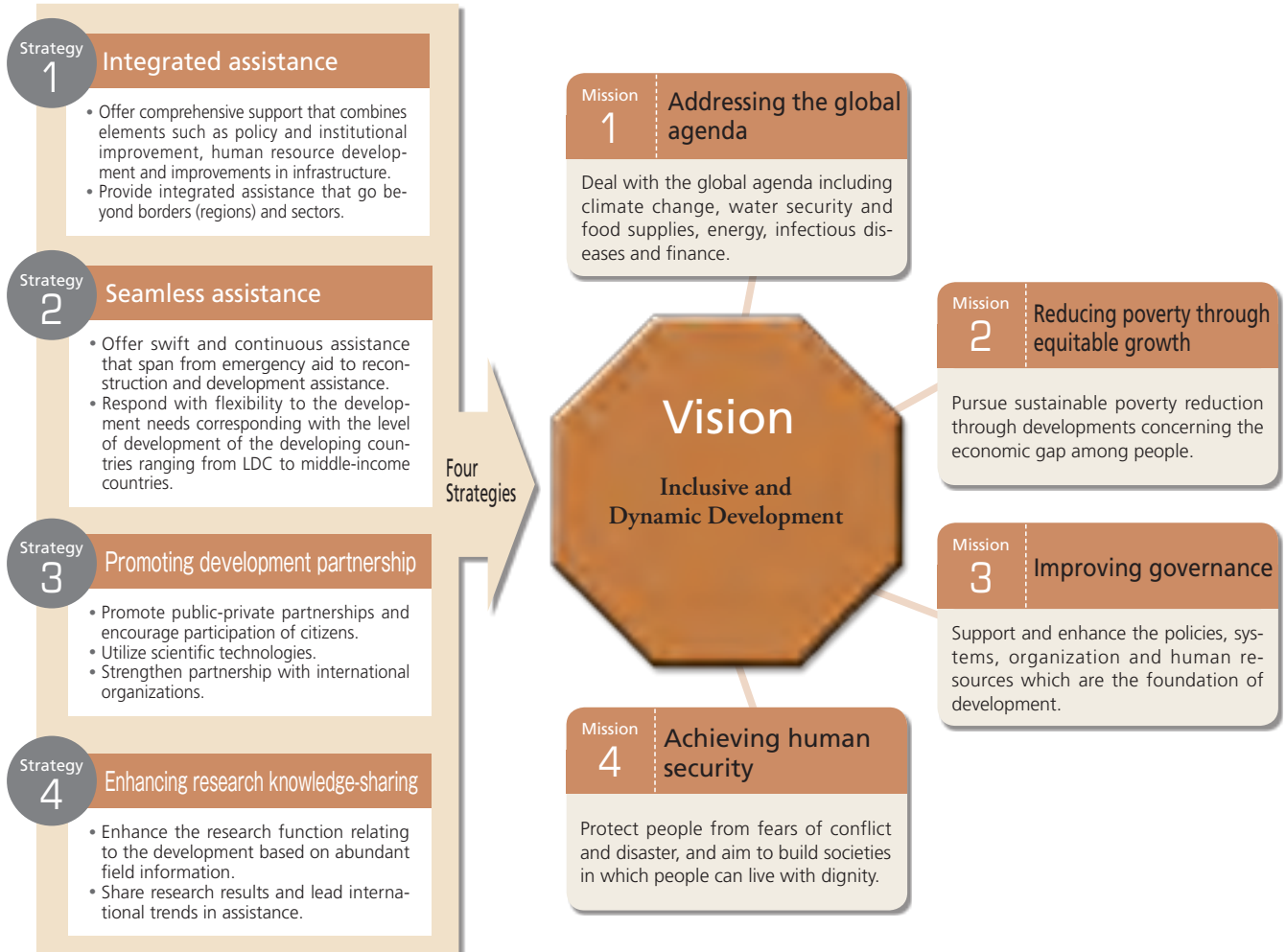
In addition, JICA is in charge of the dispatch of the Japan Disaster Relief Team that is mobilized when large-scale natural disasters occur overseas, provision of relief goods, as well as implementation of volunteer programs and development education assistance in Japan to promote participation in international cooperation.

JICA applies the most appropriate of the range of schemes of assistance, and provides support to resolve the issues facing developing countries through a combination of regional and thematic approaches.

Issues Addressed by JICA and its Strategy

Guided by the vision to realize "inclusive and dynamic development to achieve human security for all people of the world," JICA is more actively pursuing its four strategies to achieve the four missions below.

JICA's cooperation projects are implemented to fulfill this vision and these missions. By extension, evaluations of JICA programs will be conducted with priority given to contributing towards the achievement of the vision and missions.



*LDC: Least Developed Countries

Part 1

Project Evaluation in JICA

Chapter 1. What is JICA's Evaluation System?

Chapter 2. Efforts to Improve its Evaluation

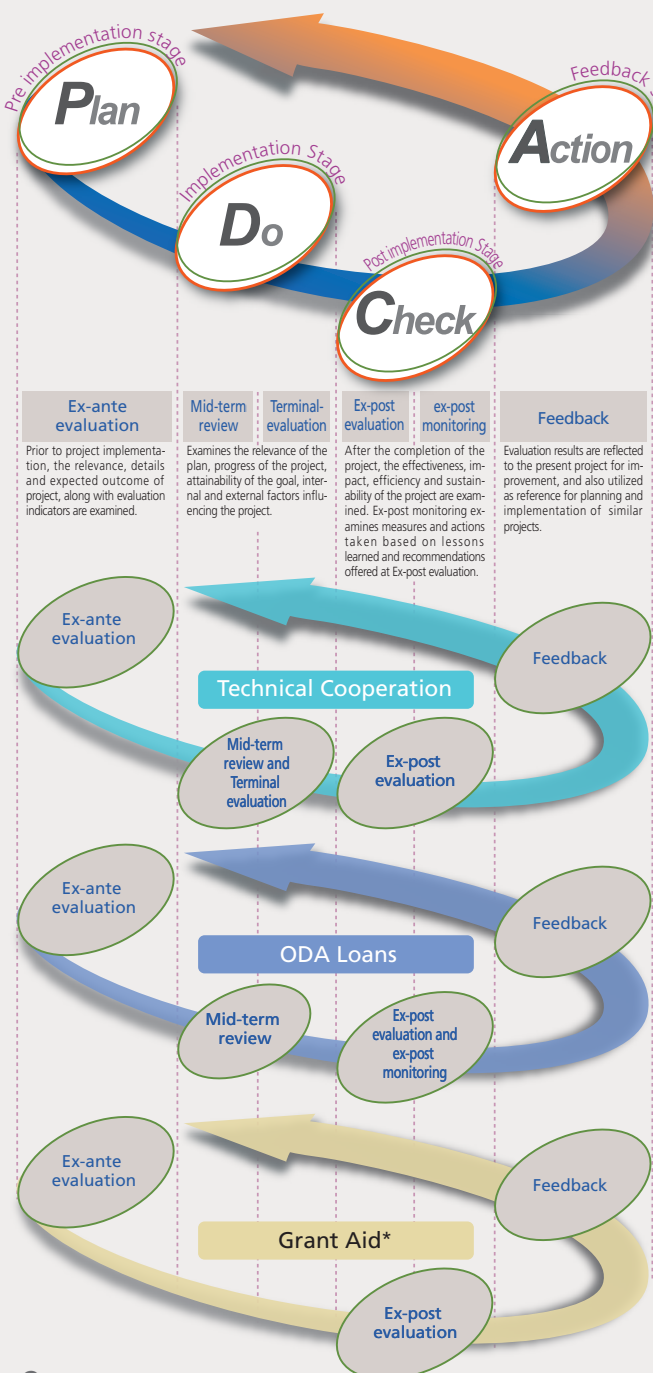
Chapter 3. Topics

The Evaluation System in JICA

In an effort to improve its projects and ensure accountability to the Japanese tax payers, JICA has introduced an evaluation system that will apply to each and every project, based on a PDCA (Plan, Do, Check and Action) cycle.

1 Consistent throughout the project by reflecting project's PDCA cycle

The PDCA cycle is a management cycle that promotes the continuous improvement of project activities. It has four steps; Plan, Do, Check and Action. For all projects, regardless of the schemes of the assistance, JICA's evaluation is conducted based on the PDCA cycle. Considering the characteristics of the scheme of assistance, such as the assistance period and timeframe for expected results, JICA conducts the evaluation within a consistent framework at each stage of the project (planning, implementation, post-implementation and feedback). By conducting the evaluation at each stage of the PDCA cycle, it aims to improve the development impact from the project. Evaluation details at each stage shall be introduced from page 10 onwards.



2 Coherent methodologies and criteria for all three schemes of assistance (Technical Cooperation / ODA Loans / Grant Aid)

JICA has developed an evaluation system that provides cross-sectional methodologies and criteria applicable to all schemes of assistance. With JICA taking over the evaluation of Grant Aid in FY2009, it will continue to focus on establishing a consistent evaluation system applicable to all three assistance schemes.

JICA aims to conduct the evaluation and utilize the results based on a consistent philosophy and a standard evaluation framework, while it takes into consideration the characteristics of each assistance scheme. Specifically, an evaluation framework that reflects:

- 1) Project-level evaluation based on the PDCA cycle,
- 2) Evaluation applying the DAC criteria for evaluating development assistance introduced by OECD-DAC (Organisation for Economic Co-operation and Development/Development Assistance Committee) and internationally accepted as ODA evaluation method, and
- 3) Publication of evaluation results based on a standard rating system. (See page 19)

Evaluation perspective applying the five DAC criteria

Relevance

Does the goal of the aid activity meet the needs of beneficiaries? Are the activities and outputs of the project consistent with the overall goal and the attainment of its objectives? Is the aid activity consistent with the recipient country's policy and donor assistance policy?

Effectiveness

Examines the degree to which the project attains its objectives.

Efficiency

Measures the outputs in relation to the inputs to determine whether the aid uses least costly resources possible to achieve the desired results.

Impact

Examines positive and negative changes in long-term, extensive effects and attainment of overall goal as a result of the development intervention.

Sustainability

Measures whether the activities and effects of the project likely to be maintained after the termination of the project.

*In FY2009, JICA started carrying out the evaluation of Grant Aid projects it took over, including ex-post evaluation.

