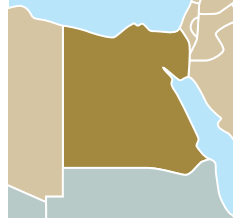




Middle East **Egypt**



Project on Improvement of Science and Mathematics Education in Primary Schools

Implementing student centered classes, and contributing to the improvement of science and mathematics education in primary schools

[External Evaluator]

Yukiko Sueyoshi, Global Link Management Inc.

Rating

Effectiveness	2	Overall Rating C
Impact	2	
Relevance	3	
Efficiency	3	
Sustainability	2	

Project Objectives

To revise and disseminate guidebooks to promote change from a rote learning centered learning method to a student centered teaching method in Egypt where modernization of education was aimed, and thereby improve science and mathematics education at primary schools in the targeted governorates and other governorates.

Outline of the Project

- Total Cost (Japanese Side): 370 million yen
- Period of cooperation: April 1, 2003 to March 31, 2006
- Partner country's implementing organization: National Center for Educational Research and Development (NCERD)
- The number of experts dispatched: 9 experts (long-term) , 28 experts (short-term)
- The number of technical training participants: 19 participants
- Main equipment provided: equipment for science experiments, etc.

《 Cooperation Framework 》

Overall Goal:

- The new teaching method using the new guidebooks in science and mathematics in primary schools in Cairo governorates and other governorates is implemented.

Project Purpose:

- The new teaching method in science and mathematics using guidebooks education takes root at the model schools and forms a solid base for further dissemination.

Output:

- NCERD staff can give accurate instructions to teachers on the new teaching methods.
- The teachers at the model schools master the new teaching methods and practices them in class.
- The guidebooks are revised.
- The new teaching methods are recognized by the people in the education field and they are introduced in existing teachers training courses.

Opinion regarding the evaluation by the department responsible for this project

After the ex-post evaluation, the Ministry of Education prepared and made public the teaching method guidebook and class textbooks based on the effects of the JICA project. Such are currently being used in public primary schools as the official educational material in Egypt. Therefore the impact and sustainability is evaluated high. Such production of project effect is due to the contribution of the trainings carried out by JICA in Japan targeting the Ministry of Education to disseminate the teaching methods after completion of the project.

Effects of Project Implementation (Effectiveness, Impact)

The teachers at model schools who received training of the student centered science and mathematics teaching method have evaluated the method positively because it inspires the teachers and students to participate in class. On the other hand, due to the fact that the curriculum formulated by the Ministry of Education and the contents of examinations are still rote learning centered, the teachers realize that practice of the teaching method is difficult. Therefore systematic or organizational utilization in the actual class sites could not be observed. 400 guidebooks have been distributed to education related institutions and schools, and later 500 were additionally distributed in CD-ROM form. However, the spill-over effect is limited, because the number of primary schools counts more than 17,000 schools nationwide. In light of the above, this project has somewhat achieved its objectives, therefore its effectiveness and impact is fair.

Relevance

Egypt aims at improvement of quality of education and of teachers, strengthening of school activities and curriculum, and improvement of tests and evaluation system through school reform. On the other hand, Japanese Policy in Egypt places priority in the field of enhancement of fostering human resources and education. Thereby the project is in consistency with the policies of both countries. However, some problems in the approach, such as lack of involvement of the Ministry of Education, who is to bear responsibility of the taking root of and dissemination of the guidebook.

Efficiency

Approximately 70% of the items of anticipated outputs were achieved, but the achievement rates of certain outputs were only partial. Most of the Japanese experts were University staff, which limited their dispatch period to the length of their school holidays. Thus the Egyptian counterparts did not have enough time to engage in the project activities. Due to such causes, the efficiency was limited.

Sustainability

The contents of the guidebook are anticipated to be reflected in the guideline which the Ministry of Education is to prepare. Personnel turnover rate of the NCERD is low, therefore no problems will arise regarding the personnel system. However, in terms of finance, problems on autonomous development are observed.

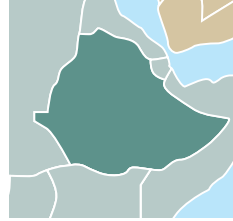
Conclusion, Lessons Learned and Recommendations

The project objective was to form a technical base to disseminate a student-centered teaching method. However, the production of the effect was limited, because the project was implemented though lacking in sufficient coordination with the Ministry of Education, who were responsible for the development of a systematic base. NCERD is recommended to consider effective utilization of the teaching method established in this project in the educational reform presently being pursued by the Ministry of Education. Lessons for future project operations are that projects must be designed so as to be consistent with the existing systems or policies to achieve the overall goal.

*All ex-post evaluation reports including this can be referred to in JICA's website, "Evaluations" → "Ex-post Evaluation (Technical Cooperation)" ([URL:http://www.jica.go.jp/english/operations/evaluation/tech_and_grant/project/ex-post/](http://www.jica.go.jp/english/operations/evaluation/tech_and_grant/project/ex-post/))



Africa Ethiopia



Project for Capacity Building of the Alemgena Training and Testing Center of ERA

Fostering road technicians, to contribute to the restitution of the roads and transportation

[External Evaluator]

Shinichi Mori, IMG Ltd.

Rating

Effectiveness	3	Overall Rating A
Impact	4	
Relevance	5	
Efficiency	2	
Sustainability	4	

Project Objectives

To improve the training delivering capacity of the Alemgena Training and Testing Center by establishing a training and management framework, developing curriculum and teaching material, and improving instructor's capacity, and thereby contribute to satisfy the domestic demand for road technicians.

Outline of the Project

- Total Cost (Japanese Side): 872 million yen
- Period of cooperation: April 1, 2002 to March 31, 2006
- Partner country's implementing organization: Ethiopian Roads Authority (ERA)–Alemgena Training and Testing Center (ATTC)
- The number of experts dispatched: 5 experts (long-term), 7 experts (short-term)
- The number of technical training participants: 14 participants.
- Main equipment provided: construction machinery, etc.

《 Cooperation Framework 》

Overall Goal:

- The qualitative and quantitative needs for human resources in mechanized construction field required for road construction and maintenance work in Ethiopia is met.

Project Purpose:

- The Alemgena Training and Testing Center delivers appropriate training for mechanized construction.

Output:

- An effective framework is in place for training management.
- Efficient training courses are prepared.
- Instructors improve their technical skills and teaching capacity.
- Training equipment and teaching materials are prepared and managed appropriately.

Effects of Project Implementation (Effectiveness, Impact)

The implementation of the project increased the number of trainees from around 70 persons per annum to 745 persons, and the number of technicians actually graduating increased from 68 persons to 664 persons per annum. The Equipment Operation Section is especially accepting trainees far beyond its capacity. Though the technical skill level and improvement of training capacity initial set as output could not be directly confirmed. However, training highly satisfying for the trainees through the use of the initially introduced training equipment, curriculum and teaching material, is being delivered. Training mainly targeted the government staff initially, but many of the graduates changed jobs to private construction companies. Therefore, as a result, the project met the human resource need of the overall road sector. In light of the above, the project's effectiveness and impact is comparatively high.

Relevance

The Road Sector Development Program performed since 1997 in Ethiopia recognizes the importance of training human resources in the road sector. Therefore the project is consistent with the government's development policies. The other educational institutions for road construction technology (universities, vocational training schools) did not own large scale construction machinery, and were at a lower technical skill level than that required by the ERA. Therefore, the needs for training at the ATTC were high.

Efficiency

Due to insufficient communication between the participants of the project, some inefficiency was observed because the experts of the anticipated technical field were not dispatched. On the other hand, the provided equipment, except for some equipment of which operation and maintenance is difficult, are being utilized appropriately.

Sustainability

Assistance in policy building is consecutively being continued, the managerial budget for the ATTC, allocation for training expense are both sufficient, and the instructors have mostly taken root. Therefore the sustainability is high. However, there is a concern of a risk that the procurement of spare parts may become difficult due to shortage of foreign currency.

Conclusion, Lessons Learned and Recommendations

Except for some parts of the technical sector, the human resources that have gone through training at ATTC have enlarged in both quality and quantity. Thus the project is highly contributing to the training of technicians in the road construction sector. Lessons learned are that the establishment of a system to detect issues at an early stage by strengthening monitoring is important.

Number of Training Graduates from ATTC

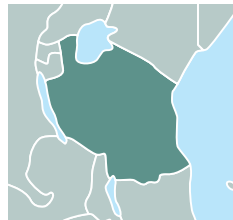
Section	Capacity	2002/2003	2003/2004	2004/2005	2005/2006	2006/2007	2007/2008	Total
Equipment Operation for Road Construction	250	48	205	175	418	911	437	2,194
Trades and crafts	249	20	91	201	183	56	179	730
Civil Engineering	246	0	19	174	63	55	77	388
Total	745	68	315	550	664	1022	693	3312

[Source] Data provided by ATTC

*All ex-post evaluation reports including this can be referred to in JICA's website, "Evaluations"→"Ex-post Evaluation (Technical Cooperation)" ([URL:http://www.jica.go.jp/english/operations/evaluation/tech_and_grant/project/ex-post/](http://www.jica.go.jp/english/operations/evaluation/tech_and_grant/project/ex-post/))



Africa Tanzania



Project on Sokoine University of Agriculture Center for Sustainable Rural Development

Strengthen regional support capacity of a university institution, and contributing to the rural development

[External Evaluator]

Tsutomu Nishimura and Reiko Fukuda, IMG Ltd.

Rating

Effectiveness	3	Overall Rating B
Impact	3	
Relevance	4	
Efficiency	3	
Sustainability	3	

Project Objectives

To strengthen capacity of the Sokoine University of Agriculture Center for Sustainable Rural Development by implementing rural development in the model areas, and thereby contribute to the enlargement of the rural development to other regions.

Outline of the Project

- Total Cost (Japanese Side): 733 million yen
- Period of cooperation: May 1, 1999 to April 30, 2004
- Partner country's implementing organization: Sokoine University of Agriculture (SUA)–Sokoine University of Agriculture Center for Sustainable Rural Development (SCSRD)
- The number of experts dispatched: 8 experts (long-term), 28 experts (short-term)
- The number of technical training participants: 15 participants
- Main equipment provided: laboratory equipment, vehicles, etc.

《 Cooperation Framework 》

Overall Goal:

- Sustainable rural development method (SUA method) is applied to other areas by the SCSRSD and other organizations.
- Standard of livelihood in the model areas is improved.

Project Purpose:

- SUA method is developed in two model areas through capacity building of SCSRSD.

Output:

- SCSRSD is established and appropriately functioning
- Database of total development in and outside Tanzania is surveyed and established.
- The development plans of the community are formulated based on the understanding of the practical reality of the two model areas.
- The implementation of community development plan is facilitated.
- The achievements and outputs of SCSRSD are communicated in and outside Tanzania.

Effects of Project Implementation (Effectiveness, Impact)

The SCSRSD has been developed and strengthened in both quality and quantity in terms of facilities and human resources, while in terms of finance, they are not yet at a level where autonomous research activities can be conducted. The SUA method contributed to the practical development of the SUA method in activities that were implemented in the two model areas such as identification of rural issues and problem coping abilities jointly with the residents and the local administration. On the other hand, presently, the University staff assess that the SUA method has not been established as of yet. In one of the model areas, activities by the resident groups are continuous and enlarging. Thus, the living standard has improved such as the diversification of income source, decrease in household expenditure. On the other hand, no particular increase in living standard was observed in the other model area. In light of the above, the effectiveness and impact is moderate.

Relevance

Poverty alleviation in rural areas was given high priority in the national poverty reduction strategy, and since higher education institutions are anticipated to take a leading role in the development of human resources in the field of rural and agricultural development. The project is in consistency with these strategies.

Efficiency

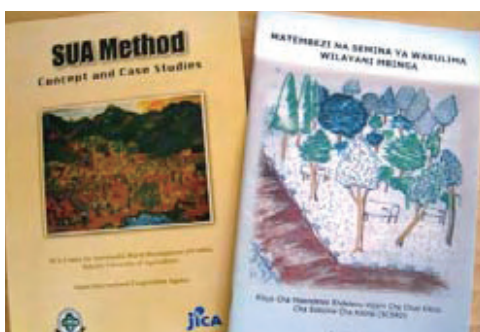
The equipment provided had been properly utilized except for laboratory equipment. The efficiency of the implementation of the project was heightened by the linkage with other domestic activities. However, no tangible activities have been carried out in cooperation with the African Institute for Capacity Development, except for presentations of workshops.

Sustainability

Due to the implementation of the Local Government Reform Program (LGRP), the importance of capacity development with participatory planning of the residents is emphasized. Therefore, the sustainability is high, in terms of policy. The SCSRSD has human resources with sufficient knowledge and experience that are continuously working with the SCSRSD. Therefore the sustainability is high in terms of human resources. However, survey and research budget is not continuously procured. Therefore in attaining the sustainability in terms of finance is an issue.

Conclusion, Lessons Learned and Recommendations

As a result of the project, facility and human resources have been strengthened both in quality and quantity. However, in terms of finance, it has not yet reached a level where autonomous research activities can be conducted. The SUA method completed by the project is only a summarization of the outputs produced in one of the model areas, while it has not been established to a level where it can be applied to other areas. Lessons learned from the project are that even in the event a research institution is involved in the rural development, it is important to have a collaborative relationship with the administrative institution of the area.



Publications by the Project (Case studies on the SUA method)

*All ex-post evaluation reports including this can be referred to in JICA's website, "Evaluations" → "Ex-post Evaluation (Technical Cooperation)" ([URL: http://www.jica.go.jp/english/operations/evaluation/tech_and_grant/project/ex-post/](http://www.jica.go.jp/english/operations/evaluation/tech_and_grant/project/ex-post/))

Latin America
Dominican Republic

Technology Improvement Project for Irrigated Agriculture

Building capacity of the administration and the Water Users' Associations, and promoting management of irrigation facilities to be performed by the Water Users' Association

[External Evaluator]

Masafumi Ikeno, KRI International Corp.

Rating

Effectiveness	4	Overall Rating A
Impact	4	
Relevance	5	
Efficiency	3	
Sustainability	4	

Project Objectives

To improve the skills and knowledge for water management, facility operation and maintenance, and cultivation by developing training materials and system, and thereby promote the irrigation facility management by the Water Users' Associations.

Outline of the Project

- Total Cost (Japanese Side): 612 million yen
- Period of cooperation: March 2001 to Feb. 2006
- Partner country's implementing organization: Instituto Nacional de Recursos Hidraulicos (INDRHI) Secretaria de Estado de Agricultura (SEA: Cooperation Partner)
- The number of experts dispatched: 8 experts (long-term), 5 experts (short-term)
- The number of technical training participants: 22 participants
- Main equipment provided: mini-sized excavator, vehicles, etc.

Cooperation Framework

Overall Goal:

- The skills of the Water Users' Associations are improved and irrigation facilities are transferred smoothly from the State.

Project Purpose:

- Leaders of Water Users' Association and staff of INDRHI/SEA improve their skills and knowledge in water management, operation and maintenance of facilities, and cultivation.

Output:

- Examples of technical improvements are presented on the pilot farm.
- Training programs and training materials for water management, operation and maintenance and cultivation are prepared.
- Trainers are trained.
- Training curricula are prepared and training courses are delivered.



Training being delivered continuously by SEA after completion of project

Effects of Project Implementation (Effectiveness, Impact)

Through the training of the project, water management skills and cultivation skills were acquired and utilized, resulting in an increase in the average yield of rice in the project target irrigation area, an increase in the water user fee collection ratios, etc. Therefore improvement in the management capacity of the Water Users' Association in the targeted irrigation areas was observed. After completion of the project, INDRHI individually conducted training and instructions aimed at transferring, etc. the irrigation facilities to the Water Users' Association nationwide. As a result of such continuous activities, among the 32 Federations of Water Users' Associations nationwide, 31 federations are now able to independently manage irrigation facilities, and those such irrigation facilities were transferred. The last federation is also considering having facilities transferred shortly. In light of the above, the effectiveness and impact is high.

Relevance

In the Strategy and Mid-term Development Plan of the Agricultural and Livestock Sector (2001-2010) of the Dominican Republic, policies such as the improvement in the productivity in the agricultural sector through repair of the existing irrigation facilities, and establishment of an irrigation management system aimed at the transfer of the management of irrigation facilities to Water Users' Associations were set forth. JICA has also presented agricultural development as one of the priority cooperation areas for the Dominican Republic. Therefore, the project is in consistency with the policies of both countries and the relevance is high.

Efficiency

Though no major problems were caused to the achievement of the project output, compared to the plan, partial delays were observed, such as the dispatch of experts, assignments of the counterparts' government staff and delay in the construction due to bad weather, therefore the efficiency is moderate.

Sustainability

The training curriculum and teaching materials developed in the program are successively being updated on the basis of the needs of the farmers, and requests for trainings are also continuously being made from the Water Users' Associations nationwide. Therefore the project is anticipated to produce sustainable effect. The INDRHI and the SEA, after the completion of the project, are spontaneously making effort to expand the technologies established through the project nationwide by implementing such at other areas. Therefore the sustainability of this project is high.

Conclusion, Lessons Learned and Recommendations

The project was implemented appropriately in accordance with the initial plan, and it has contributed to the achievement of the country's government policy goals. Adoption of the technologies used by exemplary local farmer and of applied technologies, and the establishment of low-input agricultural technologies with reduced production cost aiming at the nationwide expansion of the technologies were the lesson learned that can be applied to other similar projects.

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Latin America **Brazil**



Cerrado Ecosystem Conservation Project

Improving the management of the integrated ecosystem management, and contributing to the sustainable use of natural resources

[External Evaluator]

Mitsue Mishima, Hisami Nakamura and Kiyoko Hitsuda, OPMAC Corporation

Rating

Effectiveness	2	Overall Rating C
Impact	2	
Relevance	3	
Efficiency	1	
Sustainability	2	

Project Objectives

To improve the integrated ecosystem management in the Ecological Corridor area by strengthening the collaboration of the relevant organizations and the local communities, and strengthening the capacity of the relevant organizations to educate and to create awareness.