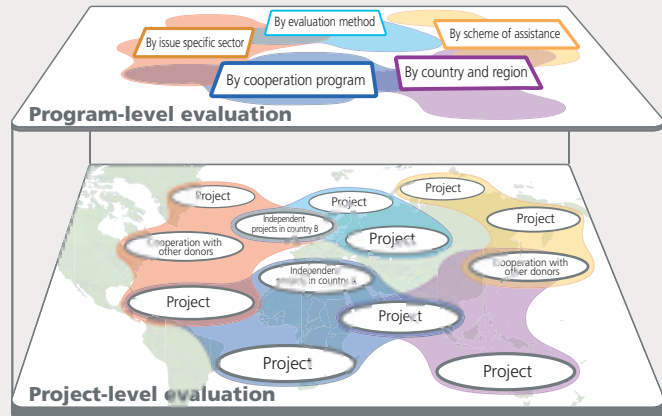
Evaluation system in JICA has 5 features shown on the right.



- 1 Consistent throughout the project by reflecting project's PDCA cycle
- 2 Coherent methodologies and criteria for all three schemes of assistance (Technical Cooperation / ODA Loans / Grant Aid)
- 3 Cross-sectional and comprehensive evaluation offered at program-level evaluation
- 4 Ensure objectivity and transparency
- 5 Emphasize utilization of evaluation results

3 Cross-sectional and comprehensive evaluation offered at program-level evaluation

DAC defines program evaluation as “evaluation of a set of interventions, marshaled to attain specific global, regional, country, or sector development objectives.” Program evaluation is a comprehensive and cross-sectional evaluation and analysis of multiple projects, grouped together according to a specific development issue (e.g., primary education, maternal health) or type of cooperation (e.g., community empowerment program, emergency disaster relief program). The goal of evaluating individual projects under a common theme by specific viewpoint is to derive recommendations and lessons learned which can be shared across projects. In addition to specific development issues and type of cooperation, in future evaluations JICA will evaluate projects based on country, region, and assistance methodology. JICA will also be taking steps to evaluate “cooperation programs”, which are part of a strategic framework to support developing countries achieve specific mid- and long-term development objectives.



4 Ensure objectivity and transparency

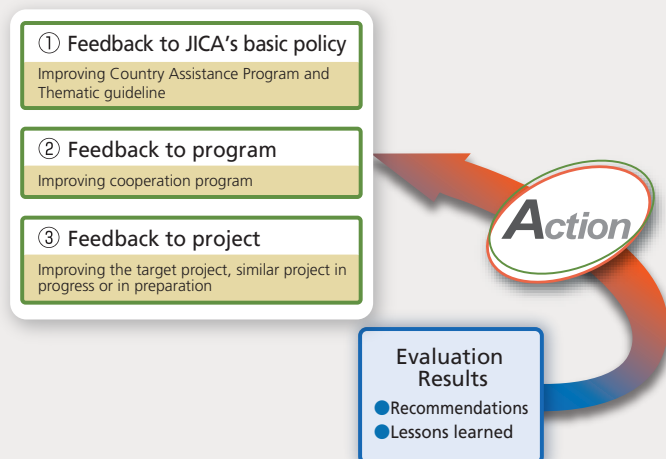
JICA aims to ensure objectivity and transparency in its evaluation. Ex-post evaluations which require objectivity for all three schemes of assistance are already conducted by JICA's external evaluators (external evaluations), and the findings are made available on the JICA website. JICA will further advance efforts toward better objectivity and increased transparency in the process of evaluation.

JICA has established an Advisory Committee on Evaluation, consisting of third party experts in order to improve the quality of evaluation and objectivity of evaluation results. The Advisory Committee also provides advice on evaluation policy, as well as on the evaluation structure and overall system. This ensures that the viewpoints of the external experts are reflected in the project evaluation system. (See page 18)

5 Emphasize utilization of evaluation results

JICA's project evaluation not only offer evaluation results but also strengthens the feedback system. The results from each evaluation stage are reflected to the “Action” phase within the PDCA cycle. This feedback is utilized as recommendations for improvement of the present project and/or lessons learned for similar projects that are in operation or in preparation. JICA intends to further reflect feedback to its cooperation program and JICA's basic structure of cooperation policy such as Country Assistance Program and Thematic Guideline.

At the same time, JICA makes efforts to reflect evaluation results to the project, program and precedent policy such as development policy of the recipient government, through offering the feedback of evaluation results to the recipient government or conducting joint evaluation.



All evaluation results are published at JICA's website. <http://www.jica.go.jp/english/operations/evaluation/>

Pre implementation stage (Ex-ante Evaluation)

In order to determine the necessity of the project as well as to set targets for outcome, JICA conducts ex-ante evaluation and publishes the results in "Ex-ante Evaluation Report".

Evaluation at pre implementation stage

JICA conducts "Ex-ante Evaluation" prior to project implementation, in which it examines the relevance and effectiveness of the project as well as the content of project.

Using Evaluation Results

The results from Ex-ante Evaluation will be reflected to the decision-making for project implementation and project contents. Once the project starts running, subsequent evaluations are conducted using the evaluation design and indicators set at the time of the Ex-ante Evaluation.

Ex-ante Evaluation


An Ex-ante Evaluation is conducted for all projects to reflect past lessons learned and confirm the relevance of projects prior to their implementation, as well as to formulate a plan for evaluating the projects after their commencement. These evaluation results are published on JICA's website as soon as project is adopted (URL: http://www.jica.go.jp/english/operations/evaluation/oda_loan/economic_cooperation/index.html).*

Comparison of evaluation at pre implementation stage

	Technical Cooperation	ODA Loans	Grant Aid*1
Evaluation Scheme	Ex-ante Evaluation		
Timing	Prior to project implementation		
Target	All projects*2	All projects	Based on Policy Evaluation Act, project with size of 1 billion yen and over.
Evaluator	Internal evaluation	Internal Evaluation	Internal Evaluation
Evaluation Method and Viewpoint	Based on the five DAC evaluation criteria, examine necessity and relevance of projects as well as the basic cooperation plan drawn up earlier.	Using the five DAC evaluation criteria check necessity, relevance, purpose, content, impact and risk in order to examine appropriateness of project plan comprehensively.	Based on the five DAC evaluation criteria, check necessity and expected impact as well as examine basic project plan drawn up earlier.
Number of Evaluation performed in 2008	86 projects	53 projects	27 projects (by MOFA)

*1. Projects conducted by MOFA as of FY2008. JICA will start evaluation from FY2009.

*2. Brief evaluation is applied to projects smaller than JPY200M.

Technical Cooperation	Example of Ex-ante Evaluation-1
 Irrigation Management and Development Capacity Building Project	
	Cambodia

► Situation at the target area (Project background)

In Cambodia, agriculture is a key industry. Approximately 30% of its GDP is derived from it and 65% of its workforce is engaged in agriculture. Poverty reduction through rural economic growth is one of the priorities of the Cambodian Government. However, due to prolonged civil war, the number of irrigation technicians with practical skills and experience has been declining markedly, and the nation's only irrigation department which had been established at an engineering university was abolished. As a result of the structural and organizational weakness of technician training, many of the irrigation structures essential for agricultural production are faced with inadequate maintenance and functional decline.

► Results from the Ex-ante Evaluation: Necessity and relevance of JICA's assistance

● Consistency with recipient's country policy and Japan's policy

The Cambodian Government's development policy identifies water resources and irrigation management as a high priority issue. The Strategy for Agriculture and Water 2006-2010 of the agriculture and water task force, comprised of the government, donors, and aid organizations, also attaches importance to land and water utilization planning based on a river basin approach, as well as irrigation management and development.

Agricultural and rural development and improved agricultural productivity are part of Japan's aid policy for Cambodia, and as such, Japan places importance on cooperation for irrigation structural maintenance and water management system improvements. This project is also in line with JICA's Country Assistance Program.

Therefore, the implementation of this project is highly relevant.

*Ex-ante evaluation results only for ODA Loans are published on JICA's english website.

► Objectives of project

● Overall Goal

Agricultural productivity in the target area is stabilized through efficient water resource management realized by improved technical capacity of the Ministry of Water Management and Meteorology and Provincial Department of Water Resources and Meteorology in agricultural river basin management and development

● Project Purpose (Outcome)

Irrigation projects are properly planned, implemented and operated in the target area of the Project

► Content of project

● Some of the main activities to enhance the functions of the Technical Service Center (TSC)


- ① Train TSC technicians on basin irrigation management and development
- ② Train TSC technicians on irrigation infrastructure
- ③ Plan, launch, and implement training course for technicians of the Ministry of Water Resources and Meteorology (MOWRAM) and provincial departments of water resources and meteorology (PDWRAM)
- ④ Formulate MOWRAM mid- and long-term human resources development plan for irrigation and water resources management

● Some on the main activities to establish TSC technical assistance mechanism

- ① Select sites for the model irrigation projects in the targeted area
- ② Support DWRAM in model districts to plan, design, establish, maintain, and manage model irrigation program
- ③ Support DWRAM in model districts to conduct participatory irrigation management including farmers and others
- ④ Draft irrigation program manual for PDWRAM
- ⑤ Create manual on water supply pipe linkage and repair



Farmers participating in construction and maintenance of water channel

ODA Loans	Example of Ex-ante Evaluation-2
	Guwahati Water Supply Project
	India

► Objectives of project

To provide safe and stable water supply service that will meet the surging demands for water by expanding existing and constructing new water supply facilities in the South Central and North wards of Guwahati, Assam state, thereby contributing to improvement of the living conditions of local residents.

► Content of project

1 Development of water supply facilities: Construction of water intake facilities / treatment plants / distribution reservoirs / transmission network and placement of water meters and SCADA (supervisory control system), etc.

2 Consulting services: Support for construction of water supply facilities and organization capacity development of Guwahati Jal Board (to be newly founded)

► Relevance and necessity of project

● Current situation and issues of target region and sector

Guwahati, the project site, is the main city in Assam state in the North-East of India, and is developing rapidly around the oil and tea industries. Additionally, the population is expected to double by 2025. There is a profound supply-demand gap in the city's water supply, and improvements in the tariff structure and collection frameworks, as well as the introduction of appropriate operation management methods for water supply facilities are imperative.

● Consistency with India's policy

In its Eleventh Five Year Plan (2007–2012) the Indian Government has outlined a goal of providing water supply and sanitation facilities to all the urban population by 2011-2012.

● Consistency with Japanese policy

This project, for the supply of adequate and safe drinking water and the remediation of public sanitation conditions taking into account the rapidly growing urban population, is in line with the priority goal of Japan's Country Assistance Program for India of "improvement of the poverty and environmental issues".

Therefore, this project is highly necessary and relevant.

► Project impact and evaluation indicators

The project will be implemented from March 2009 to January 2017, and will be completed at the termination of the consulting services. Performance indicators (operation and effect indicators) are listed in the table below.

Performance Indicators (Operation and Effect Indicator)

Indicator	Baseline (Actual Value in 2008)	Target (2019) Expected value 2 years after completion
Population served (1000 persons)	289	930
Percentage of population in target areas served	Roughly 30%	100%
Water supply (m ³ /day)	44,900	186,000
Rate of facility utilization	South central: 57% North: 43%	South central: 81% North: 79%
Water quality (at the tap)	—	Less than or equal to contamination level 1 Less than or equal to color level 5
Water leakage ratio	South central: 38% North: 15%	South central: 10% North: 10%
Available water per capita per day (ℓ)	South central: 135 North: 70 - 100	South central: 135 North: 135

Implementation stage (Mid-term review and Terminal Evaluation)

During the project implementation period, JICA performs a mid-term review and terminal evaluation in order to assess relevance of the project plan, attainability of goals and effectiveness, and to examine internal and external factors affecting the projects.

Evaluation at implementation stage

JICA conducts “Mid-term Review” and “Terminal Evaluation” for on-going projects. These are intended to examine the relevance, progress, attainability of goals and the internal and external factors.

Using Evaluation Results

The results from these will be utilized in revising the project plan and project management system, and decision-making on the termination or continuation of projects. Lessons learned from the evaluation will be utilized for the improvements of similar projects in the future.

The following are evaluations for on-going projects.

These evaluation results are available on JICA's website as below.

Mid-Term Review: http://www.jica.go.jp/english/operations/evaluation/oda_loan/review/index.html

Terminal Evaluation: http://www.jica.go.jp/english/operations/evaluation/tech_and_grant/project/term/

Mid-term Review


Typically conducted on relatively long-term projects after a lapse of time from the project launch, the purpose is to examine the relevance and to analyze attainability of its goals in terms of effectiveness and efficiency, as well as analyze the support factors and project obstacles and their respective trends. The results from this evaluation would be applied to project plan revisions. As regards ODA Loan projects including large and complex civil engineering work, a mid-term review (safety measure) to confirm the status of the safety measures is also conducted for special ODA Loan projects and Special Terms for Economic Partnership (STEP) projects.

Terminal Evaluation

This is usually conducted about six months prior to project termination. The purpose is to examine the attainability of project outcome, efficiency and sustainability, so that JICA can draw up the project plan of the remaining period with the recipient's government and decide the prospects of terminating the project and/or necessary follow-ups in the future. This is the evaluation and monitoring scheme unique to Technical Cooperation projects where effectiveness is examined during the implementation phase.

■ Comparison of evaluations at the implementation phase

Evaluation Scheme	Technical Cooperation		ODA Loans
	Mid-term Review	Terminal Evaluation	Mid-term Review
Timing	At mid-point of project	6 months prior to project termination	5 years after signing of loan agreement
Target	Technical Cooperation Project with term longer than 3 years	All projects	Projects that need to be checked at the mid point, that contain negative outcome factors or with less desirable progress.
Evaluator	Internal Evaluation (conducted jointly with recipient's government)		External Evaluation
Viewpoints and methods	Based on the five DAC evaluation criteria, evaluate the project impact. If necessary, results are used to revise original plan or improve management system.	Based on the five DAC evaluation criteria, evaluate the project impact comprehensively. Results will help to determine the termination of project and the necessity of follow-up.	Among the five DAC evaluation criteria, relevance, efficiency and effectiveness are examined. If necessary, results are used to revise original plan or improve management system.
Number of evaluation performed in FY2008	61	115	6

ODA Loans	Example of Mid-term Review
	Urgent Rehabilitation Project of Tanjung Priok Port
	Indonesia

▶▶ Objectives of project

This project aims to promote efficiency of shipping by widening and deepening the existing shipping lanes, thereby contributing to enhancement of Tanjung Priok Port's functions as an international hub port with capacity to meet future surges in demand.

▶▶ Reason why it was selected as a review target

To assess the impact on relevance and effectiveness of the changes being made to the workplan due to the delayed project's start, e.g., part of the improvement of Port Inner Roads included in the original scope of work was commenced with the Indonesian Government's own funds.

▶▶ The results from Mid-term Review


● Re-examine "Relevance"

Policy Level: The project is in line with Indonesia's national development policy (RPJM 2004-2009) and with the Ministry of Transportation's Rencana Strategis (RENSTRA 2000-2004 and 2005-2009) which aims to secure safety for marine navigation of vessels. Therefore, relevance remains high.

Development Needs: The container handling volume of Tanjung Priok Port (largest port in Indonesia) has been increasing year by year and has already exceeded its maximum capacity. Early commencement of the widening and deepening of an access channel is imperative to meet the increasing demand. Relevance is very high.

● Performance indicators for measuring "Effectiveness"

Regarding cargo amount, it is suggested that the relevant indicators available be referred to at the ex-post evaluation stage to supple-

Technical Cooperation	Example of Terminal Evaluation
	Healthy Municipalities Project in the Northeast Brazil
	Brazil

▶▶ Project background

Northeast Brazil has a high infant mortality rate due to inadequate public health infrastructure and local inhabitants' lack of basic knowledge about sanitation. From 1995 to 2000 JICA conducted the "Public Health Development Project for Northeast Brazil in Pernambuco" and contributed to lowering the infant mortality rate in the pilot area. Nevertheless, the health and social development indices for the pilot area remain low, and a technical cooperation project aimed at developing a model of social mechanism necessary for improving human development indices in the area, based on the experience and know-how obtained from the aforementioned project, was requested.

▶▶ Objectives and summary of project

● **Overall Goal:** To improve the quality of life of the participating municipalities' inhabitants within the State of Pernambuco, where "Healthy Municipalities" activities are implemented.

● **Project Purpose (Outcome):** To establish a mechanism in the State of Pernambuco by which local people and administrative authorities work together to implement "Healthy Municipalities".

● **Project Summary:** The quality of health and life of people living in the targeted area will be improved through a health promotion approach jointly implemented by the Federal University of Pernambuco

Examples of safety measure mid-term review

Turkey "Seismic Reinforcement Project for Large Scale Bridges in Istanbul": The review recommended that the implementing agency continuously attend monthly safety patrols and implement first aid training. Lesson learned was that since subcontracting firms will be utilizing certified integrated management systems in future projects, Japanese companies as prime contractors will also need to be able to do this.

Uzbekistan "Tashguzar-Kumkurgan New Railway Construction Project": The review recommended updating manual and operating procedure. Lesson learned was that achievable goals and harm-minimizing measures need to be established as it is statistically impossible to have "zero disaster".

ment existing operation and effect indicators. Regarding the number of passengers, since foreign passenger vessels may call the port, it is appropriate to continue to monitor these indicators. Qualitative impacts expected at the appraisal stage (improved efficiency of ship traffic and safety, and improved access) were still considered valid at the mid-term review stage.

● Factors impacting its "Effectiveness"

Coordination with technical assistance: During 2002-2003, a master plan for the port was created based on JICA's development study. During 2005-2006, detailed designs and bidding documents were prepared for the port's urgent rehabilitation project, and some master plan design concepts were modified.

and State Government of Pernambuco.

▶▶ The results from Terminal Evaluation

● **Relevance:** This project is highly relevant because the project purpose corresponds with the development strategy of the State of Pernambuco that aims to alleviate poverty and improve the people's quality of life, with the local needs in the pilot municipalities, and with Japan's assistance policy for Brazil.

● **Effectiveness:** The ability of the supporting agencies to support a "Healthy Municipalities" mechanism has improved, as well as the implementing ability at the municipal executive level. As a result, a mechanism for "Healthy Municipalities" is being established, and this mechanism is spreading to other regions. This project is highly effective.

● **Efficiency:** The equipment provided is being fully utilized. The attendance of promoters at the training in Japan, including both policymakers and mayors from the administrative side as well as local people, had a synergy effect and contributed to project implementation. The project inputs have had a large impact; the efficiency of the project is high.

● **Sustainability:** The mechanism for "Healthy Municipalities" has been established, the roles of individual agencies have been identified, and the foundation for sustainable activities has been built. Since the ideal of "Healthy Municipalities" corresponds with the State development strategy, there is high policy sustainability (contingent on the continuation of the current administration).

Post implementation stage (Ex-post Evaluation and Ex-post Monitoring)

JICA performs Ex-post Evaluation and Ex-post Monitoring in order to evaluate terminated projects comprehensively and monitor if effectiveness, sustainability and impact continue to materialize after the project termination.

Evaluation at post implementation stage

JICA performs “Ex-post Evaluation” and “Ex-post Monitoring” after project termination. Comparing with other evaluation schemes, evaluations at post implementation stage place more importance on the aspect of accountability, therefore “External Evaluation” is encouraged.

Using Evaluation Results

The lessons learned and recommendations gathered from these evaluations will be applied towards improving the target project, as well as to the planning and implementation of similar projects in the future.

The followings are types of evaluations.

These evaluation results are available on JICA's website as below.

Ex-post evaluation (Technical Cooperation): http://www.jica.go.jp/english/operations/evaluation/tech_and_grant/project/ex_post/

Ex-post evaluation (ODA Loan): http://www.jica.go.jp/english/operations/evaluation/oda_loan/post/

Ex-post monitoring (ODA Loan): http://www.jica.go.jp/english/operations/evaluation/oda_loan/monitoring/

Ex-post evaluation (Grant Aid): http://www.jica.go.jp/english/operations/evaluation/grant_aid/index.html

Ex-post Evaluation

All three assistance schemes are subject to ex-post evaluation. Aiming for a comprehensive evaluation after the completion of each project, JICA conducts evaluation using DAC's five evaluation criteria. One characteristic of this evaluation is the application of a standardized rating system*1 for all three schemes in order for the published results to be easily understood. As all three schemes were using different methods for the ex-post evaluation, JICA is now developing an integrated rating methodology.

Ex-post Monitoring

This is usually conducted 7 years after project completion of Japanese ODA Loan projects, where there were concerns in project effectiveness and its sustainability as the results from ex-post evaluation. Ex-post monitoring re-examines the effectiveness, impact, and sustainability as well as monitors the progress from recommendations drawn from the ex-post evaluation phase. Through these, it aims to extract lessons learned and recommendations necessary for the project impact to be sustained and improved as a whole.