Outline of the Project

- Total Cost (Japanese Side): 260 million yen
- Period of cooperation: Feb.1, 2003 to Jan.31, 2006
- Partner country's implementing organization: The Brazilian Institute of Environment and Renewable Natural Resources (IBAMA)
- The number of experts dispatched: 2 experts (long-term), 8 experts (short-term)
- The number of technical training participants: 6 participants
- Main equipment provided: vehicles, GIS equipment, etc.

《 Cooperation Framework 》

Overall Goal:

- The integrated ecosystem management in the Parana / Pireneus Ecological Corridor Area that contributes to the sustainable use of natural resources is promoted.

Project Purpose:

- The integrated ecosystem management in the Parana / Pireneus Ecological Corridor Area through the activities in the pilot areas is improved.

Output:

- Coordination among the relevant organizations and local communities is promoted.
- The technical orientation regarding sustainable natural resource management is clearly presented to the relevant organizations.
- The capacity of relevant organizations for implementing environmental education and social awareness programs is improved.



Environmental education kit prepared in the project

Effects of Project Implementation (Effectiveness, Impact)

In the pilot areas, Integrated Center for Environmental Education and Activities were established, and many activities including those undertaken by the federal government institutions and the local relevant organizations such as the local autonomies and the NGOs were conducted. Activities were jointly undertaken to promote environmental education and create awareness, where more than 3,000 residents participated. As a result, this enhanced knowledge and changed the awareness of many in and outside the pilot areas, further projecting various spill-over effects such as the commencement of union activities by the people who make a living of extracting natural resources, etc. However, due to the organizational reform of the IBAMA and the changes in personnel involved, and to the reduction of the budget allocated to the relevant activities of the project, activities regarding the integrated ecosystem showed a set back simultaneously with the completion of the project. Thus, the project purpose has not been achieved. In light of the above, some problems have been observed in the effectiveness and impact of this project.

Relevance

In the National Biodiversity Policy, Brazil emphasized the necessity to conserve the ecosystem. In Japan's Country Assistance Policy for Brazil, natural environment conservation was one of the priority areas. Therefore the project was in consistency with the policies of both countries.

Efficiency

Due to the change of structure on the Brazilian side following the presidential election held at the end of 2002, re-consultation became necessary for the implementation of the project. However, the project was commenced as initially planned. As a result, allocation of personnel and budget allotment on the Brazilian side were delayed, and there were certain periods of time where the Brazilian side counterpart personnel were changed frequently or not even allocated after commencement of activities. This led to a delay in the implementation of the plans. Therefore, the evaluation for efficiency is low.

Sustainability

In the presidential act "Federal Protection Area Plan" executed in 2006, the conservation of the ecosystem in a wide range was set forth to be strictly implemented. Thus the project continuously has high relevance with the national policies. On the other hand, in addition to the reform of the executing institutions, budget allotment has yet to be evaluated as sufficient, and so the sustainability of the activities is not high. However, the total amount of budget allocated to the Ministry of Environment is increasing, calling for further future monitoring.

Conclusion, Lessons Learned and Recommendations

Though activities were delayed in implementation due to political influence, the project has promoted understanding on the concept of the integrated ecosystem management. However, in addition to the ambiguous Project Purpose, the project activities were implemented in broader areas with various types of target groups. This resulted in the dispersion of activities, leaving room to improve effectiveness and efficiency. To thoroughly consider the risks of political influence and to specify the target to be achieved by clarifying the positioning of the project are the lessons learned for the management of future projects.

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Latin America **Colombia**



Bogota Water Supply Improvement Project

Constructing reservoirs and related facilities to stabilize water supply, thereby improving living conditions and supporting industrial development

[External Evaluator]

Kenichi Inazawa, Office Mikage, LLC

Rating

Effectiveness, Impact	a	Overall Rating A
Relevance	a	
Efficiency	b	
Sustainability	a	

Project Objectives

To expand the water supply capacity of the water treatment plant, to stabilize the water supply, and to increase the number of population served by constructing a reservoir and pumping station, installing a monitoring and controlling system, and procuring vehicles and heavy machines in Bogota City, thereby contributing to the improvement of the health of the residents and to the industrial development of the city.

Outline of the Loan Agreement

- Loan amount / Disbursed amount:
8,375 million yen / 6,374 million yen
- Loan agreement : December 1991
- Terms and conditions: 4.75% interest rate; 25-year repayment period (including a 7-year grace period); compound untied
- Final disbursement date: December 2004
- Executing agency: Bogota Aqueduct and Sewer Company (Empresa de Acueducto y Alcantarillado de Bogota) (EAAB)

Effects of Project Implementation (Effectiveness, Impact)

The initial plan anticipated average supply of water to be 2,113 thousand m³/day in 2005. The actual value in 2008 was 1,299 thousand m³/day, falling short of the initial plan. This is due to the decrease in water demand since the mid-1990s, resulting from 1) improvements in the water tariff structure (raising water rates) by the executing agency and the water-saving campaign promoted by the Bogota municipal government, and 2) appropriate measurement and control of water consumption due to the placement of water meter equipment to each household. The population of Bogota city is increasing and it is expected that in the future, water demand will rise again, and volume of water supply will increase accordingly. The beneficiary survey shows that the water quality and pressure are generally fair, and the water service provided by the executing agency is gaining credibility from the beneficiaries. Therefore, this project has largely achieved its objectives, and its effectiveness is high.

Relevance

This project has been highly relevant with Colombia's national policies and development needs at the times of both appraisal and ex-post evaluation. At the time of appraisal, securing backup water source and constructing the supporting facilities to provide stable clean water were regarded as necessary. At the time of the ex-post evaluation, this project retains its high level of importance as a foundation for consecutive supply of clean water and to meet future increase in demand.

Efficiency

Though project cost was lower than planned (92% of the plan), project period was much longer than planned (356% of the plan); therefore, the evaluation for efficiency is moderate. The main cause for the delay is as follows; while a turnkey contract was introduced for the procurement of the monitoring and control system under which a detailed design was to be implemented by a contractor, the executing agency was unfamiliar with the procurement procedures, and preparation of the bidding documents and the procurement procedures required a long time.

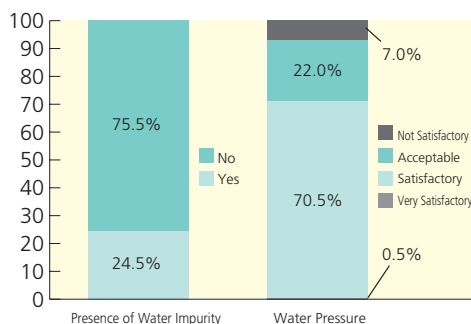
Sustainability

No major problem has been observed in the capacity of the executing agency nor its operation and maintenance system, therefore, sustainability of this project is high.

Conclusion, Lessons Learned and Recommendations

In light of the above, this project is evaluated to be highly satisfactory. With regards to the delay in procurement of the monitoring and control system, the procurement capacity of the executing agency could have been forecasted to some extent. Aid organizations should have verified the capacity of the executing agency at an early stage and carried out more necessary and efficient coordination with the executing agency from the commencement of the project until its completion.

Results of Beneficiary Survey



*All ex-post evaluation reports including this can be referred to in JICA's website, "Evaluations"→"Ex-post Evaluation (ODA Loan)" ([URL:http://www.jica.go.jp/english/operations/evaluation/oda_loan/post/](http://www.jica.go.jp/english/operations/evaluation/oda_loan/post/))

Introduction

Japanese ODA and JICA

What is JICA's Evaluation System?

Part 1. Project Evaluation in JICA

Efforts to Improve its Evaluation

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Part 2. Project-level Evaluation

External Evaluation by the Third Party

Asia

Middle East

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Oceania

Europe

Part 3. Program-level Evaluation

Program Evaluation

Thematic Evaluation

Reference

List of Evaluations and Glossary



Latin America **Peru**



El Niño-Affected Highway Rehabilitation Project

Contributing to smooth road transportation by rehabilitating and improving main trunk roads damaged by the El Niño Phenomenon

[External Evaluator]

Takeshi Yoshida, TREA Ltd.

Rating

Effectiveness, Impact	a	Overall Rating B
Relevance	a	
Efficiency	b	
Sustainability	b	

Project Objectives

To normalize road transportation which was badly damaged by the El Niño Phenomenon by rehabilitating and improving major trunk roads, thereby contributing to smooth road transport in the future.

Outline of the Loan Agreement

- Loan amount / Disbursed amount: 15,833 million yen / 15,639 million yen
- Loan agreement: April 1999
- Terms and conditions: 2.2% interest rate; 25-year repayment period (including a 7-year grace period); general untied [Consulting service: 0.75% interest rate; 40-year repayment period (including a 10-year grace period); bilateral tied]
- Final disbursement date: August 2006
- Executing agency: Ministry of Transport and Communication
- Website URL: <http://www.mtc.gob.pe/portal/inicio.html>



Bridge constructed under the project (Junin Region)



Rock Clearing works (Jauja-Tarma section, Junin Region)

Effects of Project Implementation (Effectiveness, Impact)

For all rehabilitated road sections (total length of approximately 415km) the traffic volume has increased and the travel time was shortened compared to that before project implementation. The Economic Internal Rates of Return (EIRR) for each section were calculated to be 10-33% and a sufficiently high economic profitability was confirmed.

In the beneficiary survey conducted at towns situated along the target roads, many responded that accessibility to markets and to provincial centers improved. Furthermore, respondents predominantly agreed that the employment opportunities for women increased. Respondents in the Cajamarca Region, in the north, generally agreed that household income of those situated along the target roads increased. On the other hand, many respondents in the Junin Region had negative opinions on road safety. This is presumably because of the increased number of traffic accidents due to increase in running speed.

This project has largely achieved its objectives and its effectiveness is high.

Relevance

This project was conducted under the El Niño Emergency Assistance Program of the government of Peru, targeting road sections of high priority. The present administration sets the promotion of exports from the mountainous region as one of their economic policies, and this project contributes to such policy. This project has been highly relevant with Peru's national policies and development needs at the times of both appraisal and ex-post evaluation.

Efficiency

Although project cost was mostly as planned, project period was much longer than planned due to fiscal problems faced by the government of Peru, resulting in a delay in securing necessary budget required for the project implementation in local currency that lead to a delay in construction. Therefore, the evaluation for efficiency is moderate.

Sustainability

No major problem has been observed in the operation and maintenance (O&M) system and technical capacity of the executing agency. However, some concerns remain in terms of financial resources for O&M, and in the O&M of sections where landslides frequently occur. Therefore, sustainability of this project is fair.

Conclusion, Lessons Learned and Recommendations

In light of the above, this project is evaluated to be satisfactory. Lessons learned are that in the case of projects requiring urgent implementation such as disaster recovery, simplification and time-saving methods for necessary surveys should be considered.

*All ex-post evaluation reports including this can be referred to in JICA's website, "Evaluations"→"Ex-post Evaluation (ODA Loan)" ([URL:http://www.jica.go.jp/english/operations/evaluation/oda_loan/post/](http://www.jica.go.jp/english/operations/evaluation/oda_loan/post/))

Oceania **Fiji**

Project of Information and Communication Technologies (ICTs) Capacity Building at the University of the South Pacific

Contributing to the incensement of higher education opportunities utilizing the Information Communication Technologies (ICTs) in the island country



Introduction

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Part 2. Project-level Evaluation

External Evaluation by the Third Party

Asia Middle East Africa Latin America Oceania Europe

Program Evaluation

Part 3. Program-level Evaluation

Thematic Evaluation

Reference

List of Evaluations and Glossary

【External Evaluator】

Koichi Motomura, IC Net Limited

Rating

Effectiveness	3	Overall Rating B
Impact	2	
Relevance	4	
Efficiency	3	
Sustainability	4	

Project Objectives

To strengthen the capacity of the University of the South Pacific by improving Computer Science (CS) education, Distant and Flexible Learning and research studies both in quantity and quality.

Outline of the Project

- Total Cost (Japanese Side): 350 million yen
- Period of cooperation: July 1, 2002~June 30, 2005
- Partner country's implementing agency: University of the South Pacific (USP)
- The number of experts dispatched: 4 experts (long-term), 27 experts (short-term)
- The number of technical training participants: 8 participants
- Main equipment provided: networking equipment, computers, etc.

《 Cooperation Framework 》

Overall Goal:

- Through improved education service in quantity and quality, the USP undertakes the center role for human resource development.

Project Purpose:

- Through the improvement of ICT capacity of the USP, more students benefits from high quality education.

Output:

- More students take a variety of updated Computer Science courses.
- Through the utilization of the ICT, more students can receive the improved Distance and Flexible Learning (DFL) courses.
- Model training courses based on research on IT utilization and digital divide research studies are delivered.



Remote classes in USP Emalus extension campus (Vanuatu)

Effects of Project Implementation (Effectiveness, Impact)

The number of students attaining the computer science degree had increased throughout the period of the project and after its completion. The actual number for 2008 increased 123% compared to that of 2000. The USP has attained the necessary technology to develop DFL course media, and can now deliver more than 350 DFL courses. The graduates are highly appreciated in society, and the number of students and number of those working who are receiving the DFL courses are increasing also. However, this is mainly due to the increase in students in courses other than the computer science course. Eight IT research studies were conducted and presented at international conferences, though none led to a development of a training course. In light of the above, though the project purpose and overall goal was achieved, the interrelation between the two was remote.

Relevance

In the Pacific Islands Information and Communication Technologies and Strategic Plan, the development of human resources in the ICT sector is regarded to be of highest priority. Also at the G8 Kyushu Okinawa Summit, the active utilization of IT in terms of aid to developing countries was emphasized. Therefore, the project is highly consistent to the policies of both countries.

Efficiency

The equipment provided were appropriate in content and quantity, and are consecutively and effectively being utilized as of present. The dispatch of experts in the field of Computer Science was as planned. However, it would have been more efficient if the dispatch timing of the experts in instructional design of DFL had been earlier.

Sustainability

Sustainability in terms of policy in the ICT sector is high. The fiscal status of the USP which had once been deteriorating in 2006-07 has now been recovering due to reformation since 2008. The personnels trained through the project have taken root. Therefore, the sustainability of this project is high.

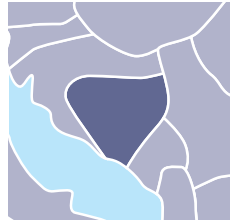
Conclusion, Lessons Learned and Recommendations

The project has high relevance upon implementation, and is now achieving its initial purposes. However, the interrelationship among the respective outputs and the logic to the achievement of the overall goal are not clearly designed. In the ICT sector, where innovation of technology is fast, flexible moderations in the activities or inputs must be assumed. However, the lesson learned is that it is important to prepare a plan as clear as possible beforehand.

*All ex-post evaluation reports including this can be referred to in JICA's website, "Evaluations"→"Ex-post Evaluation (Technical Cooperation)" ([URL:http://www.jica.go.jp/english/operations/evaluation/tech_and_grant/project/ex-post/](http://www.jica.go.jp/english/operations/evaluation/tech_and_grant/project/ex-post/))



Europe **Bosnia and Herzegovina**



Emergency Electric Power Improvement Project

Contributing to a stable electric power supply in the post-war era by rehabilitating thermal power plants and coal mines

[External Evaluator]

Hajime Sonoda, Global Group 21 Japan, Inc.

Rating

Effectiveness, Impact	a	Overall Rating B
Relevance	a	
Efficiency	b	
Sustainability	b	

Project Objectives

To increase electricity supply by revitalizing the Kakanj thermal power plant and six coal mines adjacent to four thermal power plants (including the Kakanj plant), thereby contributing to post-war economic reconstruction and the stabilization and improvement of the people's livelihood.

Outline of the Loan Agreement

- Loan amount / Disbursed amount: 4,110 million yen / 4,102 million yen
- Loan agreement: December 1998
- Terms and conditions: 0.75% interest rate; 40-year repayment period (including a 10-year grace period); general untied
- Final disbursement date: August 2006
- Executing agency: The Federation of Bosnia and Herzegovina: Elektroprivreda Bosne i Hercegovine (EPBiH), Brown Coal Mine Kakanj (BCBK), Brown Coal Mine Breza (BCBR), Coal Mines Kreka-Durdvik (CKMD), Brown Coal Mines Banovici (BCBA). Republic of Srpska: Elektroprivreda Republike Srpske (EPRS)

Effects of Project Implementation (Effectiveness, Impact)

This project provided almost 20% of all post-war facility investment in the two units of the Kakanj Power Plant and the six coal mines. Although the railroad facilities at the Kakanj Coal Mines have not been utilized, over 80% of the facilities supplied by this project have been fully utilized. The facilities have contributed to improving performance of the Kakanj Thermal Power Plant and maintaining and restoring productivity at Breza Coal Mines and Kreka Coal Mines. Consequently, the project promoted a drastic increase in energy production at the Kakanj Power Plant as well as securement of necessary coal supply for the four thermal power plants including Kakanj.

Bosnia and Herzegovina's power supply was secured during the post-war era. Since the four thermal plants account for about 70% of the nation's entire power production, this project can be deemed contributory to economic reconstruction and improvement in the people's livelihood. Further, this project had a positive impact for the Kakanj Thermal Power Plant to reduce contaminants in emission gas. Therefore, this project has largely achieved its objectives, and its effectiveness is high.

Relevance

After the war, reconstruction of the electricity sector was given overriding priority, and the revitalization of power generation facilities, power plants, and coal mines was urgently needed. The electricity sector remains important for the country although restoration of the power generation system no longer requires an urgent response. Current concern has shifted to limited production capacity of coal mines. To respond to expected increase in power demand, tireless reinforcement of power generation and coal supply capacity is necessary. Therefore, this project has been highly relevant with Bosnia and Herzegovina's national policies and development needs at the times of both appraisal and ex-post evaluation.

Efficiency

Due to delays in L/A effectuation for more than one year, a significant portion of the project, which was originally to respond to emergency needs, were modified. The implementation period at Unit #7 of the Kakanj Thermal Plant and Breza Coal Mines increased significantly. Although the project period was much longer than planned, project cost was almost as planned; therefore, the evaluation of efficiency is moderate.

Sustainability

The technical level of the executing agencies in terms of facility operation and maintenance is high. However, the coal mines hold issues such as surplus of labor force, persistent deficits, and insufficient equipment investment, which bring concerns in financial resources for facility maintenance and renewal. The federal government is trying to solve this issue through management integration with a power company, and close observation must be kept on this situation.

Conclusion, Lessons Learned and Recommendations

In light of the above, despite significant delays in project implementation and the concerns for the future sustainability of the coal mine portion, this project is evaluated to be satisfactory due to its high relevance and effectiveness. A recommendation to the Kakanj Power Plant is to procure necessary equipment for the railroad facilities and to start coal transportation by the railroad. A recommendation to the federal government is to invest in facilities for coal mines continuously.



Kakanj Thermal Power Plant

*All ex-post evaluation reports including this can be referred to in JICA's website, "Evaluations"→"Ex-post Evaluation (ODA Loan)" ([URL:http://www.jica.go.jp/english/operations/evaluation/oda_loan/post/](http://www.jica.go.jp/english/operations/evaluation/oda_loan/post/))

Part 3

Program-level Evaluation

Chapter 1. Program Evaluation

Chapter 2. Thematic Evaluation

* All the program level evaluation results (Country-program evaluation / Thematic Evaluation) are available on JICA's website, "Evaluations"→"Program-level Evaluation".
(URL:http://www.jica.go.jp/english/operations/evaluation/tech_and_grant/program/index.html)

Bangladesh

Arsenic Mitigation Program

Study period from November 2007 to February 2008



Summary of the Evaluation

An internal evaluation using JICA's program evaluation method was conducted of the ongoing Arsenic Mitigation Program in Bangladesh. The study considered the realignment of the program and JICA's future cooperation policy.

This program is characteristic of its comprehensive structure. It in-

cludes grant aid, grassroots grant aid, and a Japan Debt Cancellation Fund (JDCF) project, in addition to the original JICA project. The study confirmed the effects of coordination with other donor initiatives, and holistically examined the outcomes of JICA's cooperation for Bangladesh's arsenic mitigation measures.

Background and Objectives of the Evaluation

In Bangladesh, groundwater arsenic contamination poses a significant threat to the livelihood of the rural poor. The Bangladeshi Government formulated the National Policy for Arsenic Mitigation (2004) and aimed to resolve the arsenic problem. The need for arsenic mitigation measures is specified in Japan's Country Assistance Program for Bangladesh, the assistance policy of the local ODA task force, and JICA's assistance policy, respectively. Since 2000, JICA has dispatched experts, and has conducted a development partner pro-

gram, technical cooperation project, and grant aid project. Against this backdrop of assistance and assistance policy, JICA established the Arsenic Mitigation Program in FY2006.

This study was conducted one fiscal year before the target year of the program and its main objectives was to examine the outcomes to date, and to derive recommendations and lessons learned on improving program operations and management with a view to achieving the program goal.

Program Overview

Program objective: To enhance the system for providing a safe and stable supply of drinking water in rural Bangladesh.

Target year: FY2009

Program area: Nationwide (the countermeasure implementation component primarily concerns the western region)

Specific outcome (objective): Build a system for supplying safe water to approx. 1.3 million people in four western provinces (including outcomes of Bangladeshi Government project using JDCF).

Goal: To supply safe drinking water to arsenic contaminated areas.

Program components: The program consists of three mutually

complementary activities. They are: 1) Policy assistance to the central government; 2) Implementation of field measures; and 3) Capacity building for water quality analysis and monitoring, a basic arsenic mitigation measure.

Evaluation period: From FY2002 to 2009.

Projects subject to evaluation: Of the projects implemented during the above period, the projects which were already completed or were on-going at the time of the evaluation (March 2008), and those for which implementation preparations had begun.*1

Program Components

	Project Title (Scheme)	Period*2
1. Policy assistance component	Arsenic mitigation advisor (Local Government Division) (individual expert)	October 2000 – October 2002, July 2004 – July 2008
	Arsenic mitigation advisor (Department of Public Health Engineering) (individual expert)	December 2000 – November 2006
2. Countermeasure implementation component	Mobile Arsenic Center Project (development partner)	January 2002 – December 2004
	Sustainable Arsenic Mitigation Project (proposal type technical cooperation project)	December 2005 – December 2008
	Implementation of Arsenic-free Safe Water in Selected Villages of Jhikorgachha Upazila, Jessore, Bangladesh (grassroots grant aid)	April 2007 – March 2008
	Project on Rural Water Supply in South Western Part of Bangladesh (JDCF project)	2008 – 2012 (planned)
3. Water quality analysis and monitoring system development component	The Project on Strengthening of Water Examination System (grant aid)	FY2004 – FY2005
	Project for Strengthening Capacity for Water Quality Analysis and Monitoring System (technical cooperation project)	2008 – 2011 (planned)

*1. As the start of the activities implemented in FY2002 dates back to the introduction of experts (arsenic mitigation advisor) in FY2000, the actual evaluation period is from 2000 to March 2008.

*2. Period that was confirmed when this evaluation study was implemented.

The Framework and the Policy for Evaluation

An evaluation using JICA's program evaluation method was conducted. This evaluation confirms the program's: 1) consistency with the development strategy of the counterpart government and Japan's assistance policy; 2) strategy (consistency and outcome); and 3) contri-

bution (possibility) from a qualitative standpoint. Based on the aforementioned analyses, the evaluation: 4) makes recommendations about the program's remaining implementation period and derive lessons learned from the program's outcomes.

Evaluation Results, Lessons Learned and Recommendations

► Evaluation results

The program is clearly aligned with Bangladesh's Implementation Plan for Arsenic Mitigation. The program's cooperation approach corresponds with the major items of the Plan and is highly relevant. The program is highly relevant also in the context of Japan's international cooperation strategy, international water and sanitation trends, Japan's initiatives, and JICA's policy and its consistency is also being maintained. The program scaled up its outcomes, while maintaining coordination between program components and with other supporting organizations (e.g., Bangladeshi Government, donors, NGOs). The program scenario aimed at the achievement of the Implementation Plan for Arsenic Mitigation is highly strategic.

The alternative water supply option and approach that the program introduced are appropriate in technological, social, and economical point of view, and are highly regarded by Bangladesh. Mechanisms are being put in place to make the system more widespread, and it is producing outcomes.

On a per program component basis, the following outcomes were achieved. The policy assistance component supported the necessary R&D of the Local Government Division through the dispatch of experts, provided technical assistance, and contributed to the establishment of a central laboratory. Under the countermeasure implementation component, a development partner assistance project and private-sector proposal type technical cooperation project were conducted with the Asia Arsenic Network. The projects led to the implementation of a community-led sustainable arsenic mitigation measure in two parishes in western Jessore, with the support of government institutions. In western Jhekorgacha parish, an alternative water source was established with financing from grassroots grant aid. However, the commencement of the Project on Rural Water Supply in South Western Part of Bangladesh a major project of the program was delayed. For the water quality analysis and monitoring system development component, the grant aid project was implemented on schedule. In preparation for the start of the Project for Strengthening Capacity for Water Quality Analysis and Monitoring System, central laboratory personnel were being assigned and trained.

In general, the component projects were implemented as planned. Due to the delayed start of the Project on Rural Water Supply in South Western Part of Bangladesh however, the initial target year (FY2009) needs to be revised.

► Recommendations and lessons learned

Many people continue to face the risk of arsenic contamination. And thus, it is advised that the program continues to take arsenic mitigation measures while mainstreaming the program into water and sanitation sector programs analogous to the Bangladeshi Government.

Additionally, it is preferable for the cooperation policy to be shifted from technical development assistance and sustainable pilot development assistance in rural areas, to assistance in developing more highly versatile program centered on local resources. The cooperation approach needs to be restructured to give further emphasis to policy assistance.

As to how JICA's cooperation will continue after the program's termination, JICA should consider activities that have an exit strategy and at the same time ensure the continuous delivery of outcomes, e.g., support the collection of fundamental information on arsenic contamination using local resources.

The lessons learned are the four items below:

- It was shown from this program that in cases when numerous constraining factors hinder the capabilities of local governments it is realistic to promote decentralization through a specific problem-solving approach, i.e., provision of safe water.
- External factors need to be carefully considered (e.g., JDCF project, counterpart government's funds and manpower, procedural delays).
- It is important that the program is able to capture the outcomes' spillover effects (e.g., documentation of knowledge, human resources development and capacity building, development of institutions). The exit strategy should take into account local stakeholders: administrative agencies, local NGOs, and private organizations.
- The importance of problem-solving and interdisciplinary techniques like water supply techniques that can be maintained and managed at the community level, and techniques to select the most appropriate water supply technology for the target area was clarified through implementation of the project.



A patient diagnosed with arsenic poisoning (Sustainable Arsenic Mitigation Project)

Capacity Enhancement Program to Reduce Water Contamination

Study period from December 2007 to March 2008

Summary of the Evaluation

An internal evaluation using JICA's program evaluation method was conducted of the ongoing Capacity Enhancement Program to Reduce Water Contamination in Mexico. The study considered the realignment of the program and JICA's future cooperation policy. At the time of the study, only one year had passed since the program's

commencement, and some of the projects were still in their planning phase.

Thus the focus of this evaluation is to review the program's plans for the future, so as to make it more formative.

Background and Objectives of the Evaluation

Mexico's water quality is one of the worst in the world (106th among 122 countries)*1 and is necessitating prompt measures.

The Mexican National Water Commission formulated a five-year National Water Program in 2007 that states the objectives for resolving the country's water issue, including water quality. Furthermore, based on international water aid trends, Japan's initiatives for environmental issues include measures to reduce water contamination, along with air pollution countermeasures and waste disposal.

Prior to this program, JICA has initiated a water quality monitoring

development study in 1999, and in 2003, has also conducted a study for sanitation environment management of Coastal areas. This program, including the technical cooperation project proposed in the development study, was selected in FY2007.

This study was conducted the year following the program's commencement. The main purposes are to: examine the outcomes expected and achieved; reorganize the content of the program to achieve the objectives; and present a more appropriate draft plan.

Program Overview

Program objective: To enhance the basic capacities and build a legal system necessary for the promotion of water contamination reduction.

Target year: FY2013

Component outcomes: The program consists of three outcomes: Outcome 1) Water quality criteria are formulated for public water

supplies; Outcome 2) Water quality monitoring skills improved and method is standardized; and Outcome 3) Capacity to formulate measures based on monitoring data is enhanced.

Evaluation period: FY2006 to FY2013.

Projects subject to evaluation: Projects implemented during the above period and projects still in the planning phase.

Program Component Projects and Outcomes*2

Project Title (Scheme)	Implementation Period*3	Outcome
Capacity Enhancement for Establishing Mexican Norms of Water Quality Criteria (technical cooperation project)	June 2008 - June 2010	Outcome 1
Costal Water Quality Monitoring Network Project (technical cooperation project)	January 2007 - December 2009	Outcome 2
Water environment monitoring (group training)	2000 -	Outcome 2 Outcome 3
Groundwater Management in Yukatan Peninsula (technical cooperation project)	2009 - (waiting for approval)	Outcome 3
The Study on Development of the National Water Quality Monitoring Program in Coastal Area (development study)	January 1999 - March 2000	Ex-ante
Development Study of Environmental Management in the Caribbean Coast of Quintana Roo (development study)	March 2003 - August 2004	Ex-ante

The Framework and the Policy for Evaluation

An evaluation using JICA's program evaluation method was conducted. This evaluation confirms the program's: 1) consistency with the development strategy of the counterpart government and Japan's assistance policy; 2) strategy (consistency and outcome); and 3) contri-

bution (possibility) from a qualitative standpoint. Based on the aforementioned analyses, the evaluation: 4) makes recommendations about the program's remaining implementation period and derive lessons learned from the program's outcomes.

Evaluation Results and Lessons Learned / Recommendations

» Evaluation results

The evaluation study confirmed that the program is consistent with the policies and strategies of Japan and Mexico, including Japan's

Country Assistance Program for Mexico, JICA's assistance implementation policy, and Mexico's National Water Program.

However, because the National Water Program (2007-2012) was

*1. UNEP, *Water Quality Index 2002*.

*2. The two development studies listed among the program component projects are not directly subject to the evaluation. They will be noted on the basis of their relevance to the program.

*3. Period that was confirmed at the time of this evaluation study.

still being formulated when the program was designed, JICA's program and the National Water Program inevitably do not strongly correspond with each other. Also, there was no priority orders for the objectives of the National Water Program which led to the limited situation of making the program clearly aligned with the Plan. But nevertheless, it can be said that the relevancy of the program can be observed firmly since through the discussion with the National Water Commission, the content of the program corresponds to the needs of the Mexican Government and Japan's superiority in experience and technology can be recognized.

As from the strategic point of view, the component projects are, in general, logically linked with the program outcomes and objectives. The program is structured so that the outcomes can be shared more widely, and so that it corresponds with the objectives in Mexico's development strategy. The scaling-up effect of the combination of development studies and technical cooperation projects were also confirmed. However, only a part of the Groundwater Management in Yukatan Peninsula corresponds with the outcome 3, and there is a need for further consideration.

When this study was conducted, major parts of the program's component projects were yet to be implemented. Under such circumstances, the revision of the program was made as follows in consultation with Mexico's water commission and other stakeholders.

1. Revision of program objective: The original objective "To enhance the basic capacities and build a legal system necessary for the promotion of water contamination reduction" was changed "To enhance the capacities necessary to reduce water contamination." Although the program still endeavors to formulate legal standards and standards-based monitoring, the revised objective places more focus on the necessary capacity building.

2. Modification of outcome components with proposal of new project: After closely reviewing the project contents for outcomes 2 and 3, the contents were modified and additional project is proposed to support outcome 3.

3. Establishing program indicators: The indicators for measuring program objectives and outcomes were reconsidered and established.

► **Lessons learned and recommendations**

Based on the evaluation results, the reorganization of the program

was discussed with Mexico's National Water Commission and was revised as follows: 1) To restructure the program scenario into a chronological or "vertical scenario," in which outcomes 1 and 2 lead to outcome 3; 2) To rearrange the project contents of Groundwater Management in Yukatan Peninsula and 3) Additionally implement a new project, for enhancement of water contamination reduction, as an input for outcome 3. Moreover, provisional indicators for the program objectives and outcomes were established. In implementing the program, it is necessary for JICA and the National Water Commission clarify and strengthen the coordination so as to make necessary adjustments to coordinate and manage the program as a whole. The lessons learned from the evaluation results are the two items below.

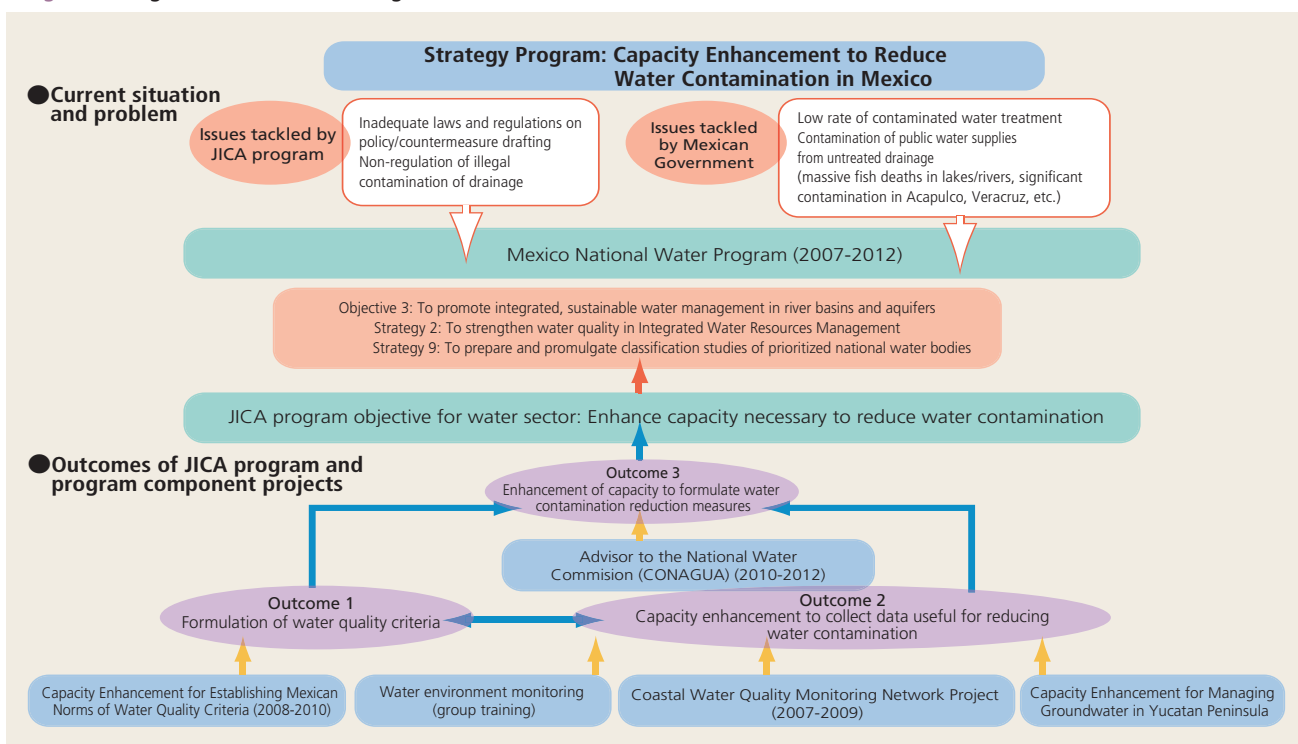
1. Lessons learned on program design and implementation:

1) As can be observed in the case for this program, when the formulation of the program is conducted at the time the country development strategy formulation is on-going in the target country, there is a merit for the program to be more effective in terms of alignment with the country's strategy. However, if the country development strategy is before its finalization stage the program is considered to contain risks which might give effect to the program design since the country development strategy itself can undergo some changes. 2) When formulating a program for an upper middle income country like Mexico, where the country is capable of implementing many activities on its own, it is necessary to examine thoroughly and focus the scope of cooperation. Furthermore, given the few number of donors in the country, conscious efforts need to be made to exchange information on a daily basis to regularly update the information.

2. Lessons learned on implementation of program evaluation study: In upper middle income country like Mexico, the development strategy is formulated on its own with less implication from the regularly held donor meetings, where the sector's priority issues are often discussed and identified.