■ Comparison of evaluations at the post implementation stage (FY2008*2)

Evaluation Scheme	Technical Cooperation	ODA Loans		Grant Aid
	Ex-post Evaluation	Ex-post Evaluation	Ex-post Monitoring	Ex-post Evaluation*3
Timing	3 years after project termination	2 years after project completion	7 years after project completion	4 years after project completion
Target	Projects with input of JPY200M and more	All projects	Projects with concerns on effectiveness and sustainability	General Grant Aid projects and all Fisheries Grant Aid projects
Evaluator	External Evaluation			Mainly Internal Evaluation (External Evaluation on some projects)
Viewpoints and methods	Based on the five DAC evaluation criteria, evaluate the ripple effects and sustainability of project impact. From 2008, rating system is introduced on a trial basis.	Based on the five DAC evaluation criteria, evaluate comprehensively and apply 4 level ratings on results.	Among the five DAC evaluation criteria, effectiveness and sustainability are examined to improve project.	On top of the five DAC evaluation criteria, publicity impact is added. 12 level ratings are applied to the results.
Number of evaluation performed in FY2008	31	52	11	66 (by MOFA) 2 (trials by JICA)

*1. See pages 19~ for outline and method for rating system.

*2. See page 19 for description of FY2009 ex-post evaluation system.

*3. Conducted by MOFA (excluding trials by JICA). From FY2009, JICA officially began evaluation of General Grant Aid.

Technical Cooperation	Example of Ex-post Evaluation
 Project on Energy Conservation Turkey	

►► Project background

As of 1997 Turkey's energy self-sufficiency ratio was below 50%. Coupled with the rapid surge in energy consumption, the ratio continued to decline year after year. The Turkish Ministry of Energy and Natural Resources required factories with large plants to appoint energy conservation managers, and to this end increased the training capacity of the National Energy Conservation Center (NECC).

►► Objectives of the project

● Overall Goal

To reduce energy intensity*1 at plants whose energy consumption levels were audited.

● Project Purpose (Outcome)

To strengthen the training, plant audit, policy formulation, and Information, Education, and Communication (IEC) capacity of NECC.

►► Project content


To enable NECC to promote energy conservation efforts, necessary facilities and equipment were provided and capacity for the training of energy managers and plant audit were transferred. A broad spectrum of IEC activities was conducted.

►► The results from Ex-post Evaluation

- **Effectiveness**
 - Improvement of NECC's training and IEC capacity contributed to the appointment of energy managers at 78% of targeted plants.
- **Impact**
 - It was confirmed that NECC's plant audit led to reductions in the plants' energy consumption and improved attitudes towards energy conservation.
 - 86% of participants of energy manager training responded that the training was beneficial and 69% are practicing energy conservation measures. Cases were also reported that simple energy conservation efforts made by training recipients are leading to changes in attitudes and actions of other workers.
- **Sustainability**
 - The enactment of the Energy Efficiency Law in 2007 led to more plants being required to appoint energy managers and a larger budget. The shortage of NECC trainers is a challenge.
 - New trainers are being trained and some training is being out-sourced. Therefore, the issue is expected to be resolved.
 - Increased demand for energy conservation is requiring the introduction of technologies for engaging in new fields of energy conservation (e.g., energy conservation in the construction and transport sectors, Energy Service Companies [ESCO]*2 projects, partnerships with SMEs).

*1. The amount of energy needed to carry out certain activities. It serves as an indicator to compare energy conservation efficiency.

*2. These projects provide comprehensive energy conservation services to plants and businesses, guarantee cost reduction, and receive remuneration from the achieved energy cost reduction.

ODA Loans	Example of Ex-post Monitoring
 Horticultural Produce Handling Facilities Project Kenya	

►► Objectives and outline of project

In Kenya, the export of horticultural produce is a vital source of foreign currency, and is a key industry vis-à-vis promoting and expanding the employment of small-scale horticultural farmers. To increase the incomes and alleviate the poverty of small-scale horticultural farmers, and develop Kenya's foreign exchange earning capacity through increased exports, quality preservation facilities were constructed to improve post-harvest processing of horticultural produce.

►► Reason why it became a target for Ex-post Monitoring

● Effectiveness at the time of Ex-post Evaluation

Due to substantial changes in the surrounding business environment of the horticultural industry during the period from the project's planning stages to the completion of the facilities, the pre-cooling/cooling facilities were not sufficiently utilized.

● Sustainability at the time of Ex-post Evaluation

The project's balance of payment needed to be improved.

● Recommendation at the time of Ex-post Evaluation

It was recommended that the Horticultural Crops Development Authority (HCDA) market to the export and domestic markets, secure

the trust of horticultural farmers, ensure own financial resources, develop human resources, and give consideration to leasing facilities to the private sector.

►► The results from Ex-post Monitoring

- **Effectiveness**

The executing agency HCDA modified the conventional business model of collecting produce from farmers, packaging, and selling it, to focus on leasing facilities to users. Ever since, the facilities are being used by multiple exporters and for the technical training of farmers (groups), and therefore, have higher levels of utilization.
- **Sustainability**

HCDA attaches priority to improving the facility utilization rate and is being operated through government subsidies.
- **Recommendation**

HCDA will need to continue to make efforts to further improve the utilization levels of the facilities, while taking into consideration that the market environment and the roles of exporters and middlemen vary across the regions, e.g., strengthening partnerships among farmer groups.

Program-level Evaluation

JICA conducts comprehensive evaluation and analysis on JICA's cooperation in relation to a specific theme or development goal, and the evaluation results are utilized for future cooperation planning and implementation to be more effective.

JICA's Program-level Evaluation

JICA performs "Program-level Evaluation" to comprehensively evaluate its cooperation in relation to specific themes or development goals. From this evaluation, the common recommendations and lessons learned are extracted by theme or goal and utilized for project implementation and future project planning. Program-level evaluation includes "Cooperation program evaluation" and "Thematic Evaluation".

Using Evaluation Results

Compared with the individual project evaluation, the recommendations and lessons learned from Program-level evaluation tend to be more general and provide more overall viewpoints. Therefore, it is applied to the improvement of extensive projects and/or overall plans and guidelines.

The followings are evaluations for program-level evaluations. These evaluation results are available on JICA's website (URL:http://www.jica.go.jp/english/operations/evaluation/tech_and_grant/program/index.html).

Evaluation on "Cooperation Program"

"Cooperation program" is provided as a strategic framework to assist developing countries achieving their specific mid to long term development goals. The New JICA intends to enhance the evaluation of these programs.

Thematic Evaluation

Thematic evaluation is conducted based on a specific theme, such as region, sector, and assistance methodology, and those of related projects are evaluated with the evaluation standard set for specific theme. Comprehensive analysis and examination of evaluation results make it possible to obtain the recommendations and lessons learned relating to the specific theme. Moreover, JICA conducts the evaluation based on evaluation methodologies in order to develop a new evaluation methodology.

Titles of Evaluation conducted (FY2008)

Technical Cooperation	ODA Loans
<p>Evaluation on Cooperation Program</p> <ul style="list-style-type: none"> ● Program on HIV Prevention (Kenya) ● Program for Water Resource Sector (Morocco) ● Arsenic Mitigation Program (Bangladesh) 	<p>Thematic Evaluation</p> <ul style="list-style-type: none"> ● Joint Evaluation on Four Donors' Assistance ~Transport Sector~ (Bangladesh) ● Thematic Evaluation on Operation and Maintenance Management in Water Supply Sector (Indonesia / Philippines) ● Impact Evaluation of Pasak Irrigation Project (1) (Thailand) ● Impact Evaluation on Walawe Left Bank Irrigation Upgrading and Extension Project Phase(1)(2) (Sri Lanka)
<p>Thematic Evaluation</p> <ul style="list-style-type: none"> ● Community Participation Approach Phase II (Panama / Honduras / Ghana) ● Distance Technical Cooperation (Philippines / Kenya) ● Long-term Technical Cooperation ~Technology and Education Sector~ (Indonesia / Thailand / Kenya / Senegal) ● Empirical Evaluation of Master Plan Study to Formulate Program Evaluation Method (China / Philippines / Zambia) 	

Example of Evaluation on Cooperation Program
Arsenic Mitigation Program*1
Bangladesh

» **Evaluation Theme**

To holistically examine the outcomes of JICA's support for Bangladesh's arsenic mitigation measures, and derive recommendations and lessons learned on the program's cooperation policy.

» **Outline of evaluation**

The evaluation confirmed the extent of contribution of JICA's Arsenic Mitigation Program in Bangladesh to its development objective, examined the program's strategy, and considered the program's realignment and JICA's cooperation policy.

» **The results from evaluation / recommendations and lessons learned**

The program is clearly aligned with the Implementation Plan for Arsenic Mitigation of Bangladesh and is consistent with international water and sanitation trends, Japan's international cooperation strategy, and JICA's guidelines. Therefore, the program is highly relevant.

The program also maintains consistency. The program scaled up its outcomes, while maintaining coordination with the Bangladeshi Government, donors, and NGOs. The scenario aimed at the achievement of the Implementation Plan is highly regarded. Efforts aimed at sustainable and positive spillover effects have been strengthened, and the program is expected to make further contribution.

It is advised that the program continues to focus on arsenic mitigation measures while mainstreaming the program into water and sanitation sector programs. The cooperation policy needs to shift from pilot assistance to a more highly versatile assistance centered on local resources. At the same time, it is necessary to restructure the cooperation approach to give further emphasis to policy assistance and consider cooperation activities that have an exit strategy.

Some of the lessons learned from the study are as follows. It is important to give careful consideration to external factors and to include the mechanism to secure the impact of the Program such as human resources development, and institution building within the Program itself. Other lessons mentioned were that the exit strategy should be discussed with the administrative agencies, local NGOs, and private organizations. Interdisciplinary techniques are also important for coping with issues.

Example of Thematic Evaluation
Empirical Evaluation of Master Plan Study to Formulate Program Evaluation Method
Zambia

» **Evaluation Theme**

To evaluate a group of projects proposed in a previously implemented regional integrated development master plan (hereinafter "M/P"), treating them as a pseudo program, and derive recommendations and lessons learned on program evaluation method.

» **Outline of evaluation**

The evaluation examined the strategy of projects which were proposed in the M/P of JICA's Study on the Project for Improvement of Living Environment for Unplanned Urban Settlements in Lusaka (2001) in Zambia, and also studied the results of the projects which were actually implemented. Additionally, it evaluated how the projects contributed to the achievement of the development objective using the "contribution" concept, and derived recommendations and lessons learned on future cooperation program design and program evaluation method.

Recommendations and lessons learned on program evaluation method

The longer the cooperation period and broader the scope of M/P or program, the greater the chances of deviation from initial predictions, due to, for example, changes in external factors and aging of the strategy, and motivational decline of the executing agency towards strategy achievement. At the cooperation program formulation phase, the strategy scenario should be considered, bearing in mind that such changes may occur. Nevertheless, it is difficult to envisage all of the changes at the planning phase. Therefore, by putting in place regular monitoring, a mechanism can be built into the program that enables it to react to changes in external factors and revise the strategy. In conducting the monitoring, it is desirable if the burden on the executing agency is taken into account and to consider conducting the study and evaluation collectively using the aid coordination framework.

» **The results from evaluation**

Lessons learned on similar cooperation and cooperation program design

The collection of baseline data before and during program implementation is critical. Assistance for the establishment of baseline data therefore needs to be incorporated into the program as part of capacity development. By incorporating regular monitoring into the program, it will be possible to react to changes in external factors and make revisions to the plan. If it is a regional integrated development program, predictions about population changes will be essential to the realization of the strategy.



N'gombe unplanned settlement in Lusaka (residents collecting water from communal tap developed with Japanese Grant Aid)

*1. For details, please refer to page 66, 67.
 *2. For details, please refer to page 70, 71.

Advisory Committee on Evaluation

JICA has set up an external advisory committee to obtain advice on project evaluation. The recommendations from the committee are fed back into the evaluation system and method for further improvement.

In order to ensure transparency and objectivity in the project evaluation system as well as to enhance the evaluation system and improve evaluation quality, JICA receives advice on 1) the guidelines and implementation of evaluation, and 2) the structure and overall system of JICA's evaluation.

The Committee, chaired by Hiromitsu Muta, Executive Vice-president of Tokyo Institute of Technology, consists of experts with in-depth knowledge of international aid as well as evaluation expertise from various fields, such as international organizations, academics, NGO, media, and private groups, etc.

Below is an outline of the advice and recommendations received from Committee members at the second and third meetings convened in 2009.

From the 2nd Meeting

- 1) **Evaluation of general financial assistance:** It is important to differentiate between countries and regions where Japan has a significant role because of the promotion of aid coordination and countries where Japan has a small presence.
- 2) **Evaluation of pseudo programs for measuring financial and technical cooperation proposed in Master Plan:** It is understood that after the merger between JICA and JBIC, it became easier to select and develop projects during the preparatory study phase, without becoming caught up in the type of cooperation scheme. For future evaluations, it may become important to evaluate projects that were included in the same scope at the preparatory study phase as a single group.
- 3) **Implementation of ex-post evaluation by external evaluators:** JICA's policy to establish the accuracy of the evaluation (detail/simplicity) according to the scale of the project is appropriate from the standpoint of making effective use of resources. For desk evaluations, it is necessary to keep in mind the burden on JICA's overseas offices.
- 4) **Support for enhancing evaluation capacity:** It is desirable if developing countries do the evaluation first and then share the findings. In some cases the wishes of aid recipient countries will be made known, and this will also lead to sustainability.
- 5) **Projects subject to evaluation:** It may be more useful for devel-

opment of future projects if evaluations are limited to major projects and more detailed lessons learned are derived and fed back.

- 6) **Basic policy of new rating system:** It is suggested that the following are incorporated: a mechanism to systematically evaluate the impact of cooperation among all three schemes; the perspective regarding the impact of establishing cooperation program and improving sustainability.
- 7) **Annual Evaluation Report 2009 (draft) and preparing policy on New JICA Project Evaluation Guideline:** JICA should consolidate the evaluation findings, come up with a mechanism to make them useful to future projects, reflect the findings in the new guideline, and make practical use of them. If JICA in its annual report describes how it will address the derived lessons learned and advice as well as how it has drawn on the previous fiscal year's lessons learned and recommendations to improve its projects, readers will be able to understand the feedback function and status.
- 8) **Concluding remarks from chairperson:** This fiscal year is the first fiscal year for actually conducting an integrated evaluation of all three schemes and is an important year in terms of this fiscal year's implementation methodology orienting future evaluations. It is hoped that JICA also makes efforts to plan projects from the viewpoint of evaluations.

From the 3rd Meeting

- 1) **Implementation of staff questionnaire aimed at promoting use of findings and formulation of new project evaluation guideline:** It is important to further enhance staff interest in evaluations, appropriately learn from the lessons of previous evaluations and make use of them in the field. Therefore, questionnaires aimed at promoting the use of evaluation findings should be continued, and processes and/or mechanisms for improving feedback should be considered.
- 2) **Consideration of ex-post evaluation system (simple evaluation system, impact evaluation, rating, general financial assistance):** Rather than simple cost comparisons, cost examinations of Grant Aid projects need to also consider specifications, lifespan, and transfer technology, as well as measure qualitative effects. It is also necessary to decide at the time the Grant Aid is provided whether to attach priority to quality or volume. While impact evaluations need to take into account cost effectiveness, their attempts to clarify the cause-effect relationship and give quantitative explanations of the impact are highly regarded.
- 3) **Introduction of Grant Aid ex-ante evaluation:** It is important to gauge outputs, but it is also necessary to take into account outcomes as directions where the project is headed.

4) **Consideration of program evaluation method:** With a view to achieving the program goal, it is necessary to consider the transition process, including the adjustment mechanism and internalization of the counterpart country's system.

5) **Status of formulation of Annual Evaluation Report:** Efforts should be made to use expressions that are plain and understandable from the readers' perspective.

6) **Other comments:**

- The Government Revitalization Unit's screenings and items pointed out in the DAC Peer Review of Japan are matters which have been discussed also by the Advisory Committee on Evaluation. Although JICA is being conscious of PDCA and increasingly recognizing the importance of evaluations, a sincere response is needed for issues JICA has not yet been able to achieve. In particular, it needs to give priority to evaluation-related PR and present the effects in an easy to understand manner.

- With ODA budget cuts and the limited number of personnel in JICA's Evaluation Department, JICA is required to have creativity with the evaluation system, in order to focus on issues which should be explored without narrowing the scope of evaluation.

Improving the Evaluation System

JICA, as the organization handling all three schemes of assistance (technical cooperation, ODA Loans, Grant Aid), is advancing various efforts for expanding and enhancing evaluations.

For building a post-merger evaluation system

JICA aims to develop an evaluation system that will be consistent across all of JICA's programs, while considering the unique characteristics of each assistance scheme. In this light, JICA is working on giving the system common evaluation perspectives and visual axes for

people involved in the three schemes. Additionally, JICA is working to develop evaluation methods that address new project needs and project types, as well as improve feedback to better utilize the evaluation findings for the improvement of the projects.

Approach 1 Reinforcing foundation of evaluation system for taking merits and effects of merger

► Progress of evaluation method and system integration for three schemes

- 1) The system of ex-ante and ex-post evaluations used for technical cooperation and ODA Loan projects was also introduced for Grant Aid projects. All three schemes will take an almost similar approach to ex-ante and ex-post evaluations.
- 2) Progress is being made to apply the impact evaluation method adopted by ODA Loan projects to technical cooperation projects (p.22).

Progress is also being made to integrate the evaluation method and system of the three schemes. For example, since FY2009 ex-post evaluations of all projects over a certain size under the three schemes, including Grant Aid, have been conducted by external evaluators, and transparency and objectivity of evaluations are being maintained.

► Development of consistent rating method

JICA gives ratings in its project evaluations to present the findings more clearly and disclose them. While before, different bodies were conducting the evaluations for technical cooperation, ODA Loans, and Grant Aid, respectively, and the rating method was therefore different among three schemes. However, JICA has established a new common rating system for all three schemes (see table below).

Specifically, for calculating the overall evaluation, a flow chart used for ODA Loan projects was adopted to make it visually easy to understand. For sub-ratings, a detailed set of criteria were created that match the unique characteristics of each scheme. In this way, JICA aims to develop more accurate ratings.

The rating excludes details of evaluation for clarity, and does not reflect the evaluation findings comprehensively. The rating results should not be overemphasized, therefore the new rating system

■ Integrated ex-post evaluation system of three schemes (FY2009)

	Technical Cooperation	ODA Loans	Grant Aid
Timing	In principle, until 3rd year after project termination		
Target Project	All projects with input of 200 million yen and more	All projects with size of 200 million yen and more	All projects with size of 200 million yen and more (general and fisheries)
Evaluator	External evaluation		
Evaluation Perspectives	Based on the five DAC evaluation criteria		

■ Previous rating system

	Technical Cooperation	ODA Loans	Grant Aid*
Timing	Terminal evaluation (6 months prior to project termination)	Ex-post evaluation (2 years after project completion)	Ex-post evaluation (4 years after project completion)
System	Multiple secondary evaluators rate based on internal evaluation findings	External evaluator rates project	Internal evaluator rates project
Perspectives	Relevance, effectiveness, efficiency, impact, sustainability	Relevance, effectiveness (impact), efficiency, sustainability	Relevance, effectiveness, efficiency, impact, sustainability, publicity impact
Approach	Each perspective rated out of 5 (max) Rating given by multiple evaluators	Each perspective sub-rated out of 3 levels (a,b,c)	Each perspective rated out of 12 levels (A*~D-)
Overall Evaluation Method	Overall evaluation determined based on weighted rating of each perspective	Overall evaluation determined by plugging sub-ratings of perspectives into flow chart; shown as A,B,C,D	No overall evaluation

■ New rating system (applicable from evaluations conducted in FY2009)

	All Three Schemes (Technical Cooperation, ODA Loans, Grant Aid*)
Timing	Ex-post evaluation (in principle, until 3rd year after termination)
System	External evaluator rates project
Perspectives	Relevance, effectiveness (impact), efficiency, continuity
Approach	Each perspective sub-rated out of 3 levels (a,b,c)
Overall Evaluation Method	Overall evaluation determined by plugging sub-ratings of perspectives into flow chart (partially revised version of chart previously used for ODA Loans); shown as A,B,C,D

*Of the Grant Aid projects transferred to JICA, the rating system applies only to the general grant aid projects and all fisheries grant aid projects previously evaluated by the Ministry of Foreign Affairs.

should be considered as a reference indicator, as with the old rating system.

►Revision of evaluation guideline

To improve the quality of evaluations and promote their use, it is necessary to present and explain the evaluation system, method, and outcome priorities to a broad audience, both within and outside of JICA. To this end, JICA is reviewing the existing guideline and evaluation system, gathering and sorting out information about the current situation and challenges surrounding evaluations, and is compiling a clear and practical project evaluation guideline on the evaluation method of the three schemes. To increase domestic and overseas JICA project staffs' understanding about the evaluation system and method, JICA will create a summary of the new project evaluation guideline, and based on this, plans to create multimedia learning materials in multiple languages (Japanese, English, Spanish).