When a program is to be formulated under the similar context, it is essential that the program's alignment with the development strategy of the recipient country's government and sector is clarified, and that appropriate program indicators are established at the initial stage to evaluate the program's contribution.

■ **Figure 1 Diagram of Revised JICA Program**



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Zambia

Empirical Evaluation of Master Plan Study to Formulate Program Evaluation Method

Study period from July 2009 to November 2009



Summary of the Evaluation

JICA is enhancing its country- and region-specific approaches, and endeavoring to formulate cooperation program in which the three assistance schemes (technical cooperation, ODA Loan, Grant Aid) are conducted in an integrated manner in line with the development policy of the region.

This evaluation is one of the measures for strengthening the cooperation program. It derives recommendations and lessons learned for future formulation of cooperation program and for program evaluation method.

Background of the Evaluation

The majority of the program evaluations conducted by JICA's Evaluation Department have been "mid-term reviews" of ongoing programs. And evaluation survey of the outcomes of a program after its implementation had scarcely been conducted.

Therefore, under this study, a group of priority projects proposed in the master plan (hereinafter "M/P") whose cooperation scenario design process shares some similarity with a cooperation program, were assumed as a cooperation program and evaluated. Among all the M/Ps, regional integrated development plans, that present a basic development strategy

applicable to the region's characteristics, were considered most similar to the "strategic framework" that JICA's cooperation program seeks. With consideration to regional characteristics, three M/Ps were chosen for the evaluation: China, Philippines, and Zambia.

The Study on Environmental Improvement of Unplanned Urban Settlements in Lusaka in Zambia (2001) is one of the three M/Ps listed above, which had the shortest time lapse for realizing the projects proposed in the M/P report (See Figure 1 for composition of M/P).

The Framework and the Policy for Evaluation

In this evaluation study, the development objective in the M/P was substituted to cooperation program objective, and the study confirmed and examined its alignment with the country's development strategy. Furthermore, the strategy of the projects which were proposed and were implemented in the M/P were examined and the projects contribution to the achievement of

the development objective were evaluated using the "contribution" concept*.

Based on the evaluation results, recommendations and lessons learned on future JICA cooperation program design and program evaluation method were derived.

Evaluation Results

► Evaluation results

1. Alignment of M/P and its strategy

The M/P attaches importance to the development of water supply facilities and improvement of sanitation environment as well as the enhancement of primary education. It is thus in line with Japan's Country Assistance Program for Zambia (2002), which lists "enhancement of cost effective health services" and "human resources development and system development for self-sustainable development" as its priority areas. Also, the M/P is highly consistent with Zambia's Poverty Reduction Strategy Paper (2002) and Fifth National Development Plan (2006).

Out of the plans proposed in the M/P for eight unplanned settlements, water supply facility and waste disposal related projects were implemented in all targeted settlements. Furthermore, approximately 60% of the sanitation education and road improvement sector projects and toilet construction projects, and around 50% of community (CM) center

development projects, were implemented. Community school development and income improvement related projects had an implementation rate below 30%. At the time, aid coordination was not as actively carried out as today, and the M/P was not shared among other donors and NGOs. Nevertheless, over 50% of the projects in the plan were implemented in six of the eight unplanned settlements.

Because the group of projects listed in Figure 1 were implemented comprehensively, synergistic effects are being generated, e.g., the realization of community centers' (CM) function as a water fee collection facility and improvement in the morbidity rate. It has also been reported that the development of roads and drainage systems have not only improved access to highways, but have also improved sanitation through drainage and enhanced the efficiency of the waste collection project through road improvements.

* To evaluate the role JICA, as one organization, had played in the achievement of overall outcomes which includes Zambia governments' activities and all other aid organizations' activities. The concept of "contribution" is the idea of explicitly separating out the progress made in addressing the development issue (progress vis-à-vis the country's development strategy) and the outcomes one organization aims to achieve through its program, and verifying the plausibility of causal relationships between the two.

2. Evaluation under the concept of “contribution”

Though the evaluation study, improvements in the water and sanitation, health, and education indicators were confirmed after the M/P’s formulation. Budget allocations for each of those sectors inferred that donors play a large role in making progress on addressing those issues. Comparing M/P target communities with non-M/P target communities, the results revealed that the indicators’ margin of improvement was larger for M/P target communities. It was concluded that JICA’s assistance and the effects observed in the M/P target communities are correlated.

The reasons for not achieving the outcomes as specified in the M/P were analyzed by comparing the M/P objectives and results. In addition to external conditions such as population growth (urbanization) which exceeded the expected figure, the lack of project implementation and financial management capabilities of the projects’ executing agency and supervising organization personnel was confirmed to be the hindering factor for attaining the goal.

► Recommendations and analysis

1. Lessons learned on formulation of similar cooperation and/or cooperation program

In carrying out a similar development plan study-type technical cooperation, the collection of baseline data before and during program implementation will be critical. Assistance for the establishment of baseline data should be incorporated into the program as part of capacity development. Also, predictions about population changes will be essential to the realization of

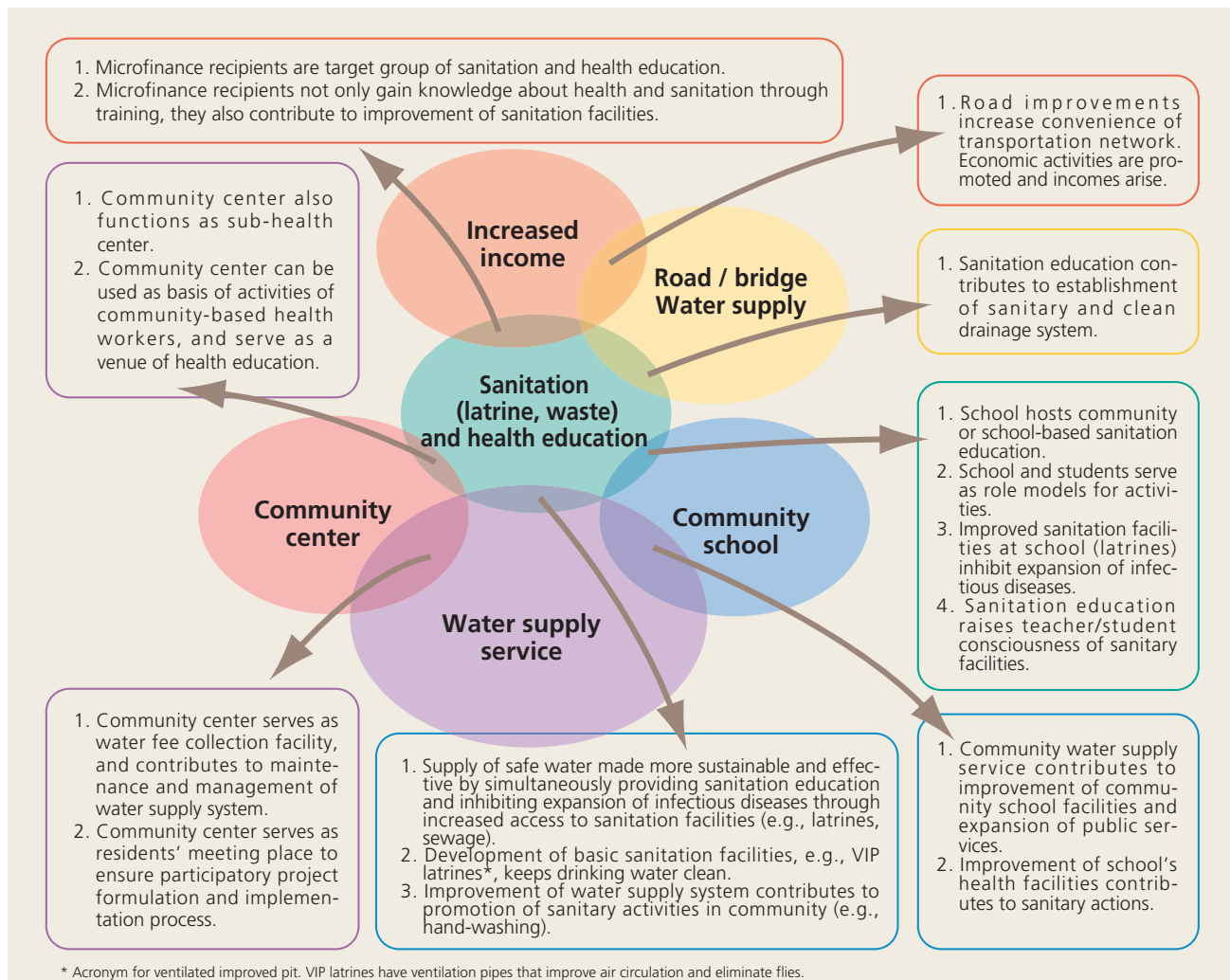
the strategy in the case of formulating regional integrated development program.

On the other hand, when formulating a cooperation program, regular monitoring needs to be incorporated into the program from the initial stage of the program so as to react to changes caused by external factors and to make appropriate revisions to the plan. Furthermore, the cooperation’s effect is assumed to be greater if assistance that has visible and immediate results (service delivery) is combined with long-term technical transfer (capacity development).

2. Lessons learned on program evaluation method

The longer the cooperation period and broader the scope of the M/P or program, the possibility of deviation from the initial plan may arise. This is due to some changes caused by external factors, such as gradual decline in the strategy’s effectiveness, 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 most probably occur. Nevertheless, it is difficult to envisage all of the changes which may occur at the planning phase. By building in regular monitoring, as a part of program management, the program shall be able to react systematically to changes in external factors and revise the strategy. In conducting the monitoring, the burden on the executing agency should be taken into account and thus it is preferable to efficiently utilize and cooperate under aid coordination framework to jointly conduct necessary surveys and evaluation.

■ Figure 1 Composition of Study of the Project for Improvement of Living Environment for Unplanned Urban Settlements in Lusaka M/P



* Acronym for ventilated improved pit. VIP latrines have ventilation pipes that improve air circulation and eliminate flies.

Introduction Japanese ODA and JICA System? What is JICA's Evaluation System? Efforts to Improve its Evaluation Topics

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Community Participation Approach Phase II

Study period from December 2006 to July 2008



Summary of the Evaluation

Background and Objectives of the Evaluation

In addressing the human security aspect of international cooperation, JICA has been emphasizing the importance of reaching people directly through its projects. In this context, JICA has been applying community participatory approach to various project implementation. From this context, the NGO-JICA Evaluation Subcommittee undertook the Thematic Evaluation of Community Participation from FY2005 to FY2006 (hereinafter "Phase 1") and presented lessons learned which

would make participatory approach more effectively in future projects. By using the criteria established in Phase 1, the Thematic Evaluation of Community Participation Phase 2, breaks down the types of participation, and analyzes and examines which type of participation will be (was) targeted by the project and how the degree of participation will be evaluated.

The Framework for Evaluation

1. Projects selected for the study

Two JICA and NGO projects that have applied participatory approaches were selected, and the study was conducted both in Japan and overseas (parentheses indicate the cooperation period*).

- Ghana, Rural Health Improvement Project [JICA] (December 2003 - December 2006)
- Ghana, Livelihoods and Rights for Sustainable Forest Resource Management [NGO] (July 2004 - October 2008)
- Panama, Proyecto de Conservación de la Cuenca Hidrográfica del Canal de Panamá [JICA] (October 2000 - September 2005)
- Honduras, Project for Strengthening of Health Service in Trojes [NGO] (April 2001 - Present)

2. Evaluation framework

In addition to the eight criteria proposed in Phase 1, this evaluation additionally set a hypothesis that there are difference in types of people's participation, each of which brings a certain outcome according to the project objective. The study tried to establish an evaluation framework by comparing how the participation was defined at the planning phase and how they have changed over the course of the project.

■ Eight Criteria for Community-Initiated Development

- | | |
|--------------------------------|--------------------------------|
| ■ Management | ■ Initiative |
| ■ Community resources | ■ Learning / vision |
| ■ Diversity in participation | ■ Communication |
| ■ Decision-making / leadership | ■ Collaboration with outsiders |

Evaluation Results

Establishment of new evaluation framework

1. Types of peoples' participation

The types of peoples' participation are divided into the following three categories:

- **"Passive" participation:** people are mobilized and led under control of the external agent to participate in the activities.
- **Cooperative/Functional" participation:** people in the community gradually recognize the benefits of project activities and begin to establish cooperative relationships with the external agent and fulfill a particular function in

given tasks.

- **"Autonomous" participation:** activities are initiated and led by people in the community themselves.

2. Evaluation by types of participation

The evaluation confirmed what type of participation among the above mentioned four types was set as a goal at the project formulation phase. It analyzed the level of participation that actually took place, and compared it with the target type of participation.

* Written period is what was confirmed at the time this evaluation study took place.

3. Establishment of new viewpoints

To examine the level of peoples' participation, the study applied the "eight important criteria for the effective implementation of community participatory project" proposed in Phase 1. However, when these eight criteria were initially applied to the examination of four projects, some problems and limitations were identified in relation to their validity as evaluation indicators. Thus, a new evaluation framework was established, bearing in mind the following two points:

- 1) Since the eight criteria were not categorized to address the different actors (target people or groups to be evaluated) participating in each project, they should be furthermore categorized into "organizational", "individual", and "community/society" participation; and
- 2) Since the eight criteria include both the "external" (action or behavior-oriented) and "internal" (psychologically-oriented) perspectives, the respective perspectives should be reorganized.

Lessons Learned from the Case Studies

Four case studies were analyzed according to the evaluation framework set. The Panama project was introduced as a case study which shows successful achievement of "autonomous" participation. The study focused on the external agent's approach per process, and examined the factors that contributed to "autonomous" participation. As a result, the following lessons were learned:

- Special attention must be paid not only to community and organization leaders, but also to community authorities. Their power structure and capacities need to be understood to develop an appropriate plan for leadership training.
- Awareness-raising efforts (to increase peoples' awareness that they play the principal role of the activities) must be conducted not only during the initial phase of activities but continuously throughout the subsequent phases.
- Continuous effort of consideration by the Japanese experts and project staff to the people's needs brought about changes in people's minds as well as behavior. The establishment of such mutual trust increased peoples'



Workshop with the health volunteers (Honduras)

In addition, in order to convert these qualitative definitions into quantitative information and identify them in indicators for measurement, a matrix has been prepared.

4. Other recommendations and lessons learned on evaluation framework

- The evaluation needs to include information beyond the views/indicators at actor level (e.g., actions and involvement of community stakeholders and outsiders).
- It is necessary to evaluate the impact of outsiders' and stakeholders' involvement on the level of peoples' participation per process.
- Common understanding and definitions of basic words used in the project and evaluation are needed.
- The process (preparation→problem analysis and planning→implementation→sustainability) should be revised and elaborated depending on the nature of each project.

commitment to the activities and contributed to the achievement of the "autonomous" participation.

- Diverse participation implies a group consisting of different ethnic / tribal groups, religions, occupations, education and gender, but some projects focus on specific groups of people, such as women, children, minority/ethnic groups, etc. Thus when examining the aspect of "diverse participation," it is also necessary to check whether any members were not intentionally excluded.
- From the middle stage of the project, it is important to gradually and intentionally decrease the direct support, so that the project shall shift to the stage of providing indirect support through a farmers' association. Thus, the clear phase-out strategy largely contributed to the autonomy of farmers groups.
- In one case study, a facilitator residing outside the target community contributed to build up the activity's initiative. Selection of qualified and superior facilitators is extremely important.



Interview of farmers' groups (Panama)

Long-term Technical Cooperation~Technology and Education Sector~

Study period from March 2008 to October 2008



Summary of the Evaluation

This study is a comprehensive analysis of the evaluation results for long-term technical education sector projects. It targets higher education institutions and a vocational training institution in Thailand, Indonesia, Kenya, and Senegal. An inter-project analysis of the results revealed the merits and demerits

of long-term cooperation. The study also identified points related to the establishment of the objective for long-term cooperation and the necessary cooperation period, and the establishment of the cooperation scenario.

Background and Objectives of the Evaluation

JICA has been recently making efforts to enhance its programs as part of a strategic framework for the implementation of effective projects. In order to provide for flexible inputs vis-à-vis the individual projects that make up the programs, JICA has been promoting the implementation of small-scale projects. However, with recent project budget reductions, projects are

tending to be downsized and shortened in general.

In the context of the recent trends, the study conducted a comprehensive analysis of the merits of large and long-term assistance, its effects, and process. Based on this analysis, the study examined how the effective cooperation based on long-term development perspectives shall take place.

The Framework and the Policy for Evaluation

The following projects were selected for this study. (parentheses indicate the cooperation period).

- **Thailand:** King Mongkut's Institute of Technology Ladkrabang (1978 - 2003 / 26 years)
- **Indonesia:** Electronics Engineering Polytechnic Institute of Surabaya (1987 - 2006 / 20 years)
- **Kenya:** Jomo Kenyatta University of Agriculture and Technology (1980 - 2003 / 24 years)
- **Senegal:** Japan Senegal Vocational and Technical Training Center (1984 - 2003 / 20 years)

The study analyzed the following four items for each cooperation program. Then an inter-project analysis was performed.

- 1) Identification of the outcomes of the project*1 due to the long-term assistance*2
- 2) Factors that contributed to and impeded the generation of outcomes from long-term assistance
- 3) Identification of the risk factors surrounding the maintenance and enhancement of the outcomes produced and obtained
- 4) Identification of the merits and demerits of long-term assistance

Evaluation Results

Inter-project Analysis

1. Major outcomes produced due to the long term cooperation

The major outcomes from long-term cooperation are summarized in the table on the next page.

2. Factor analysis (contributing factors/impeding factors/risk factors)

Contributing factors

- The major Japanese assisting institutions were universities. Through the dedicated efforts of the mentioned stakeholders, a cooperative relationship continued between the two sides beyond the cooperation period which led to ensuring self-sustainable development.

- The continuous fostering of teachers in Japan and the target countries, the cooperation policy to engage in school management from the beginning of cooperation, and the consistent continuation of Japanese cooperation due to lack of partnerships with other donors, contributed to the maintenance of the unique type of education provided by cooperation target institutions.

- The long-term cooperation covering the full cycle of introducing the curriculum, producing the first graduates, monitoring and following-up, and updating the curriculum, established a system that steadily continues to foster human resources needs of the industrial sector in the target countries.