Project evaluation multimedia learning material

Approach 2

Development of new evaluation method

JICA is working to develop and enhance the monitoring and evaluation method for cooperation programs that are strategic frameworks for approaching integrated programs including all three schemes (technical cooperation, ODA Loans, Grant Aid), as well as to develop and consider the evaluation method for financial assistance projects that do not yet have an established evaluation method.

As an output of launching the new JICA, it is expected that aid efficiency and effectiveness will increase, through forming effective partnerships between the three assistance schemes (technical cooperation, ODA Loans, Grant Aid) and integrating them wherever necessary. From an evaluation standpoint, it will be necessary to have an accurate grasp of the effects of the integration of assistance schemes. It remains that JICA must continue to tackle priority issues, including evaluation of JICA programs that effectively integrate multiple assistance schemes and development of a more accurate comprehension of the result on the outcome level.

►Improvement of setting indicators to better measure outcomes

It has become increasingly important to measure the extent of achievement of objectives and verify the outcomes through monitoring and evaluation, based on the appropriate establishment of objectives and indicators at the project planning phase. To appropriately establish such objectives and indicators, JICA is working to improve its ex-ante evaluation process that will enable JICA to establish appropriate objectives and indicators and enhance the evaluation guideline.

Specifically, JICA is working to establish clear and appropriate indicators in consultation with relevant personnel during the ex-ante evaluation form creation phase, as well as to incorporate good practices for the development of quantitative indicators into the evaluation guideline being revised. In parallel with these efforts, JICA is also conducting training for the development of logframes, objectives, and indicators for JICA staff directly engaged in the planning, evaluation, and operation of JICA projects.

Furthermore, JICA plans to implement baseline studies for 22 projects prior to and immediately after the projects' start, and is working to collect and maintain indicator data that are necessary for more detailed evaluations.

►Development of JICA cooperation program evaluation method

JICA conducted studies to consider the evaluation method for JICA cooperation programs, using the master plans for China, Philippines, and Zambia (overview of Zambia example on p.17, p.70-71). The development objectives presented in the master plan (strategic framework)—usually assumed to be achieved in 10-20 years—were considered to be the program objectives. The studies evaluated, for example, how the plan was aligned with the development plan of the counterpart government, how the proposed projects were achieved, and what sort of roles were fulfilled by the projects implemented by Japan/JICA. The recommendations and lessons learned from the studies will be used to improve the program formulation and program evaluation method.

►Promotion of impact evaluation research

JICA has been gradually implementing "impact evaluation" method that measures the impact of its projects using a micro-econometrics method. To increase the performance of impact evaluations, JICA, for example, conducts trial evaluations of ongoing projects that meet the conditions for impact evaluations, and for projects being prepared/planned, collects and analyzes data necessary for impact evaluations from the project start-up phase. JICA is also making efforts to develop staffs' analysis and research skills related to impact evaluations through the development of manuals and workshops (p.22).

►Review of suspended projects

Although it is possible to derive recommendations and lessons learned from projects that were suspended without being completed, there was no evaluation method for doing this. Therefore, from FY2007 JICA has been developing an evaluation method for suspended ODA Loan projects. These project reviews abstract the factors and processes that contributed to the project not being finished, as well as lessons learned, and JICA is working for utilizing them to improve future project management (p.34).

Approach-3 Promoting enhancement of feedback

Feedback of evaluation findings into projects

JICA is working to improve the projects, taking into account the evaluation findings fed back to the field.

[Example of application of evaluation findings 1] (application of recommendation at implementation phase)

The mid-term evaluation of "Japan-China Cooperation Center for Meteorological Disasters" in China recommended the establishment of a larger network of communities and specialized fields to facilitate the development of a forecast model, as well as strengthening the partnership with the international weather observation network for international appeal and awareness.

Based on the recommendations, the Center held workshops and seminars on the thematic research topics, and exchanged information on technologies. The Center also launched its exclusive website, and spread information and conducted PR proactively. There was active exchange of information on latest research trends and outcomes, and the network of relevant persons was strengthened creatively.

As a result of these efforts, the terminal evaluation confirmed that the initial objectives (development of a forecast model, enhanced understanding of mechanism, etc.) were achieved. Additionally, it was evaluated that the proactive transmission of information, e.g., research presentations at international conferences, helped to bring attention to the outcomes of the project on the international stage.

[Example of application of evaluation findings 2] (application of lessons learned from similar projects)

The ex-ante evaluation of "Broadening Regional Initiative for Developing Girls' Education (BRIDGE) Program" in Yemen recognized that girls' non-enrollment and dropout were remarkably high compared to boys', and that the challenge is to close the education gender

gap.

With regards to improving the enrollment rate and lowering the dropout rate, lessons learned from projects already completed, such as the Study on Regional Educational Development and Improvement Project (REDIP) in Indonesia and the Basic Education Improvement Program for Rural Area in Morocco, revealed that education promotion activities are effective when schools and communities jointly engage in enrollment campaigns or improve the learning environment.

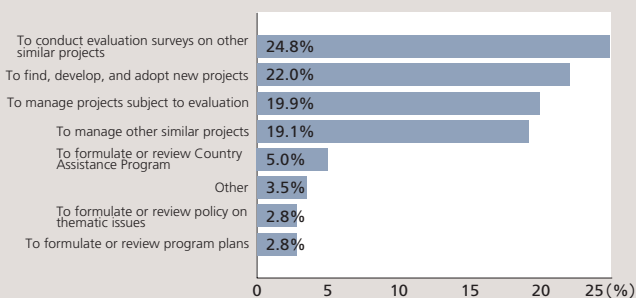
Building on these lessons learned, the BRIDGE project newly established a school committee and parents' association (fathers' association, mothers' association), and promoted their active engagement. The project also called for the clear mention of promoting girls' education in school plans. Training was provided to local education administrators to support the monitoring of these interventions. As a result, the number of principals who recognized that boys and girls have an equal right to education increased significantly from 9.4% when the project started to 96.6% three years after the project's start.

Staff questionnaire for promoting feedback

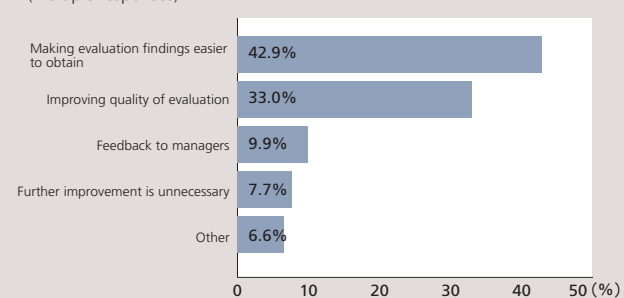
To promote the feedback of evaluation findings, a questionnaire was administered to JICA personnel regarding their consciousness about applying the evaluation findings, and suggestions on improving the evaluations. The results from the latest questionnaire indicated that for promoting the application of evaluation findings, it would be effective to simplify the method of obtaining the findings. Additionally, for improving the quality of the evaluations, it would be effective to enhance the sections on lessons learned and indicators. JICA will take these suggestions into account and work to further improve the feedback mechanism.

From the results of staff questionnaire for promoting feedback

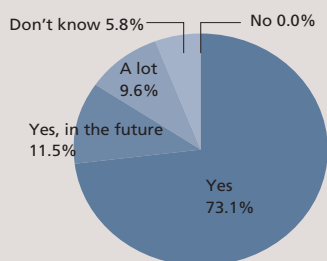
How do you apply evaluation findings? (multiple responses)



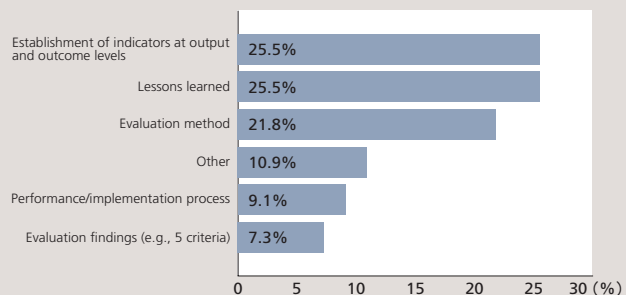
What is effective for improving the use and application of evaluation findings? (multiple responses)



Did the application of evaluation findings have any impact (project improvement or organizational learning)?



What improvements need to be made? (multiple responses)



Efforts Aimed at Promoting Impact Evaluations

Background

Impact Evaluation generally refers to the evaluation that precisely measures change that occurs as the result of an operation or project implementation. For projects conducted in social and economic sector, the various changes that arise during project implementation or after project completion are subject to the impact of macroeconomics, politics, activities of other projects, changes in natural conditions, etc. Impact evaluations try to remove all such external factors as much as possible through devising evaluation methods and data collection techniques, in order to assess the net effects caused by the operation or the project implementation.

In the context of increasing concern on development outcomes, in order to implement more effective and efficient assistances, now donor countries have higher expectations to find more appropriate targets and better approaches based on precisely measured impacts. As a result, Impact Evaluation is beginning to receive more attention. International organizations such as the World Bank are proceeding the application of Impact Evaluation methods.

JICA also is making the following efforts in order to promote the utilization of Impact Evaluation methods.

Impact Evaluation Study Group

The Impact Evaluation Study Group, consisting of impact evaluation experts and personnel from JICA's Evaluation Department, has been holding meetings with a view to developing a system and guidelines for integrating the Impact Evaluation and its outcomes within the project cycle. The Study Group, based on examples of Impact Evaluations that have been conducted so far, as well as the experiences of the Study Group members, discussed lessons learned, issues, and points to be improved with regards to the administration of Impact

Evaluations by JICA. The Study Group recognized the importance of the selection of conditions for conducting an Impact Evaluation, the need for creating a manual on Impact Evaluation application, etc.

Based on these discussions, JICA, through piloting Impact Evaluations, will confirm the effectiveness of the Impact Evaluation method vis-à-vis project implementation, and study the method of adaptation to the project implementation process. JICA will also create an internal manual on the utilization of Impact Evaluations.

Continuation of pilot Impact Evaluations

The Impact Evaluations conducted by JICA may be broadly divided into two categories: 1) Evaluations of projects for which data may be collected and analyzed immediately and which yield findings within a short timeframe (short-term measure); and 2) Evaluations that are conducted in parallel with the project over a long timeframe from the project's start to finish (mid- and long-term measure). As regards short-term measure, in view of the recent interests of the international community and JICA's project experience and evaluation needs, the Impact Evaluation method will be applied to projects,

such as an irrigation development project, self-sustaining school management project, maternal and child health handbook promotion project, etc. For projects which apply mid- and long-term measure, JICA will take steps from before the project is established and during its implementation, to collect more detailed findings on effects. Specifically, JICA intends to conduct Impact Evaluations for new projects, such as the school based management project in Burkina Faso and projects related to increasing rice production in Ghana and Uganda.