*1. Although outcome indicates output in a JICA evaluation, outcome here refers to the "utility" of the project.

*2. "Major outcomes that were produced because the cooperation was implemented over a long period" refers to "outcomes that would not have been achieved in one project cycle (including project, extension, and follow-up cooperation) even with significant input of human resources and funds."

■ Table Major outcomes of long-term cooperation shared by case study countries

	Output brought about for the target institution (outcome)	Output brought about within the target countries or in surrounding countries / regions (impact)
Expected outcome	1. The ability to independently enhance the function of the institution with flexibility to cope with changing social and economic needs was acquired.	3. Cooperation target institutions are producing superior human resources needed by the industrial sector.
Unexpected outcome	2. By continuing cooperation until the counterpart personnel trained in Japan became core personnel, the Japanese education method was maintained as a unique characteristic of the cooperation target institution.	4. Cooperation target institutions started to implement cooperation for surrounding countries. 5. Cooperation target institutions are sharing the acquired knowledge and technology with the regional communities.

- Through the organic combination of each scheme, synergistic effects were produced. Also, teacher training was strategically planned through the Japanese Government Scholarship Program,
- The counterpart government's political and financial commitments were key to the production of long-term assistance effects.

Impeding factors

- Resignation of trained teachers.
- Difficulty in continuous dispatch of experts.

Risk factors

- Influence of the expansion of cooperation target institution in preserving the small class based practical guidance.
- Necessity of self-help efforts to improve and maintain the quality of research.
- Influence of over ageing of provided equipment and materials on education activities and research activities.

3. Difference in cooperation targeted at Asia and Africa

What the two case studies in Africa have in common compared to the two Asian case studies is that they were implemented continuously without interval. The shortage in human resources and government's financial capability prolonged the cooperation. It shows that continuous assistance was needed to make the project's effects sustainable.

On the other hand, the case studies in Asia had favorable terms

(e.g., relatively continuous economic growth, relatively appropriate budget scale and human resources). Thus, there was some interval when direct cooperation through a technical cooperation project was not provided during the cooperation period.

Furthermore, factors that add difficulty to cooperation in Africa include the followings: narrow labor market; less advance of Japanese private companies compared with Asian countries which lead to the necessity of finding the market road; difficulties arising from differences between Japan and African countries in government system and education method (African countries applies French/British systems); and difficulties in securing the dispatching of the Japanese experts.

4. Merits and demerits of long-term cooperation

Merits: Human resources development, which is the key for enhancing the institutions' foundations, can be conducted over a long time, enabling the cooperation target institution to contribute domestically and to surrounding countries.

Demerits: In all of the case studies, the final objective of the cooperation was not made clear at the beginning, and thus the scenario for achieving the objective had not been developed at the time of commencement. Therefore, while the period allotted was inevitably necessary, prolonged cooperation raised the counterpart country's expectations for the continuation of cooperation, which in some cases made it difficult to formulate an exit strategy and determine its timing.

Recommendations and Analysis

1. Setting a cooperation objective level and cooperation period

When starting a technical education cooperation project for a specific education institution, the first question to consider is until when and to what extent this cooperation should be provided. Based on careful consideration, an appropriate objective and cooperation period should be determined.

In the four case studies, if cooperation began from the establishment of a new cooperation target institution, a two-phase technical cooperation project (one phase is five years in common.) was implemented, consisting of the organizational development phase and the institution's self-sustainable phase. In the case studies, the organizational development process took five to ten years, and it took another five to ten years until the institution became self-sustainable. In the two African countries, both processes took ten years, i.e., a total of 20 years. When deciding on the cooperation period, it is also necessary to bear in mind the length of teacher training in the target country and the counterpart country's political and economic stability.

2. Setting a cooperation scenario

If long-term cooperation is deemed necessary based on the results from 1., it is necessary to establish a cooperation scenario for each cooperation objective phase. In this study, we considered the following two distinctive scenarios: A) Cooperation until the institution is self-sustainable; and B) Follow-on cooperation after the institution is self-sustainable. Additionally, it is necessary to confirm changes in social and economic needs, external conditions, and the counterpart government's commitment, and make adjustments to the scenario accordingly.

A) If cooperation is provided until institution is self-sustainable

- Commencing stage of cooperation: Analyze the present condition of the target organization (especially the necessity of teachers' capacity building), and determine target growth level of institution, as well as criteria for the target institution's self-sustainability.
- Finalizing stage of organizational development phase: Intensive financial inputs can be made if there is a need to provide facility construction, equipment provision, and large-scale teacher training. At the initial stage, dispatching of long-term experts is preferable. At the end of this phase, confirm the progress made towards self-sustainability. If the institution is fully self-sustainable, consider starting third-country training.
- Final stage of self-sustainability achievement phase: Including provision of additional equipment, inputs become less compared to organizational development phase. Implement necessary technical transfer through both long-term and short-term experts. At the end of this phase, confirm to what extent self-sustainability has been achieved, and if necessary, consider relevance of continuing cooperation. If follow-up cooperation is provided, exit strategy should be discussed.

B) If cooperation is continued after institution is self-sustainable

- Commencing stage of cooperation : Establish clear long-term objective. Consider uses of target institution (cooperation for country and surrounding countries) and exit strategy.
- Final stage of the project: Confirm progress made towards long-term objective. Consider using institution to provide human resources training for surrounding countries.

Joint Evaluation on Four Donors' Assistance~Transport Sector~

Study period from September 2008 to May 2009

Summary of the Evaluation

As part of the joint evaluation implemented by the World Bank (WB), the Asian Development Bank (ADB), the United Kingdom's Department for International Development (DfID), and Japan, this evaluation analyzed the four donors' assistance in Bangladesh's transport sector, and derived lessons learned

and recommendations to improve aid effectiveness. To date, various aid coordination efforts have been made in this sector. Therefore, this evaluation examines not only technical assistance and infrastructure development, but also aid coordination among the donors.

Background and Objectives of the Evaluation

An OECD-DAC subsidiary body, Network on Development Evaluation (EVALUNET), proposes that donors conduct a cross-sectional evaluation to examine aid effectiveness at the country level. With this in mind, WB, ADB, DfID, and Japan conducted a joint evaluation in Bangladesh, where the donors have been promoting coordinated aid approaches.

The evaluation process was centered on WB's Country Assistance Evaluation (CAE). Each donor was in charge of a sectoral evaluation, and evaluation information was shared through joint evaluation missions. This evaluation was

conducted as part of the joint evaluation. Japan evaluated the four donors' assistance in Bangladesh's transport sector. The aim was to derive lessons learned and recommendations, in view of improving aid effectiveness, including efficient aid coordination.

The outcomes and results of WB's CAE at the core of the joint evaluation, is expected to be applied to the country evaluation necessary for revising Japan's Country Assistance Program for Bangladesh.

The Framework and the Policy for Evaluation

This evaluation analyzed the four donors' assistance for Bangladesh's transport sector. The focus was on ground transportation (corridor development, rural roads) in which the four donors' aid was concentrated. Taking into account WB's inputs for CAE, the evaluation period was set for FY2001-07.

The OECD-DAC's five evaluation criteria were adopted for the evaluation criteria. Each criterion was evaluated by the evaluation approach specified in the right table.

DAC's 5 Criteria	Evaluation Approach
Relevance	Derive commonalities and changes in national development strategy during evaluation period Compare donor assistance content and commonalities of national development strategy Compare donor assistance content and changes in national development strategy
Efficiency	Categorize aid coordination modalities based on content of past assistance Analyze examples of aid coordination modalities and impact on improving aid efficiency Clarify characteristics of each coordination modality
Effectiveness / Impact	Integrate existing evaluation on corridor development, rural roads Gauge quantitative effects based on transportation / economic statistics
Sustainability	Analyze system, plan, budget for road maintenance and management Effects of four donors' assistance in maintenance and management capacity development

Evaluation Results

► Evaluation results

Relevance

The national development strategy of Bangladesh identifies the development of corridors and rural roads as key challenges. The Poverty Reduction Strategy Paper (PRSP), too, promotes the development of corridors aimed at pro-poor growth and recommends more investment in improving the quality of rural roads. The majority of the four donors' assistance was allocated to the two key challenges. Therefore, the assistance was relevant.

The attention to road maintenance, the emphasis on urban

transport, and the outcome-oriented nature of the PRSP (improved service provision as a project effect) were the changes made to the national development strategy during the evaluation period. While DfID and Japan allocated more funding to road maintenance, new investment in urban transport was limited. Meanwhile, although measures linking the national development strategy and projects/programs (e.g., sub-sector master plans) are increasing in importance due to the PRSP's emphasis on outcomes rather than inputs, e.g., project scope, the Bangladeshi Government has approved only the master plan for urban transport.

Efficiency

It can be judged that aid coordination among the four donors became more robust during the evaluation period compared to before. ADB, WB, and Japan signed a memorandum of understanding (MOU) on railway sector reform, and the goal of aid coordination is applied more broadly from inputs (adjustment of scope of assistance) to include outcomes (improvement of service provision). Through the MOU, donors mobilized behind a common reform agenda and provided railway assistance linked with the MOU. As a result, progress was observed in railway sector reform. Under the MOU, adjustments between donors and the Bangladeshi Government are made under the leadership of ADB, preventing increases in the transaction cost of the Bangladeshi Government.

Also, joint co-financing continues to be employed. It is an effective aid coordination method if a large sum of investment is needed and it is difficult to divide the project scope. However, its high transaction cost should be kept in mind. In one example of co-financing in the rural road sector, discrepancy in the disbursement method was one factor for the scale-down of project scope.

Effectiveness / Impact

Corridor development and rural road development have been both effective. Assistance for corridor development contributed to increasing traffic volume on major highways, and social and economic indicators are improving, coupled with the region's development. In the Dhaka Northwest Corridor, travel time was shortened substantially and shipping agricultural products in the northwest region became easier. This in turn improved peoples' agricultural income. In the Dhaka Chittagong Corridor, too, traffic volume increased sharply, and is supporting the rise in trade volume. From the rural road development program supported by ADB and Japan, an increase in traffic volume and a reduction in travel cost were confirmed. Peoples' access to social services improved, and it is believed that the program is having a positive impact on their livelihood and employment.

The negative impact of road sector assistance is traffic accidents. In Bangladesh, many traffic accidents are fatal, involving the male workforce. Thus, the economic impact on poor households is large.

Sustainability

The road conditions of national roads managed by the Roads and Highways Department (RHD) are at an acceptable level, and the four donors' investment in road assets has maintained its value. On the other hand, the road conditions of other classes of roads managed by RHD (regional roads, Zila roads) have been deteriorating, and are becoming a risk for weakening the link between national roads and rural roads. The Road Asset Management System (RAMS) was introduced at RHD with support from DfID. Although RAMS is used to formulate the road maintenance plan, database updates have been slow and this has been a factor that is preventing the use of RAMS within RHD. Additionally, RHD's capability to manage contracts needs improvement. Its expenditures are not according to budget, the quality of the construction materials does not meet the technical specifications, among other problems.

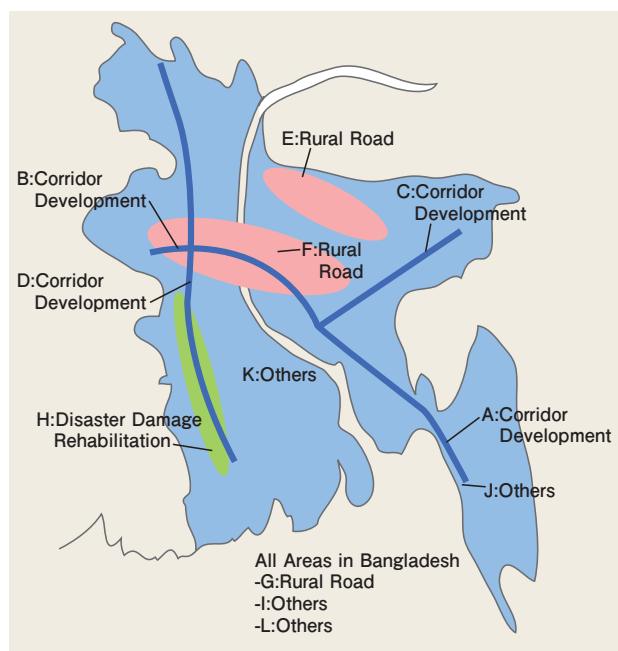
At the Local Government Engineering Department (LGED), a mechanism for data collection has been established with support from JICA, and the database is updated regularly. It will formulate the next fiscal year's road maintenance plan by

the end of the fiscal year using RAMS. Furthermore, because the database contains not only road-related data, but also various social data, it is also used in education, governance, and other sectors. The maintenance and management of the roads' unpaved sections are outsourced to a resident organization, and the executing agency pays the resident organization the maintenance fee. The fee is also used to improve livelihood and is contributing to poverty mitigation.

▶▶ Lessons learned and recommendations

The following recommendations were made to improve aid effectiveness.

- Because the PRSP reduced mention of development plan inputs (content of investment) and became outcome-oriented, ensuring consistency between the national development strategy and projects/programs has become a challenge. To increase consistency between policy/measures and projects/programs, the four donors should continue their efforts for the early formulation of sub-sector master plans.
- Rapid motorization has created gaps in assistance in the urban traffic and traffic safety sectors. To close the gaps, it is desirable that donors have a common assistance policy for both sectors, and divide roles between them.
- The aid coordination modality should be selected bearing in mind its purpose and the nature of the assistance's target. Joint co-financing has the risk of delaying project implementation due to discrepancies in disbursement method. In the transport sector, if there are no other options, joint co-financing should be considered for large-scale infrastructure projects whose contract package is difficult to divide among donors.
- To ensure the continuous functioning of transport infrastructure, it is desirable that an outsider reviews the contents of the contract after the maintenance construction. It is significant that RHD conducted an external audit with the support of DfID. To enable beneficiaries to monitor the content of the construction and its implementation, it is desirable that the four donors support RHD in the disclosure of maintenance construction information.



Map of four donors' assistance in the transport sector

Impact Evaluation of Pasak Irrigation Project (1)

Study period from October 2008 to January 2010

Summary of the Evaluation

The primary objective of this evaluation is: to consider more effective approaches of irrigation projects, through detailed measurements of the effects on productivity of constructing tertiary canals; and to acquire knowhow on impact evaluation method. To complement the impact evaluation, the second objective is to analyze the process of forming water user groups (WUGs) and sustainable management of WUGs which

are critical to ensuring the sustainability of irrigation projects, and derive recommendations on participatory irrigation management. Furthermore, the evaluation will analyze factors that will encourage farmers to adopt new knowledge and techniques to diversify the cropping pattern, which the project aimed, and disseminate them, as well as examine the approaches of assistance for disseminating these techniques.

Background and Policies of the Evaluation

In the project site, the construction of tertiary canals by the executing agency is on a phased basis, and construction has not been completed in some areas. For evaluations of large-scale infrastructure projects, it is generally difficult to establish an appropriate comparison group*1 that has not benefited from the project. In this evaluation, taking advantage of the phased construction of tertiary canals, areas in which tertiary canals are expected to be constructed but still have not been built were chosen as the comparison group. Two years panel data including wet and dry seasons will be collected, and

analyses will be carried out using the difference-in-differences method*2.

Regarding the organization and management of WUGs and technique dissemination, the focus will be on social relationships, of which a quantitative understanding has been lacking to date. Social network analyses used in sociology will be applied. This will allow the visualization of social relationships. Analyses that complement the qualitative analyses will be conducted.

Evaluation Results and Lessons Learned / Recommendations

Based on a carefully designed sampling strategy, data was collected from approximately 1,000 households. This data will serve as the baseline for observing the effects of the construction of tertiary canals. The study will proceed to the second round of data collection and present the final results of the analysis (impact evaluation).

The analysis of the organization and sustainable management of WUGs revealed that social relationships affect WUGs' performance to a certain extent. It was confirmed that when farmers cooperate with each other for water intake and drainage, negotiation and communication skills underpinned by social relationships are effective. They also support the management of WUGs. These analyses quantitatively showed that it is important to take into account existing social relationships in designing irrigation projects.

Similarly, with regards to technique dissemination, the study uncovered that information acquisition through existing social relationships has a large impact on decision-making about new technique adoption. On the other hand, it was shown that the impact of governmental channels. e.g., a technical trainer, is limited. The study quantitatively indicated that, when providing

assistance to promote the new techniques, in addition to calling on the government, it is important to select key persons who will have an active role in exchanging information among farmers.



Scene from training of household surveyors

*1. In general, to estimate the project's impact, a sample (e.g., individuals, companies) that has benefited from the project should be compared against an identical sample that has not benefited from the project. However, it is physically impossible to observe both the actual situation and a variant situation. Therefore, a sample that has not benefited from a policy is used as the comparison group and compared against a sample that has benefited from the policy.

*2. A method for estimating impact. It takes the differences between before and after project implementation, as well as between project beneficiaries and non-beneficiaries.

Sri Lanka

Impact Evaluation on Walawe Left Bank Irrigation Upgrading and Extension Project Phase(1)(2)

Study period from March 2009 to July 2009

Summary of the Evaluation

This evaluation analyzes the impact of the irrigation upgrading project on social development. Specifically, using a quantitative impact evaluation method, it aims to test the conventional hypothesis that irrigation-related projects lead to social capital* accumulation through the formation of water user groups, etc.

The evaluation results are expected to yield lessons learned that are useful for the sustainability of infrastructure projects, which will in turn be fruitful for the effective implementation of similar cooperation.

Background and Objectives of the Evaluation

Since 2001, former JBIC has been continuously collecting data through household surveys and conducting impact evaluations in the project area. The data showed that irrigation construction contributes to poverty reduction. In light of the results and data, this evaluation aims to conduct a more detailed analysis of the impact of the irrigation construction project on social development.

From a social development perspective, contributing to social capital accumulation among farmers is important in terms of

the smooth operation of water user groups and reduced transaction costs, with impacts on the sustainability of irrigation infrastructure. Yet to date, no impact evaluation has closely examined whether irrigation infrastructure construction can promote social capital accumulation among farmers.

This evaluation takes accurate measurements of social capital, and examines the effects of irrigation construction on social capital accumulation.

Evaluation Method and Preliminary Results

Questionnaires have generally been used to measure social capital. Due to large measurement errors, however, the accuracy of subjective data has often been questioned. To obtain an accurate assessment of social capital, this evaluation used various methods from experimental economics that has recently been making great strides, and directly observed and collected indicator measurements. Specifically, social capital data was collected by conducting experiments that measure peoples' trust and cooperation. By including the households that were continuously surveyed to date, the evaluation can access detailed panel data collected over a long time.

Initial analyses based on these data finds a positive correlation between irrigation construction and social capital level. It is shown that the more years of access to irrigation, the more accumulated the social capital is. Moving forward, JICA intends to refine the analysis method and conduct a detailed analysis of the causality between irrigation construction and social

capital accumulation.



A banana market. The area is now a major producer of bananas because of the project.

* The concept of social capital is multidimensional and lacks a uniform definition, but includes trust, norms of reciprocity, values, social networks, and citizen participation. Reports of JICA and the World Bank have previously presented definitions such as, "social factors that influence collective action necessary for the achievement of the development objective, either within a society / group or among societies and groups" and "social and cultural cohesion, norms, and values that shape the interactions between people and the organizations / institutions in which they belong."

Thematic Evaluation on Operation and Maintenance Management in Water Supply Sector

Study period from October 2008 to February 2009

Summary of the Evaluation

This evaluation looked at the past water supply programs financed by ODA Loans in Indonesia and Philippines. The evaluation focused two major groups in terms of management agencies to assess their operation and maintenance (O/M) status, and to analyze appropriate standards of water supply services provided to the beneficiaries; one group whose O/M has been handled by public enterprises, and the other whose O/M has been contracted to private concessionaires. In the

evaluation, performance indicators (PI) suggested by the Japan Water Works Association (JWWA) were adopted. Based on the results, JICA identified the issues of the target programs for improving water supply services, examined the possibility of Japan's future cooperation in the water supply sector, and extracted lessons learned on project design and supervision. Also, the evaluation examines the evaluation criteria for similar evaluations of water supply programs in developing countries.

Background of the Evaluation

One of the Millennium Development Goals (MDGs) calls for "halving the proportion of people without sustainable access to safe drinking water and basic sanitation, by 2015," and Japan has actively supported water and sewage programs in developing countries. However, water supply enterprises in developing countries often do not conduct adequate O/M. In some cases, collection of water fees is not assured due to water leakage and water theft, raising concerns about adverse effects on management. Recently, there are also increasing number of cases where O/M of water supply programs are being transferred from public to private concessionaires.

With a view to formulating guidelines on water and sewage service operations which enable the continuous provision of quality service to customers at optimal price, an ISO technical committee adopted and issued international standards for water and sewage services in 2007. In Japan, prior to these moves towards international standardization of water supply

service, the Guidelines for the Management and Assessment of Drinking Water Services were established in 2005 as a standard of the JWWA, to improve the level of service through quantification of water supply services. The water supply service PI (Japanese PI) presented in the guidelines have received great interest and high regard from the ISO technical committee.

It is believed that PI based on ISO standards will form the basis of future evaluations and analyses of water supply services in developing countries. Thus, Japanese PI are expected to be applied internationally, and contribute to the improvement of water supply services. Against this background, this study attempted to conduct a case study analysis and evaluation focusing on Japanese PI, and derived lessons learned and recommendations on the programs that were evaluated and on future international cooperation in the water supply sector.

The Framework and the Policy for Evaluation

Of the water supply programs previously financed by ODA Loans in Indonesia and Philippines, six programs were evaluated: two programs whose water supply is operated and maintained by public enterprises; and four programs where O/M was transferred to private concessionaires. Japanese PI values for the O/M of water supply enterprises were collected locally, and evaluated against the following five criteria:

- 1) Safety (11 items): Is safe water provided?
Water resources conservation, water quality control
- 2) Stability (18 items): Is water supply stable?
Water supply hours, facility maintenance, risk management
- 3) Sustainability (35 items): Is the management base solid?
Financial foundation, inheritance and development of technology, water supply service
- 4) Environment (3 items): Is it contributing to environmental protection?
Energy consumption, effective usage
- 5) Management (24 items): Is the management of the water system appropriate?
Operation management, facility operation and maintenance

Programs Evaluated

Country	Research Target			
	Water Supply Corporation	Water Supply Area / Population	Operation Organization	Operation Form
Indonesia	Jakarta Water Supply Enterprise (Regulatory body: Jakarta Water Supply Regulatory Body)	East region of Jakarta City / 7.2 million people	Aetra	Established by public and operated by private
		West region of Jakarta City / 6.0 million people	Palyja	
	Makassar (Ujung Pandang) Water Utility	Makassar City / 1.25 million people	Makassar Water Utility	Established and operated by public
Philippines	Metropolitan Waterworks and Sewerage System (Regulatory body: Regulatory Office)	East region of Metro Manila / 10 million people	Manila Water Company Inc. (MWCI)	Established and operated by public
		West region of Metro Manila / 6.64 million people	Maynilad Water Services, Inc. (MWSI)	
	Batangas City Water District	Batangas City / 300,000 people	Batangas City Water District	Established and operated by public

Evaluation Results

► Evaluation results

1) Evaluation by country

As to the PI value collection rate by country, Philippines (73%) largely surpassed Indonesia (16%). The same was observed for all five areas.

The table below compares the PI values for adequate water supply pressure (for maintaining national-level drinking water quality standards and water quality standards to the water tap), non-revenue water ratio (the paramount issue for improving management), etc. It is believed that comparing indicator benchmarks for facility design standards and water supply service standards is useful for the future application of Japanese PI parameters and PI value evaluations in Southeast Asian countries.

PI Parameter	Philippines	Indonesia
No. of monitoring parameters for raw water quality	36 - 52	2 - 30
Inadequate water supply pressure ratio	0.7%	5.0 - 16.7%
Non-revenue water ratio	20.0 - 32.0%	18.5 - 50.5%
Water theft ratio = Non-revenue water ratio - Water leakage ratio	0.0 - 1.9%	3.0 - 31.0%

2) Evaluation by operation organization / program scale

The results of the PI value evaluations by operation organization and program scale (water supply population) using Japan's criterion (large-scale water service ≥ 1 million > medium-scale water service $\geq 50,000$ > small-scale water service $\geq 10,000$ > basic water service) are as follows. For reference, Japan's PI values are also listed.

PI Parameter	Operated by public sector × medium scale	Operated by private sector × large scale
No. of monitoring parameters for raw water quality	30 - 45	2 - 52
Inadequate water supply pressure ratio	16.7%	0.7 - 5.0%
Non-revenue water ratio *Japan's non-revenue water ratio	18.5 - 32.0% 7.9%	20.0 ~ 50.5% 4.7%
Water theft ratio = Non-revenue water ratio - Water leakage ratio * Japan's water theft ratio	1.9 - 31.0% 1.0%	0.0- 3.0% 1.0%
Water distribution amount per employee * Japan's water distribution amount / employee	9.6 - 22.8m ³ / person-day 220,000m ³ /person-day	32.9 - 49.7m ³ / person-day 260,000m ³ /person-day
No. of meters per employee * No. of meters in Japan / employee	155 - 211 / person 582 / person	250 - 473 / person 944 / person

► Recommendations and Lessons Learned

The following lessons learned were derived from Japanese PI-based data collected from water supply enterprises and assessed against the five criteria:

- 1) Safety:** A monitoring system needs to be developed to be able to calculate water quality PI, and a manual needs to be created on the basis of the calculated PI.
- 2) Stability:** Three guidelines need to be developed for operation to proceed with: (1) a design and facility plan; (2) maintenance and management; and (3) numerical benchmarks.
- 3) Sustainability:** Operation needs to be based on a planned and strategic structure and system.
- 4) Environment:** PI parameters that take into account developing country situation need to be added.
- 5) Management:** PI parameters that take into account developing country situation need to be added.

Additionally, the following recommendations were offered on the possibility of Japan's O/M cooperation for the water supply sector in developing countries, and on the modality of such assistance.

1) Co-creation of ASEAN PI based on Japanese PI, and creation of respective country's PI option based on ASEAN PI

The water services laws, operation form, and water culture/practice are different by country, and as was made clear in this study, it is problematic to directly apply Japanese PI to other countries. To make objective quantifications and evaluations, country-based PI are essential. It is believed that the fastest way to quickly popularize the use of PI in Southeast Asian countries is to use the ASEAN PI guidelines as the basis, and add the country-based option or use a revised version. Japan has paved the way for ISO water standards, and the report notes that Japan can fulfill a role other countries cannot, e.g., in clarifying the basic concept (future vision) prior to the formulation of water service standards.

2) PI technical cooperation for agencies regulating privatized water service companies

Public-private partnership (PPP) contracts need to be based on concession contracts, and the M&E of regulatory activities need to cover a broad spectrum of activities. In the process of this study, both of the two regulatory agencies from the programs that were evaluated expressed enthusiasm towards Japanese PI and technical cooperation.

3) Enhancement measures for PI related activities

It was pointed out that at first, it is necessary to get international cooperation stakeholders, including JICA, acquainted with Japan's PI, their performance, and their differences from Southeast Asia's PI.

Furthermore, in relation to this study, the following were identified as tasks for the future:

- 1) Review or examination of PI parameters due to increase in number of case studies**
- 2) Study on relevant organizations that will have direct impact on O/M**
- 3) Creation of PI specific to each country based on Japanese PI that are more applicable to developing countries**
- 4) Implementation of evaluation and study using Japanese PI for model water supply enterprise**

List of Evaluations on Individual Projects in FY2008

Country / Area	Project Name	Cooperation Scheme
Ex-ante Evaluation (139 Projects)		
Asia		
Afghanistan	Poverty Reduction for Chronically Poor Women (CPW)	Technical Cooperation Project
India	Project for Capacity Building of State Forest Training Institutions and SFS Colleges	Technical Cooperation Project
Indonesia	Strategy for Strengthening Biodiversity Conservation through Appropriate National Park Management and Human Resources Development	Technical Cooperation Project
Indonesia	Wild Fire and Carbon Management in Peat-forest in Indonesia	Technical Cooperation Project
Indonesia	The Project to Enhance Surveillance System for Avian Influenza	Technical Cooperation Project
Indonesia	Project on Comprehensive Approach for Conservation and Restoration of Ecosystems in Protected Areas	Technical Cooperation Project
Uzbekistan	The Project for Water Management Improvement	Technical Cooperation Project
Cambodia	The Strengthening of Construction Quality Control	Technical Cooperation Project
Cambodia	Establishment of National Port Policy and Administration System	Technical Cooperation Project
Cambodia	The Project on Strengthening of Medical Equipment Management in Referral Hospitals	Technical Cooperation Project
Sri Lanka	Expressway Administration Project	Technical Cooperation Project
Sri Lanka	Small Scale Dairy Farming Improvement through Genetic and Feeding Management Improvement	Technical Cooperation Project
Thailand	Research and Development for Water Reuse Technology in Tropical Regions	Technical Cooperation Project
Thailand	Project for Research and Development of Therapeutic Products Against Infectious Diseases, Especially Dengue Virus Infection	Technical Cooperation Project
Thailand	The Development of Basic Schemes for PRTR System	Technical Cooperation Project
Thailand	Integrated Study Project on Hydro-Meteorological Prediction and Adaptation to Climate Change in Thailand (IMPAC-T)	Technical Cooperation Project
Thailand	Compiling Indices for Monitoring and Evaluating the Tenth National Development Plan (October 2006 - September 2011)	Technical Cooperation Project
Thailand	Project on Enhancing the Capacity on Local Public Service Provision through Local Coordination and Cooperation	Technical Cooperation Project
China	Sustainable Agricultural Technology Research and Development Phase 2	Technical Cooperation Project
China	Project for Management of Tax Administration of the People's Republic of China	Technical Cooperation Project
China	Capacity Development Project for Management Plan of Dam in China	Technical Cooperation Project
China	Japan-China Cooperation Plan of Earthquake First-aid Capacity Training	Technical Cooperation Project
China	Integrated Development Model Project for Nature Conservation in Jin Sha River Basin	Technical Cooperation Project
Pakistan	Project on Promotion of Science Education through Activity-based Teaching and Learning	Technical Cooperation Project
Pakistan	Strengthening Irrigation Management System Including Agriculture Extension through Farmers' Participation in the Punjab Province	Technical Cooperation Project
Pakistan	DHIS Project for Evidence-Based Decision Making and Management	Technical Cooperation Project
Bangladesh	Development of Human Capacity on Operation of Weather Analysis and Forecasting	Technical Cooperation Project
Bangladesh	Bangladesh Digital Mapping Assistance Project	Technical Cooperation Project
Timor-Leste	The Project for the Capacity Building of Road Works in Timor Leste	Technical Cooperation Project
Bhutan	Strengthening of Quality of Vocational Education and Training Delivery	Technical Cooperation Project
Bhutan	Study on GLOFs (Glacial Lake Outburst Floods) in the Bhutan Himalayas	Technical Cooperation Project
Viet Nam	National Water Environment Management Strengthening Project	Technical Cooperation Project
Viet Nam	Urban Planning Formulation and Management Capacity Development Project	Technical Cooperation Project
Viet Nam	Strengthening the Capacity of ITSS Education at Hanoi University of Technology (Phase2)	Technical Cooperation Project
Viet Nam	Project for Strengthening Community-based Management Capacity of Bidoup-Nui Ba National Park	Technical Cooperation Project
Viet Nam	Capacity Building of Ho Chi Minh City University of Technology to Strengthen University-Community Linkage (Phase 2)	Technical Cooperation Project
Malaysia	Improvement of Ability in Maritime Safety and Security	Technical Cooperation Project
Malaysia	Improvement of Vocational Training System to Keep Meeting with the Needs of Industries	Technical Cooperation Project
Mongolia	Strengthening the Capacity for Solid Waste Management in Ulaanbaatar City	Technical Cooperation Project
Laos	Follow-Up of Forest Management and Community Support Project (FORCOM Phase II)	Technical Cooperation Project
Middle East		
Algeria	Environmental Pollution Survey and Assessment	Technical Cooperation Project
Egypt	Egypt-Japan University for Science and Technology "E-Just"	Technical Cooperation Project
Oman	Master Plan for Industrial Development	Technical Cooperation Project
Syria	Project for City Planning and Development in Damascus Metropolitan Area	Technical Cooperation Project
Tunisia	Project on Quality/Productivity Improvement	Technical Cooperation Project
Africa		
Uganda	Promotion of Rice Production	Technical Cooperation Project
Uganda	SESEMAT National Expansion Plan	Technical Cooperation Project
Ethiopia	One Village One Product Promotion	Technical Cooperation for Development Planning
Ethiopia	Project for Capacity Building in Irrigation Improvement	Technical Cooperation Project
Ethiopia	Quality Seed Promotion Project for Smallholder Farmers	Technical Cooperation Project
Ethiopia	The Study on Quality and Productivity Improvement (KAIZEN) in the Federal Democratic Republic of Ethiopia	Technical Cooperation Project
Ghana	Project for Supporting the Planning of Potable Water Provision in Northern Region of Ghana	Technical Cooperation Project
Gabon	Conservation of Biodiversity in Tropical Forest through Sustainable Coexistence Between Human and Wild Animals	Technical Cooperation Project
Kenya	Management of Un-accounted for Water for Effective and Economical Water Supply in Kenya	Technical Cooperation Project