Mr. Hideo Kesen, editorial writer for Sankei Shimbun, toured JICA's ODA projects in Thailand, a country soon to join the ranks of newly industrializing economies

Will Japanese ODA continue to be necessary? How shall Japan support ODA implemented by Thailand?

To spread the message of JICA's evaluation efforts, the effect of ODA projects, and the importance of international cooperation, JICA has, since FY2004, invited journalists and celebrities on ODA project tours and shared their experiences with the Japanese public. In this fiscal year, JICA invited Mr. Hideo Kesen to tour ODA projects including Japanese ODA Loan projects and Technical Cooperation projects in Thailand between March 9-14, 2009.

Thailand has a developed economy, and is soon to join the ranks of newly industrializing economies. This study focused on whether Japanese ODA to Thailand needs to be continued, and if so, how. Already Thailand is an ODA implementing country. Just how Japan should support Thailand's ODA was also a topic of great interest.

Improving the environment through development of subway system

The traffic in Bangkok is far worse than what anyone imagines. Improvements are needed, not only in terms of economic efficiency, but also in reducing air pollution and the emission of greenhouse gases, needless to say. The elevated railway Sky Train and Japan's ODA Loan project to develop subway lines ("Mass Transit System Project in Bangkok") are making significant contributions to resolving these issues. From that standpoint, Japan's assistance needs to be continued. Japan's assistance for the subway project introduced Japan's latest technologies to incorporate universal designs in elevators and toilets, e.g., barrier free facilities, which are highly regarded by disabled persons' organizations. These projects are also serving as model projects for Southeast Asia.

International bridge that contributes to the development of the Greater Mekong Sub-region

There are five countries in the Mekong River Basin, i.e., Viet Nam, Myanmar, Thailand, Laos, and Cambodia, and together they are called the Greater Mekong Sub-region (GMS). The second Mekong bridge, completed in 2006, is an international bridge that was constructed with ODA Loans over the Mekong River that runs along the Laos-Thailand border, as part of the "East-West Corridor" concept that stretches east to west from Myanmar to Viet Nam.

The bridge has brought vibrant economic activity, and is believed to have made a significant contribution to the development of the GMS. However, the introduction of the "truck passport system" or "single stop system" that would further facilitate the smooth distribution of goods has run up against challenges. The former would allow one truck to transport cargo without transshipping at the border; the latter would allow drivers to clear customs and quarantine at the border at a time. In response, Japan and the Asian Development Bank (ADB) are urging their introduction more vociferously. In addition, JICA is engaging in soft assistance.



Mr. Hideo Kesen

Graduated from Department of Commerce, Otaru University of Commerce. Joined Sankei Shimbun, after working for Iwate Nichinichi Shimbun, after working for Iwate Nichinichi Shimbun, after working for Iwate Nichinichi Shimbun. Served as a Washington correspondent, a chief of the press club of Ministry of Finance, etc. Has been in charge of Japanese and US financial, fiscal, commerce, energy policies, etc. Currently, Mr. Kesen serves as Sankei Shimbun's editorial writer and editor with their economics division. In addition, he is an adjunct professor at Sophia University, and a member of the Ministry of Finance's deliberative committees on customs, foreign exchange, etc.

Visited projects	
● ODA Loans	Eastern Seaboard Development Program Mass Transit System Project in Bangkok Second Mekong International Bridge Construction Project
● Technical Cooperation	Asia-Pacific Development Center on Disability (Phase 2) Project on Technical Strengthening of National Institute of Metrology (Thailand) Phase 2 Japanese Overseas Cooperation Volunteer (Rural Community Development) Project on Strengthening Multi-Disciplinary Teams (MDTs) for Protection of Trafficked Persons



Thailand, like Japan, is left-hand traffic; Laos is right-hand traffic. Bridge is right-hand traffic.

ASEAN aims to integrate its economies by 2015. The second Mekong bridge is one of the cornerstones for achieving this goal, and is also a useful infrastructure for Japan to stay as a trading nation.

Base for Support for Persons with Disabilities in the Asia-Pacific Region



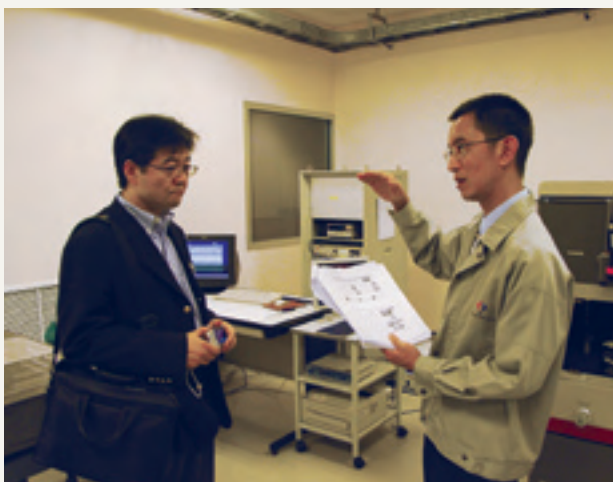
Sign language is translated into languages of respective countries

The objective of “The Asia-Pacific Development Center on Disability (Phase 2)” is for the Center to function self-reliantly as the base of operations for support for disabled persons in the Asia-Pacific region. This requires forming partnerships with respective governments and NGOs. JICA is supporting human resources development to this end. During my visit, a total of 25 people from Thailand and six neighboring countries were taking training on the theme of how to mainstream disabled women.

The issues may be the functions of the Center and its funding capacity. The issue with functions is whether respective governments and NPOs will recognize that there is a merit to participate in the training at the Center, even if it is at their own expense. It seems probable that the Center will have to rely on JICA’s assistance for some time. Moving forward, it will be important to strengthen JICA’s partnership with the Thailand International Development Cooperation Agency (TICA), and to consider implementing projects jointly. This is also in line with Japan’s ODA priority of extending technical assistance to Thailand.

Transfer of measurement standardization skills to Asian countries

The development of national measurement standards and the transfer of skills to apply the same standard of measurement at the company level are essential for strengthening Thailand’s export competitiveness. In addition to the dispatch of experts,



Thai engineer giving an explanation in Japanese (Project on Technical Strengthening of National Institute of Metrology Phase 2)

JICA has so far conducted two ODA Loan-financed measurement infrastructure development projects in Thailand (facility construction and equipment maintenance).

Based on the projects in Thailand, JICA is and will be until FY2012, supporting 15 countries in the Asia-Pacific region with the development of measurement standards by way of accepting trainees at the National Institute of Metrology (NIMT) in Thailand.

Bearing in mind Asia’s future development, it is critical that Thailand play a role of transferring standardization-related skills. Furthermore, this is also a project to help maintain the high technical capabilities of Japanese companies that will be operating in the Asian region. As such, it is likely that consideration will be given to whether the project should be continued in the future.

Keeping pace with the needs of the times

Plenty of ODA has already been provided to Thailand for infrastructure development. Looking ahead, it will most likely be important to continue providing assistance, mainly for the social sectors such as the ongoing assistance for human resources, education, and health, as well as environmental sectors. In particular, JICA should strengthen its partnership with TICA, and implement multi-tiered Japanese ODA assistance in Asia. In doing above, attention will need to be given so that Japan’s direct assistance to neighboring countries, e.g., Cambodia and Laos, will complement the assistance provided by TICA and the Neighboring Countries Economic Development Cooperation Agency (NEDA).

While economic development in China and India is outstanding, Thailand will likely continue to be central to Japan as the Asian production and export base for Japanese companies. Enhanced interdependent relations with Thailand through the movement of people and goods will also contribute greatly to the peace and stability of Asia. Those with advanced industrial knowledge and skills, such as senior volunteers and experts, will be counted on to play a central role in human resources development and technical assistance. Meanwhile, one idea with regards to the Japan Overseas Cooperation Volunteers (JOCV) program is to actively promote it as an opportunity to develop Japanese youths into distinguished internationally-minded people.

It goes without saying that ODA is a vital diplomatic mean, which indicates ODA should be consistent with national interests. While JICA must tread carefully so that it is not viewed as interfering in the internal affairs of other countries, perhaps it is apt to use more methods to openly engage in the policymaking decisions of local governments. An effective way of doing this is through supporting legal systems improvement. In that regard, JICA’s experience with Thailand’s institutional design and improvement based on its anti-trafficking law from the planning phase is important. It is also important from the perspective of Japan’s security to extend lawmaking and institutional design assistance that helps establish governance systems which are appropriate for a democratic state with a free economic system.

Also, as a trading nation and a country with few natural resources, there is an aspect that it is Japan’s responsibility to provide ODA to survive in the international community. At the same time, it is also important to have a viewpoint that ODA is necessary for the Japanese people to change themselves. Coupled with Japan’s declining birthrate and aging society, more foreigners have been working in Japan for low wages. Undoubtedly, Japan will have to become a country that is more open to the foreign world. Bearing in mind the domestic situation, international contribution will need to be conducted flexibly.

Transfer of Evaluation Techniques to Developing Countries

To effectively and efficiently implement development projects, developing countries need to proactively participate in and conduct Monitoring & Evaluation (M&E). JICA actively provides support aimed at improving the evaluation capacity of developing country governments.

1 Efforts for Joint Evaluation and Evaluation Capacity Development

JICA has concentrated its efforts on assisting governments of developing countries to develop their evaluation capacity. One of the measures JICA has undertaken is Joint Evaluations. Through conducting evaluation jointly with the recipient government, JICA aims to transfer evaluation techniques and share evaluation results. So far, these joint evaluations have been

conducted in many countries, and have produced definite outcomes in terms of transferring evaluation techniques, and have resulted in the implementation of more effective and efficient projects.

JICA's cooperation aimed at improving evaluation capacity in Philippines, Viet Nam, and Peru are introduced.

Philippines

Future support for developing the blueprint of evaluation system

In May 2006, former JBIC signed a three-year Minutes of Understanding (MOU) on evaluation with the National Economic Development Authority (NEDA) of Philippines, an aid coordinating agency, and initiated a comprehensive cooperation program aimed at evaluation capacity development.