Country / Area	Project Name	Cooperation Scheme
Kenya	Community Health Development in Taita District	Technical Cooperation Project
Kenya	Strengthening Management for Health in Nyanza Province	Technical Cooperation Project
Kenya	Strengthening of Mathematics and Science in Secondary Education in Niger ("SMASSE Niger")	Technical Cooperation Project
Zambia	The Project for Scaling Up of Quality HIV/AIDS Care Service Management	Technical Cooperation Project
Zambia	The Project for Development of Control Strategies Against Emerging and Re-emerging Diseases in Africa	Technical Cooperation Project
Zambia	Study on the Master Plan for Promotion of Irrigated Agriculture for Smallholders in the Peri-urban Area in the Republic of Zambia	Development Study
Zambia	Health Capital Investment Support Project	Technical Cooperation Project
Sierra Leone	Project on Community Development for Consolidation of Peace in Kambia District	Technical Cooperation Project
Sudan	Human Resource Development for Health in Southern Sudan	Technical Cooperation Project
Senegal	Project on Improvement of Rice Productivity for Irrigation Schemes in the Valley of Senegal	Technical Cooperation Project
Senegal	Reinforcement of Mother and Child Health Care in Tambacounda	Technical Cooperation Project
Tanzania	Technical Cooperation in Strengthening Participatory Planning and Community Development Cycle for Good Local Governance	Technical Cooperation Project
Tanzania	Capacity Development Programme for Internal Audit	Technical Cooperation Project
Nigeria	Project for Improving Maternal, New Born and Child Health in Lagos State	Technical Cooperation Project
Nigeria	Project for Enhancing the Function of the National Water Resources Institute	Technical Cooperation Project
Burundi	The Project for Strengthening Capacities of Prince Regent Charles Hospital and Public Health Centers in Bujumbura City for Improvement of Mother and Child Health	Technical Cooperation Project
Madagascar	Project of Integrated Approach Development in order to Promote Environment Restoration and Rural Development in Morarano Chrome	Technical Cooperation Project
Malawi	Strengthening Mathematics and Science at Secondary Education (SMASSE) INSET Malawi Phase II	Technical Cooperation Project
Latin America		
Cuba	Improvement of the Capacity on Urban Solid Waste Management in Havana City, the Republic of Cuba	Technical Cooperation Project
Guatemala	Strengthening Water Associations and Community Development	Technical Cooperation Project
Costa Rica	Project for Capacity Building of Facilitators on Improving Productivity and Quality for Small and Medium Enterprise in Central America and Caribbean Region	Technical Cooperation Project
Columbia	Capacity Development of Local Governments to Support Internal Displaced Persons in Colombia	Technical Cooperation Project
Nicaragua	Strengthening of Activities of Survey and Control for Chagas Disease	Technical Cooperation Project
Brazil	The Project on Implementation of Community Policing Using the Koban System	Technical Cooperation Project
Brazil	Conservation of Ecosystem in Cerrado Region	Technical Cooperation Project
Mexico	Project for Human Development in the Technology of Plastic Transformation	Technical Cooperation Project
Europe		
Croatia	Project on Risk Identification and Land-use Planning for Disaster Mitigation of Landslide and Floods in Croatia	Technical Cooperation Project
Turkey	SME Consultancy System Project	Technical Cooperation Project
Oceania		
Tuvalu	Project for Eco-Technological Management of Tuvalu Against Sea Level Rise	Technical Cooperation Project
Papua New Guinea	The Integrated Community Development Project for the Settlement Areas in National Capital District	Technical Cooperation Project
Palau	PICRC Strengthening Project Phase II	Technical Cooperation Project
Fiji	The Programme for the Sustainable Management of Coastal Resources in the Pacific Region	Technical Cooperation Project
Asia		
India	Hogenakkal Water Supply & Fluorosis Mitigation (Phase 2)	Japanese ODA Loan
India	Guwahati Water Supply Project	Japanese ODA Loan
India	Kerala Water Supply Project (III)	Japanese ODA Loan
India	Capacity Development for Forest MNG & Personnel TRG Project	Japanese ODA Loan
India	Chennai Metro Project	Japanese ODA Loan
India	Micro, Small and Medium Enterprises Energy Saving Project	Japanese ODA Loan
India	Delhi Mass Rapid Transport System Project Phase2 (IV)	Japanese ODA Loan
India	Hyderabad Outer Ring Road Project (Phase 2)	Japanese ODA Loan
Indonesia	Infrastructure Reform Sector Development Program (II)	Japanese ODA Loan
Indonesia	Countermeasure for Sediment in Wonogiri Multipurpose Dam Reservoir (I)	Japanese ODA Loan
Indonesia	Development Policy Loan (V)	Japanese ODA Loan
Indonesia	Climate Change Program Loan	Japanese ODA Loan
Indonesia	Urban Flood Control System Improvement in Selected Cities	Japanese ODA Loan
Indonesia	Construction of Jakarta Mass Rapid Transit Project (I)	Japanese ODA Loan
Indonesia	Engineering Services for Java - Sumatra Interconnection	Japanese ODA Loan
Indonesia	Development of Bandung Institute of Technology (III)	Japanese ODA Loan
Cambodia	Niroth Water Supply Project	Japanese ODA Loan
Cambodia	Greater Colombo Urban Transport Development Project Phase2-I	Japanese ODA Loan
Sri Lanka	Energy Diversification Enhancement Project (E/S)	Japanese ODA Loan
Sri Lanka	Southern Highway Construction Project (II)	Japanese ODA Loan
Sri Lanka	Poverty Alleviation Micro Finance Project (II)	Japanese ODA Loan
Sri Lanka	Water Sector Development Project (II)	Japanese ODA Loan
Thailand	Mass Transit System Project in Bangkok (Red Line)(I)	Japanese ODA Loan
Pakistan	East-West Road Improvement Project (N70) (I)	Japanese ODA Loan

Country / Area	Project Name	Cooperation Scheme
Pakistan	Rural Roads Construction Project (II) (Sindh)	Japanese ODA Loan
Pakistan	Punjab Transmission Lines and Grid Stations Project (I)	Japanese ODA Loan
Pakistan	Punjab Irrigation System Improvement Project	Japanese ODA Loan
Bangladesh	Central Zone Power Distribution Project	Japanese ODA Loan
Bangladesh	Eastern Bangladesh Bridge Improvement Project	Japanese ODA Loan
Bangladesh	New Haripur Power Plant Development Project (II)	Japanese ODA Loan
Philippines	Development Policy Support Program (II)	Japanese ODA Loan
Philippines	Environmental Development Project	Japanese ODA Loan
Viet Nam	Transport Sector Loan for National Road Network Improvement (II)	Japanese ODA Loan
Viet Nam	2nd Hanoi Drainage Project for Environmental Improvement (II)	Japanese ODA Loan
Viet Nam	Hai Phong City Environmental Improvement Project (II)	Japanese ODA Loan
Viet Nam	Hanoi City Urban Railway Construction Project: Nam Thang Long – Tran Hung Dao Section (Line 2) (I)	Japanese ODA Loan
Mongolia	New Ulaanbaatar International Airport Construction Project	Japanese ODA Loan
Middle East		
Iraq	Water Supply Improvement Project in Kurdistan Region	Japanese ODA Loan
Iraq	Electricity Sector Reconstruction Project in Kurd	Japanese ODA Loan
Iraq	Baghdad Sewerage Facilities Improvement Project (E/S)	Japanese ODA Loan
Iraq	Basrah Water Supply Improvement Project	Japanese ODA Loan
Egypt	Kuraymat Integrated Solar Combined Cycle Power Plant Project (II)	Japanese ODA Loan
Egypt	Energy Control System Upgrading Project in Upper Egypt	Japanese ODA Loan
Egypt	Micro Enterprise Assistance Project	Japanese ODA Loan
Africa		
African Countries	Second Private Sector Assistance Loan	Japanese ODA Loan
Cameroon	Transport Facilitation Program for the Bamenda - Mamfe - Ekok	Japanese ODA Loan
Zambia	Increased Access to Electricity Services Project	Japanese ODA Loan
Tanzania	Sixth Poverty Reduction Support Credit	Japanese ODA Loan
Latin America		
Peru	Iquitos Sewerage Improvement and Expansion Project	Japanese ODA Loan
Peru	Water Supply and Sewerage Improvement and Expansion Project	Japanese ODA Loan
Peru	Electric Frontier Expansion Project (III) - Dept of Cajamarca	Japanese ODA Loan
Europe		
Albania	Greater Tirana Sewerage System Improvement Project	Japanese ODA Loan
Bulgaria	New Container Terminals Dev Pro at Ports of Varna & Bourgas	Japanese ODA Loan

Mid-term Review (67 Projects)

Asia		
Afghanistan	Strengthening of Teacher Education Program Phase 2	Technical Cooperation Project
India	Reproductive Health Project in the State of Madhya Pradesh (Phase 2)	Technical Cooperation Project
Indonesia	The Project for Improving Higher Education Institutions through University-Industry-Community Links (Hi-Link) in Gadjah Mada University	Technical Cooperation Project
Uzbekistan	Uzbekistan-Japan Center for Human Development (Phase 2)	Technical Cooperation Project
Kazakhstan	Kazakhstan-Japan Center for Human Development (Phase 2)	Technical Cooperation Project
Cambodia	The Project on Capacity Building for the Forestry Sector Phasell	Technical Cooperation Project
Cambodia	The Project on Improving Official Statistics Phase 2	Technical Cooperation Project
Cambodia	Improvement of Local Government Administration	Technical Cooperation Project
Cambodia	Battambang Rural Area Nurturing and Development (BRAND)	Technical Cooperation Project
Cambodia	Drug Control Project	Technical Cooperation Project
Sri Lanka	Capacity Upgrading Project for the National Solid Waste Management Support Center	Technical Cooperation Project
China	Project for Surveillance and Control for Vaccine-Preventable Diseases	Technical Cooperation Project
Bangladesh	Solid Waste Management Project in Dhaka City	Technical Cooperation Project
Bangladesh	Safe Motherhood Promotion Project	Technical Cooperation Project
Philippines	Capacity Enhancement Program of Metropolitan Iloilo-Guimaras Development Council (MDC) and Banate Bay Resource Management Council Inc.(BBRMCI)	Technical Cooperation Project
Philippines	Small Water Districts Improvement Project	Technical Cooperation Project
Philippines	Project of Strengthening of Local Health System in the Province of Benguet	Technical Cooperation Project
Philippines	Local Governance and Rural Empowerment Project for Davao Region	Technical Cooperation Project
Philippines	Comprehensive Outreach and Fish Breeding Project	Technical Cooperation Project
Bhutan	Project on Capacity Development of Bhutan Broadcasting Service	Technical Cooperation Project
Viet Nam	Project for Improvement of Productive Technology in Small and Medium Scale Dairy Farms in Viet Nam	Technical Cooperation Project
Viet Nam	Project for Improvement of Medical Service in the Central Region	Technical Cooperation Project
Viet Nam	Enhancing Functions of Agricultural Cooperatives	Technical Cooperation Project
Viet Nam	Vietnam-Japan Human Resources Cooperation Center (Phase 2)	Technical Cooperation Project
Myanmar	Project on ICT Human Resource Development at ICT Training Institute in the Union of Myanmar	Technical Cooperation Project
Myanmar	The Project on Rural Water Supply Technology in the Central Dry Zone	Technical Cooperation Project
Mongolia	The River Basin Management Model Project for the Conservation of Wetland and Ecosystem and its Sustainable Use in Mongolia	Technical Cooperation Project

Country / Area	Project Name	Cooperation Scheme
Laos	Lao-Japan Human Resource Cooperation Center (Phase 2)	Technical Cooperation Project
Laos	Capacity Development for Sector-wide Coordination in Health	Technical Cooperation Project
Middle East		
Iran	Establishment of Emergency Response Plan for the First 72 hours After an Earthquake	Technical Cooperation Project
Israel	Strengthening Support System Focusing on Sustainable Agriculture in Jericho and Jordan River Rift Valley	Technical Cooperation Project
Africa		
Ghana	Scaling up of Community Based Health Planning and Services (CHPS) Implementation in the Upper West Region	Technical Cooperation Project
Kenya	Blood Safety Project	Technical Cooperation Project
Malawi	Technical and Financial Assistance in Support of Physical Assets Management (PAM) Programme	Technical Cooperation Project
Malawi	The Project for Piloting the Implementation of the National Education Development Plan	Technical Cooperation Project
Niger	Support to the Improvement of School Management through Community Participation in Niger (School for All) Phase II	Technical Cooperation Project
Uganda	Instructors and Managers Training for Vocational Education & Training in Uganda	Technical Cooperation Project
Zambia	The Project for Strengthening HIV/AIDS Laboratory Network Services	Technical Cooperation Project
Zambia	Sustainable Operation and Maintenance Project for Rural Water Supply (SOMAP) Phase 2	Technical Cooperation Project
Senegal	Safe Water and Support for Community Activities Phase 2	Technical Cooperation Project
Mozambique	Sustainable Water Supply, Sanitation and Hygiene Promotion in Zambezia Province	Technical Cooperation Project
Rwanda	Improvement of Water Supply and Sanitation in the South Part of Eastern Province	Technical Cooperation Project
Ethiopia	Participatory Forest Management Project in Belete-Gera RPFA Phase 2	Technical Cooperation Project
Kenya	The Project for Promotion of Sustainable Smallholder Irrigation and Drainage Development and Management	Technical Cooperation Project
Kenya	Community Agricultural Development Project in Semi Arid Lands	Technical Cooperation Project
Zambia	Food Crop Diversification Support Project for Enhancement of Food Security	Technical Cooperation Project
Latin America		
Southern Part of South America (Argentina, Bolivia, Paraguay, Uruguay)	The Project of the Capacity Development for Improvement of Livestock Hygiene in the Southern Part of South America through Regional Technical Cooperation	Technical Cooperation Project
Mexico	Assistance for Sustainable Rural Development in Soconuco Region, the State of Chiapas (PAPROSOC-2)	Technical Cooperation Project
Mexico	The Project on Technology Transfer for Supporting Industry (Stamping Technology)	Technical Cooperation Project
Mexico	Project to Support the Women's Empowerment in the Mayan Region	Technical Cooperation Project
Paraguay	Project of Strengthening of Paraguayan Quality and Productivity Center (CEPPROCAL)	Technical Cooperation Project
Dominican Republic	The Project of the International Course of the Diagnosis by Images Course for Radiologists and Technicians of Latin America and the Caribbean	Technical Cooperation Project
El Salvador	The Project for Strengthening Nursing Education and In-service Training in El Salvador, Guatemala, Honduras, Nicaragua and the Dominican Republic	Technical Cooperation Project
Nicaragua	Project on Participatory Forest Management	Technical Cooperation Project
Nicaragua	The Project for the Improvement on the Quality of Mathematics Teaching in Primary Education in The Republic of Nicaragua	Technical Cooperation Project
Panama	The Project for Improvement of Solid Waste Management for the Municipality of Panama in the Republic of Panama	Technical Cooperation Project
Brazil	The Project for Capacity Development on Non Revenue Water Control for Sanitation Company of the State of Sao Paulo (SABESP)	Technical Cooperation Project
Honduras	Project for the Improvement of Teaching Method in Mathematics Phase II	Technical Cooperation Project
Europe		
Ukraine	Ukraine-Japan Center	Technical Cooperation Project
Turkey	Flatfish Culture	Technical Cooperation Project
Turkey	The Project on Strengthening the Program of Expanding Industrial Automation Technologies Department	Technical Cooperation Project
Asia		
Indonesia	Project Type Sector Loan for Water Resources Development II	Japanese ODA Loan
Indonesia	Water Resources Existing Facilities Rehabilitation	Japanese ODA Loan
Indonesia	Rehabilitation and Improvement Project of Jakarta Fishing Port	Japanese ODA Loan
Indonesia	Urgent Rehabilitation Project of Tanjung Priok Port	Japanese ODA Loan
Uzbekistan	Tashguzar-Kumkurgan New Railway Construction Project*	Japanese ODA Loan
Europe		
Turkey	Seismic Reinforcement Project for Large Scale Bridges in Istanbul*	Japanese ODA Loan
Terminal Evaluation (115 Projects)		
Asia		
Afghanistan	Medical Education Project	Technical Cooperation Project
Afghanistan	JICA Support Programme for Reintegration and Community Development in Kandahar	Technical Cooperation Project
Afghanistan	Inter-Communal Rural Development Project	Technical Cooperation Project
Indonesia	The Project of Research Cooperation on the Center for Japanese Studies, University of Indonesia, Phase III	Technical Cooperation Project
Indonesia	The Project for Improving Higher Education Institutions through University-Industry-Community Links (Hi-Link) in Gadjah Mada University	Technical Cooperation Project
Indonesia	Gunung Halimun-Salak National Park Management	Technical Cooperation Project
Indonesia	Project for the Promotion of the Sustainable Coastal Fisheries	Technical Cooperation Project
Indonesia	Strengthening in Service Teacher Training of Mathematics and Science Education at Junior Secondary Level	Technical Cooperation Project
Indonesia	Project on Human Resource Development for SMEs	Technical Cooperation Project

* Mid-term review was conducted to confirm the status of the safety measures.

Country / Area	Project Name	Cooperation Scheme
Uzbekistan	Nursing Education Improvement Project	Technical Cooperation Project
Uzbekistan	Legal Assistance for Improvement of the Conditions for Development of Private Enterprises	Technical Cooperation Project
Cambodia	Promotion of Medical Equipment Management	Technical Cooperation Project
Cambodia	Technical Service Center for Irrigation System Project Phase II	Technical Cooperation Project
Cambodia	Cambodia-Japan Cooperation Center	Technical Cooperation Project
Cambodia	National Tuberculosis Control Project Phase 2 in the Kingdom Cambodia	Technical Cooperation Project
Sri Lanka	Improving School Management to Enhance Quality of Education with Special Reference to Science and Mathematics	Technical Cooperation Project
Thailand	Project on the Diploma Course in Dermatology	Technical Cooperation Project
Thailand	Capacity Building for Environmental Research in Thailand	Technical Cooperation Project
Thailand	Capacity Building for Local Authorities through Local Public Services and Local Cooperation	Technical Cooperation Project
Thailand	Project on Capacity Development in Disaster Management	Technical Cooperation Project
Thailand	Regional Cooperation Project on Capacity Building of Drug Analysis for Improvement of Drug Law Enforcement Phase 2	Technical Cooperation Project
China	HIV/AIDS Control Project	Technical Cooperation Project
China	The Village-based Integrated Poverty Alleviation Model Project in Daozhen County and Leishan County, Guizhou Province, China	Technical Cooperation Project
China	Hospital Infection Control Project in Guangzhou	Technical Cooperation Project
China	The Project for Business Human Resource Development	Technical Cooperation Project
China	Project for Capacity Building of Reproductive Health and Family Care Service in Central and Western Region, China	Technical Cooperation Project
China	Japan-China Cooperation Center for Meteorological Disasters	Technical Cooperation Project
Nepal	Agricultural Training and Extension Improvement Project	Technical Cooperation Project
Pakistan	Tuberculosis Control Project in Pakistan	Technical Cooperation Project
Bangladesh	Strengthening Management and Performance Standards in Power Sector of Bangladesh through Promotion of TQM	Technical Cooperation Project
Bangladesh	Strengthening Primary Teacher Training on Science and Mathematics	Technical Cooperation Project
Philippines	Dairy Development Enhancement Project	Technical Cooperation Project
Philippines	The Project to Build up the Operation of Automated Fingerprint Identification System (AFIS)	Technical Cooperation Project
Philippines	Educational Support for the New CNS/ATM Systems Implementation Project in the Philippines	Technical Cooperation Project
Philippines	Project for Enhancement of Community-based Forest Management Program (CBFMP)	Technical Cooperation Project
Philippines	Improvement of Packaging Technology for Philippine Food Products in the Regions	Technical Cooperation Project
Philippines	Sustainability Improvement of Renewable Energy Development in Village Electrification in the Philippines	Technical Cooperation Project
Bhutan	Agricultural Research and Extension Support Project in Ihuntse and Mongar	Technical Cooperation Project
Viet Nam	Support for the Capacity Building of Viet Nam ODA Management	Technical Cooperation Project
Viet Nam	Improvement of Port Management System in Viet Nam	Technical Cooperation Project
Viet Nam	Capacity Development for NIHE to Control Emerging and Re-emerging Infectious Diseases	Technical Cooperation Project
Viet Nam	Modernization of IP information System in Viet Nam	Technical Cooperation Project
Viet Nam	Project on the Villagers Support for Sustainable Forest Management in Central Highland	Technical Cooperation Project
Viet Nam	Project of Human Resources Development for Water Sector in the Middle Region of Viet Nam	Technical Cooperation Project
Viet Nam	Strengthening the Capacity of ITSS Education at Hanoi University of Technology	Technical Cooperation Project
Viet Nam	The Project for Traffic Safety Human Resource Development in Hanoi	Technical Cooperation Project
Viet Nam	Capacity Building of Hochiminh City University of Technology to Strengthen University-Community Linkage	Technical Cooperation Project
Viet Nam	Project for Rehabilitation of Natural Forest in Degraded Watershed Area in the North of Viet Nam	Technical Cooperation Project
Myanmar	Traditional Medicine Project	Technical Cooperation Project
Myanmar	Myanmar-Japan Center for Human Resources Development	Technical Cooperation Project
Mongolia	Development of Human Capacity for Weather Forecasting and Data Analysis	Technical Cooperation Project
Mongolia	Teaching Methods Improvement Project towards Children's Development in Mongolia	Technical Cooperation Project
Mongolia	Establishment of Tax Administration Project	Technical Cooperation Project
Laos	Air Traffic Safety Improvement Project	Technical Cooperation Project
Laos	Forest Management and Community Support Project	Technical Cooperation Project
Middle East		
Algeria	Capacity Development of Environmental Administration in Algeria	Technical Cooperation Project
Yemen	Broadening Regional Initiative for Developing Girls' Education Program (BRIDGE)	Technical Cooperation Project
Egypt	Capacity Development of Farmers in the Reclaimed Lands of the Mubarak Scheme	Technical Cooperation Project
Egypt	Regional Environmental Management Improvement Project	Technical Cooperation Project
Saudi Arabia	Saudi-Japanese Automobile High Institute Project Phase 2	Technical Cooperation Project
Syria	Improvement of Reproductive Health in Rural Area	Technical Cooperation Project
Tunisia	Project on Management of Technopark in Borj Cedria	Technical Cooperation Project
Palestine	The Project for Capacity Development on Solid Waste Management in Jericho and Jordan River Rift Valley in Palestine	Technical Cooperation Project
Palestine	Improvement in Local Governance System in Palestine	Technical Cooperation Project
Palestine	Project for Improving Reproductive Health with a Special Focus on Maternal and Child Health in Palestine	Technical Cooperation Project
Jordan	Capacity Development of Learning Resources Centers (LRCs) for Science Education Utilizing ICT	Technical Cooperation Project
Africa		
Uganda	Improvement of Health Infrastructure Management in Uganda	Technical Cooperation Project