In Philippines, ex-post evaluations of development projects had not been conducted except for those supported by aid organizations, because of constraints imposed by budget and evaluation techniques. To create a more evaluation-friendly environment, the MOU established cooperation objectives on three levels:

- i) **Project level:** To effectively and efficiently implement Japanese ODA Loan projects through improving the quality of evaluations and the mechanism for providing feedback on evaluation findings to the Philippines government;
- ii) **Institutional level:** To improve the evaluation system by harmonizing the evaluation of the Philippines government and former JBIC; and

iii) **Overall evaluation environment:** To establish the cycle where the Philippines government itself will aim to derive greater effects from its development projects, by not only implementing ex-post evaluation, but also mainstreaming all kinds of evaluations of development projects.

Specifically, former JBIC conducted joint ex-post evaluations of development projects, policy dialogue on joint evaluations (feedback seminar), and discussions on the development of evaluation method. In 2007, at NEDA's request, evaluation trainings in Manila and Tokyo were held for staff in charge of evaluations. In Manila, seminars and field training were conducted on data collection and beneficiary survey. In Tokyo, exercises on the definition of DAC's five evaluation criteria and their application to evaluation were given.

This three-year cooperation has yielded outcomes, such as increased willingness on the part of the Philippines side to participate in evaluation efforts, enhanced common understanding of evaluations among JICA and the Philippines side, and increased awareness of the challenges in the evaluation system. Building on these outcomes, the Philippines government is expected to steadily implement the Action Plan for the development of a future monitoring and evaluation system, and JICA plans to provide support through joint evaluations.

Assistance based on MOU with Philippines

● 2006	Joint Ex-Post Evaluation · Philippines-Japan Friendship Highway Rehabilitation Project (I)(II) · Nationwide Air Navigation Facilities Modernization Project (III)
	Assistance in enhancing evaluation capacity · Co-host evaluation workshop
● 2007	Joint Ex-Post Evaluation · Metro Manila Interchange Construction Project (4) · Pinatubo Hazard Urgent Mitigation Project · Special Economic Zones Environment Management Project
	Assistance in enhancing evaluation capacity · Conduct evaluation training for NEDA project monitoring staff
● 2008	Joint Ex-Post Evaluations · Metro Manila Strategic Mass Rail Transit Development Project (1)-(3) · Fisheries Resource Management Project
	Assistance in enhancing evaluation capacity · Support NEDA's formulation of Action Plan for Evaluation Capacity Development



Discussion of the results from joint evaluation conducted with NEDA and executing agency

Viet Nam

For the expansion and enhancement of evaluation implementation system

JICA is providing evaluation cooperation based on the three-year Minutes of Understanding (MOU) for evaluation capacity development signed between the former JBIC and the Ministry of Planning and Investment (MPI) of Viet Nam in July 2007.

The aim is to establish management methods of a project cycle in which the lessons learned and recommendations from the evaluations would be utilized in future development projects, by transferring the evaluation techniques to the Vietnamese government and improving their evaluation capacity.

The MOU essentially comprises two pillars: 1) Perform Joint Evaluation, and 2) Assist in enhancing evaluation system and capacities. Finer details of the cooperation are drawn up by JICA and MPI in the annual implementation plan.

In the fiscal year of 2008, the middle year of the three-year framework, JICA, following on from FY2007, supported the establishment of the Vietnam Investment Evaluation Association (VIEA), and held ODA evaluation seminars for the Vietnamese Government officials in three cities: Da Nang, Ho Chi Minh City, and Hanoi. The seminars on evaluation management were attended by many ODA evaluation and monitoring practitio-



ODA Evaluation Seminar held in Ho Chi Minh City. Participants actively shared their opinions on the evaluation mechanism and project identification.

ners. As for the joint ex-post evaluation conducted in FY2008, the Vietnamese evaluation team was involved in a series of tasks up to the preparation of the evaluation report, and had a larger role than in FY2007. These initiatives contributed to the partial achievement of the action plan (until 2010) approved by the Vietnamese Government for the establishment of an ODA evaluation and monitoring system.

Assistance based on MOU with Philippines

● 2007	<p>Joint Ex-Post Evaluations</p> <ul style="list-style-type: none"> • National Highway No.1 Bridge Rehabilitation Project (1)(2) • National Highway No.5 Improvement Project (1)-(3) • Hanoi – Ho Chi Minh City Railway Bridge Rehabilitation Project (1)-(3) <p>Assistance in enhancing evaluation capacity</p> <ul style="list-style-type: none"> • Study on evaluation systems of Viet Nam government and major donors • Development of formats to collect and arrange information of ex-post evaluations
● 2008	<p>Joint Ex-Post Evaluations</p> <ul style="list-style-type: none"> • Ham Thuan – Da Mi Hydropower Project (I)-(IV) • Coastal Communication System Project in Southern Part of Vietnam • Phu My – Ho Chi Minh City 500kV Transmission Line Project <p>Assistance in enhancing evaluation capacity</p> <ul style="list-style-type: none"> • Assist with establishment of VIEA • Conduct ODA Evaluation training for stakeholders in the Vietnamese government • Participate in the 9th Annual Conference of The Japan Evaluation Society, and promote exchanges with Evaluation Associations of other countries
● 2009 (ongoing)	<p>Joint Ex-Post Evaluations</p> <ul style="list-style-type: none"> • Hai Van Tunnel Construction Project (1)-(3) • Da Nang Port Improvement Project • Hanoi Drainage Project for Environment Improvement <p>Assistance in enhancing evaluation capacity</p> <ul style="list-style-type: none"> • Assist establishment of VIEA • Conduct seminars and trainings for Vietnamese government officials, academics, researchers, consultants, NGOs, etc. • Provide advice on ODA evaluation implemented by the Vietnamese government

Peru

Highly enthusiastic about project evaluation

In response to the enthusiastic request of the Ministry of Transport and Communication (MTC) of Peru, JICA, following on from FY2008, supported evaluation capacity development through ex-post evaluation of ODA Loan-financed road sector project (El Niño-Affected Highway Rehabilitation Project).

MTC measured the traffic volume at the project sites together with the evaluator, participated in the residents workshop, and presented the project's provisional evaluation findings at a Ministry workshops. In addition, a joint feedback seminar was held based on the findings, and the evaluation findings and recommendations were shared with relevant persons.



Evaluator and MTC official conducting a residents workshop

2 Seminar on Evaluation of Japanese ODA Loan Projects

The Seminar on Evaluation of Japanese ODA Loan Projects targeted at developing countries' executing agency staff in charge of development projects, has been held since FY2001 with the cooperation of former JBIC and JICA. After the merger of the two organizations, JICA has continued to hold the seminar.

The objective of the seminar is to enhance the trainees' under-

standing of the evaluation method of ODA Loan projects and the importance of evaluations, and develop the trainees' evaluation capability, as well as for trainees to actually utilize the knowledge they obtained at the seminar in their country and spread it within their organization.

■ Seminar on Evaluation of Japanese ODA Loan Projects 2008

- **Date :** March 29-April 11, 2009
- **Venue :** Tokyo (JICA Tokyo International Center)
- **Participants :** 20 people in total participated from the following 18 countries

India	Indonesia	Cambodia	Thailand	Sri Lanka
China	Pakistan	Bangladesh	Philippines	Viet Nam
Egypt	Tunisia	Turkey	Morocco	Kenya
Swaziland	Mauritius	Peru		

Final challenge: formulation of Action Plan

The main items on the seminar's agenda were introduction of JICA's evaluation system and a four-day workshop on the evaluation method of ODA Loan projects. The seminar also included a lecture on international organizations' evaluation theory and policy evaluations, a tour of Japan's large-scale infrastructure (Honshu-Shikoku Bridge Expressway) including a lecture on this project's effects, an introduction of a joint evaluation conducted by JICA (Viet Nam joint evaluation), etc.

As an outcome of this seminar, trainees created Action Plan

after brainstorming about how they can utilize what they learned through the seminar for evaluation capacity development in their countries. The trainees examined their plans with each other and had a lively discussion on their feasibility. After returning to their countries, trainees will be working to develop the necessary evaluation capability at their organizations based on their Action Plan (e.g., hold evaluation training for staff, consider implementation of joint evaluation).



Closing ceremony of Seminar on Evaluation of Japanese ODA Loan Projects 2008

More specific and specialized

Many participants commented on the appropriateness of the seminar's curriculum.

At the evaluation method workshop, through ex-post evaluation case studies, participants learned about the basic principles of evaluation, evaluation method / rating, and feedback. They worked together in groups, as well as compiled evaluation findings independently.

At the lecture at Hiroshima University which the trainees visited during their local tour, a lecturer with experience in ODA Loan ex-post evaluations as an external evaluator presented several evaluation case studies. The lecturer also talked about points to be kept in mind when conducting project evaluations. There was also lively discussion between the lecturer and trainees.

For the presentation on a joint evaluation case study, JICA invited a

staff member from an executing agency of a developing country who has experience conducting joint evaluations with JICA, as well as a local consultant who served as a joint evaluation coordinator. Thus, the content of the lecture was on a more practical level, better matched with the needs of the trainees. Q&A on specific tasks was conducted.

All trainees were personnel from executing agencies and aid coordination organizations planning to conduct ex-post evaluations of ODA Loan projects in the near future. A trainee also had experience receiving JICA's ex-post evaluation study groups. Therefore, specific and specialized questions and views were raised/given based on the case examples. It was evident that the seminar promoted information sharing among the trainees, as well as intellectual contributions.

Developing countries' challenges made apparent by the Seminar on Evaluation of Japanese ODA Loan Projects

As a follow-on of the FY2008 seminar, the FY2009 seminar was held through November 9-20, 2009. The trainees who participated in the seminars noted that, while the seminars focused on ex-post evaluations, they would also like to learn more in-depth about various other evaluation themes. Specifically, they would like to receive lectures more generally on evaluations conducted by JICA and other donors, e.g., evaluations of cooperation programs that integrate different cooperation schemes such as technical cooperation projects and grant aid projects, thematic evaluations that focus on a particular issue or particular assistance method, ex-ante evaluations, and mid-term reviews. Many people also said they would like to learn in more detail about the evaluation

method of ex-post evaluations of ODA Loan projects, including IRR* exercises.

The requests made by the trainees show that developing countries have a growing interest in evaluations. They also reflect the issues confronting developing countries vis-à-vis evaluation capacity development. In addition to giving focus on ex-post evaluations, future seminars will be brought closer to the needs of developing countries. JICA will enhance understanding about a series of evaluations that follows the PDCA cycle, beginning with ex-ante evaluations. It also plans to promote knowhow on program level evaluations, and aims to contribute to the further improvement of evaluation techniques.

* Internal Rate of Return: One of the indicators for measuring cost effectiveness of ODA Loan projects, etc.