Country / Area	Project Name	Cooperation Scheme
Ethiopia	Project for Irrigation Farming Improvement	Technical Cooperation Project
Ethiopia	Project for Strengthening Farmer Support System through Farmers Research Group Activity in Ethiopia	Technical Cooperation Project
Ghana	Tourism Development Project through Strengthening Public-Private-Partnership	Technical Cooperation Project
Ghana	Participatory Forest Resource Management Project in the Transitional Zone	Technical Cooperation Project
Ghana	Promotion of Education Policy Development	Technical Cooperation Project
Ghana	Project to Support the Operationalization of the In-Service Training Policy	Technical Cooperation Project
Ghana	West African Centre for International Parasite Control Project	Technical Cooperation Project
Ghana	Small- and Medium-Scale Enterprise Promotion Development Project	Technical Cooperation Project
Ghana	The Project for Strengthening of Survey of Kenya for GIS Promotion	Technical Cooperation Project
Ghana	The Project for Strengthening of People Empowerment Against HIV/AIDS in Kenya	Technical Cooperation Project
Ghana	Improvement of Environmental Management Capacity in Nakuru city	Technical Cooperation Project
Ghana	Intensified Social Forestry Project in Semi-arid Areas	Technical Cooperation Project
Zambia	Integrated HIV and AIDS Care Implementation Project at District Level	Technical Cooperation Project
Zambia	Development through Empowerment of Rural Communities in Zambia Initiative Areas	Technical Cooperation Project
Zambia	Investment Promotion Project through South-South Cooperation	Technical Cooperation Project
Zambia	Project for Improvement of Animal Health and Production Delivery through Extension Services	Technical Cooperation Project
Zambia	Project for Participatory Village Development in Isolated Areas	Technical Cooperation Project
Zambia	Capacity Development for Provision of Decentralized Services	Technical Cooperation Project
Sierra Leone	Establishment of Water Supply Management System in Kambia District	Technical Cooperation Project
Sierra Leone	Agricultural Development Project in Kambia District	Technical Cooperation Project
Tanzania	Capacity Building in Road Project Management	Technical Cooperation Project
Malawi	Development of Smallholder Irrigation Schemes Technical Cooperation Project	Technical Cooperation Project
Rwanda	The Skills Training for the Reintegration of Demobilised Soldiers with Disabilities	Technical Cooperation Project
Latin America		
Argentina	PCM Moderator Training	Technical Cooperation Project
Ecuador	Project on Conservation of the Galapagos Marine Reserve	Technical Cooperation Project
El Salvador	The Project for the Improvement on Mathematics Teaching in Primary Education in The Republic of El Salvador	Technical Cooperation Project
El Salvador	Enhancement of Technology for the Construction of Popular Earthquake Resistant Housing	Technical Cooperation Project
El Salvador	The Project on Integrated Solid Waste Management for Municipalities in El Salvador	Technical Cooperation Project
Guatemala	The Project of Improvement on Mathematics Teaching for Primary Education	Technical Cooperation Project
Guatemala	Water Environment Improvement in Metropolitan Area	Technical Cooperation Project
Chile	Strengthening of the National Food Safety Program	Technical Cooperation Project
Chile	International Course on the Attention System of Rehabilitation for Disabled People	Technical Cooperation Project
Dominican Republic	The Sustainable Watershed Management Project in the Upper Area of the Sabana Yegua Dam in the Dominican Republic	Technical Cooperation Project
Nicaragua	Project to Strengthen Reproductive Health	Technical Cooperation Project
Paraguay	Quality Improvement of School Management	Technical Cooperation Project
Brazil	The Healthy Municipality Project in the Northeast Brazil	Technical Cooperation Project
Brazil	Sustainable Use of Forest Resources in Estuary Tidal Floodplains in Amapa	Technical Cooperation Project
Bolivia	Achacach Agricultural, Livestock and Rural Development Project	Technical Cooperation Project
Bolivia	The Mining Environmental Research Center Project	Technical Cooperation Project
Bolivia	The Improvement of Technical Extension for Small-Scale Livestock Farmers Project	Technical Cooperation Project
Honduras	Development Capacity Building in the Western Region of Honduras	Technical Cooperation Project
Mexico	Development of Waste Management Policy Based on 3Rs in Mexico	Technical Cooperation Project
Oceania		
Vanuatu	The Project for Promotion of the Grace of the Sea in Coastal Village in Vanuatu	Technical Cooperation Project
Papua New Guinea	Promotion of Smallholder Rice Production Project	Technical Cooperation Project
Papua New Guinea	Project for Strengthening Long Distance Education	Technical Cooperation Project
Palau	Improvement on Solid Waste Management in the Republic of Palau	Technical Cooperation Project
Europe		
Turkey	The Project for Energy Efficiency Improvement of Power Plant in Turkey	Technical Cooperation Project
Romania	The Improvement of Farm Management by Developing of Agricultural Cooperatives	Technical Cooperation Project
Ex-post Evaluation (85 Projects)		
Asia		
Kazakhstan	Project for the Improvement of Health Care Services in Semipalatinsk Region	Technical Cooperation Project
Cambodia	Phase II of the Maternal and Child Health Project	Technical Cooperation Project
Thailand	Modernization Water Management System Project	Technical Cooperation Project
China	Anhui Primary Health Care Technical Training Center Project	Technical Cooperation Project
China	China-Japan Friendship Project on the National Center for Safety Evaluation of Drugs	Technical Cooperation Project
Nepal	Community Tuberculosis and Lung Health Project	Technical Cooperation Project
Nepal	Community Development and Forest/Watershed Conservation Phase II	Technical Cooperation Project
Viet Nam	Project for Strengthening Training Capabilities for Road Construction Workers in Transport Technical and Professional School No.1	Technical Cooperation Project
Viet Nam	Project for Strengthening Training Capability for Technical Workers in Hanoi Industrial College	Technical Cooperation Project

Country / Area	Project Name	Cooperation Scheme
Malaysia	Project for the Capacity Building of the National Institute of Occupational Safety and Health (NIOSH) in the Field of Occupational Safety and Health (OSH)	Technical Cooperation Project
Myanmar	Leprosy Control and Basic Health Service Project	Technical Cooperation Project
Mongolia	Project for Improvement of Technology on Diagnosis of Animal Infectious Diseases	Technical Cooperation Project
Middle East		
Egypt	Project on Improvement of Science and Mathematics Education in Primary Schools	Technical Cooperation Project
Tunisia	Project for the Establishment of the Vocational Training Center for the Electric and Electronics Industry	Technical Cooperation Project
Morocco	Training Center Project for Agricultural Mechanization	Technical Cooperation Project
Africa		
Ethiopia	Project for Capacity Building of the Alemgena Training and Testing Center of ERA	Technical Cooperation Project
Zambia	HIV/AIDS and Tuberculosis Control Project	Technical Cooperation Project
Senegal	Project on the Safe Water and the Support on Community Activity	Technical Cooperation Project
Tanzania	Project on Sokoine University of Agriculture Center for Sustainable Rural Development	Technical Cooperation Project
Latin America		
Argentina	Project of Research and Development of Pejerrey Aquaculture and Propagation	Technical Cooperation Project
Costa Rica	Project on Productivity Improvement for Enterprises	Technical Cooperation Project
Dominican Republic	Technology Improvement Project for Irrigated Agriculture	Technical Cooperation Project
Panama	Panama Canal Watershed Conservation Project	Technical Cooperation Project
Paraguay	Improvement of Small and Medium Scale Dairy Farm Management Project	Technical Cooperation Project
Barbados	Caribbean Disaster Management	Technical Cooperation Project
Brazil	Cerrado Ecosystem Conservation Project	Technical Cooperation Project
Brazil	Strengthening of the Agricultural Technical Support System to Small-Scale Farmers in Toantins State	Technical Cooperation Project
Bolivia	Project for the Dissemination of High-Quality Rice Seeds for Small-Scale Farmers	Technical Cooperation Project
Oceania		
Fiji	Project of the Information and Communication Technologies (ICTs) Capacity Building at the University of the South Pacific	Technical Cooperation Project
Micronesia	Fisheries Training Project	Technical Cooperation Project
Europe		
Turkey	Project on Energy Conservation	Technical Cooperation Project
Asia		
India	Power System Improvement and Small Hydro Electric Project	Japanese ODA Loan
India	Northern India Transmission System Project	Japanese ODA Loan
Indonesia	Rating Schools Establishment Project	Japanese ODA Loan
Indonesia	Heavy Loaded Road Improvement Project (2)	Japanese ODA Loan
Indonesia	Transmission Line Construction Project in Java-Bali (I)(II)(III)	Japanese ODA Loan
Indonesia	Sumatra East Coast Highways	Japanese ODA Loan
Indonesia	Multipurpose Dam Hydroelectric Power Plants Project	Japanese ODA Loan
Indonesia	Upland Plantation and Land Development Project at Citirik Sub-watershed	Japanese ODA Loan
Indonesia	Small Ports Development Project in Eastern Indonesia	Japanese ODA Loan
Indonesia	New Padang Airport Construction Project	Japanese ODA Loan
Indonesia	Bajoe-Kolaka & Palembang-Muntok Ferry Terminals Development	Japanese ODA Loan
Indonesia	Disaster Prevention Ships Procurement Project	Japanese ODA Loan
Indonesia	Renun Hydroelectric Power and Associated Transmission Line Project (I)(II)(III)	Japanese ODA Loan
Uzbekistan	Telecommunication Network Expansion Project (I)(II)	Japanese ODA Loan
Uzbekistan	Senior Secondary Education Project	Japanese ODA Loan
Kyrgyz Republic	Bishkek-Osh Road Rehabilitation Project (I)(II)	Japanese ODA Loan
Sri Lanka	Port of Colombo North Pier Development Project (I)(II), Urgent Upgrading of Colombo Port Project	Japanese ODA Loan
Sri Lanka	Towns North of Colombo Water Supply Project	Japanese ODA Loan
Sri Lanka	Transmission and Substation Development Project (II)	Japanese ODA Loan
Sri Lanka	Greater Colombo Flood Control and Environment Improvement Project (II)(III)	Japanese ODA Loan
Sri Lanka	Power Sector Restructuring Program	Japanese ODA Loan
Sri Lanka	Medium Voltage Distribution Network Reinforcement Project	Japanese ODA Loan
Sri Lanka	Poverty Alleviation Micro Finance Project	Japanese ODA Loan
Thailand	Regional Road Improvement Project (III)	Japanese ODA Loan
Thailand	Thailand-Japan Technology Transfer Project	Japanese ODA Loan
China	Yingkou Water Supply Project	Japanese ODA Loan
China	Xinxiang-Zhengzhou Highway Construction Project	Japanese ODA Loan
China	Chongqing Water Supply Project	Japanese ODA Loan
China	Tangshan Water Supply Project	Japanese ODA Loan
Pakistan	Ghazi Barotha Hydropower Project (I)(II)	Japanese ODA Loan
Pakistan	Karachi Water Supply Improvement Project	Japanese ODA Loan
Bangladesh	Rural Electrification Project (Phase V-B)	Japanese ODA Loan
Bangladesh	Power Distribution and Efficiency Enhancement Project	Japanese ODA Loan
Philippines	Arterial Road Links Development Project (Phase III)	Japanese ODA Loan

Country / Area	Project Name	Cooperation Scheme
Philippines	Fisheries Resource Management Project	Japanese ODA Loan
Philippines	Provincial Cities Water Supply Project (Ⅲ) (Ⅳ) (Ⅴ)	Japanese ODA Loan
Philippines	Tiwi Geothermal Power Plant Complex Rehabilitation Project	Japanese ODA Loan
Philippines	Domestic Shipping Modernization Program (Phase II)	Japanese ODA Loan
Philippines	Third Elementary Education Project	Japanese ODA Loan
Philippines	Mak-Ban Geothermal Power Plant Complex Rehabilitation Project	Japanese ODA Loan
Philippines	Metro Manila Strategic Mass Rail Transit Development Project (I)(II)(III)	Japanese ODA Loan
Viet Nam	Coastal Communication System Project in Southern Part of Viet Nam	Japanese ODA Loan
Viet Nam	Ham Thuan - Da Mi Hydropower Project (I) - (IV)	Japanese ODA Loan
Viet Nam	Phu My-Ho Chi Minh City 500kV Transmission Line Project	Japanese ODA Loan
Malaysia	Port Dickson (Tuanku Jaafar) Power Station Rehabilitation Project	Japanese ODA Loan
Middle East		
Tunisia	Sewage System Development Project in Four Cities	Japanese ODA Loan
Latin America		
Columbia	Bogota Water Supply Improvement Project	Japanese ODA Loan
Brazil	Tiete River Basin Depollution Project	Japanese ODA Loan
Peru	El Nino-Affected Highway Rehabilitation Project	Japanese ODA Loan
Peru	Sierra-Natural Resources Management & Poverty Alleviation Project (II)	Japanese ODA Loan
Peru	Lima-Callao Metropolitan Area Water Supply & Sewerage Improvement Project	Japanese ODA Loan
Europe		
Bosnia and Herzegovina	Emergency Electric Power Improvement Project	Japanese ODA Loan
Asia		
Cambodia	The Project for Flood Protection and Drainage Improvement in the Municipality of Phnom Penh	Japanese ODA Grant Aid
China	The Project for Improvement of Solid Waste Management in Xi'an City	Japanese ODA Grant Aid
Ex-post Monitoring (11 Projects)		
Asia		
India	Eastern Gandak Canal Hydroelectric Project	Japanese ODA Loan
India	Upper Kolab Irrigation Project	Japanese ODA Loan
Indonesia	The Bapedal Regional Monitoring Capacity Development Project	Japanese ODA Loan
Uzbekistan	Three Local Airports Modernization Project (I)(II)	Japanese ODA Loan
Kazakhstan	Railway Transport Capacity Development Project	Japanese ODA Loan
Guatemala	Social Investment Fund Project	Japanese ODA Loan
Bangladesh	Energy Saving and Improvement of Ghorasal Fertilizer Factory	Japanese ODA Loan
Malaysia	Rehabilitation of the Tenom Pangi Hydropower Project	Japanese ODA Loan
Middle East		
Tunisia	Agricultural Sector Investment Project	Japanese ODA Loan
Africa		
Kenya	Horticultural Produce Handling Facilities Project	Japanese ODA Loan
Botswana	North-South Carrier Water Project	Japanese ODA Loan

List of External Evaluators

The evaluators for Ex-post Evaluation on Japanese ODA Loan projects, Technical Cooperation projects and Grant Aid are introduced below.

List of External Evaluators for Ex-post Evaluation on Japanese ODA Loan projects (FY2008)

The table below lists the external evaluators who conducted the ex-post project evaluations in FY2008.

The names of major companies that have received consultant contracts and main body contracts for the ODA Loan projects targeted for ex-post evaluation in FY2008 are published in individual evaluation reports.

Profiles are shown only for team leaders marked with *. (Listed in Japanese syllabic order. Titles omitted)
Complementary personnel from other organizations are marked with (*)

External Evaluators	Organization Commissioned	Profile	Project
Koichi Ishii	Pegasus Engineering Corporation	Graduated from the Faculty of Foreign Studies, Sophia University with a major in Portuguese. After working at Nippon Yakin Kogyo and Pacific Consultants International, assumed his present position in 2000. Specializes in economic and financial evaluation and environmental and social consciousness.	Pakistan Ghazi Barotha Hydropower Project (I) (II)
			India Power System Improvement and Small Hydro Electric Project
			India Northern India Transmission System Project
Koichiro Ishimori	Value Frontier Co., Ltd.	Earned credits towards a Ph.D. degree at the Science and Technology Policy Research, University of Sussex. Assumed his present position in 2006. Specializes in development project evaluation and water resource policy.	Indonesia Upland Plantation and Land Development Project at Citarik Sub-watershed
			Sri Lanka Port of Colombo North Pier Development Project (I) (II) Urgent Upgrading of Colombo Port Project
Kenichi Inazawa* Hajime Onishi	Office Mikage, LLC / Mitsubishi UFJ Research and Consulting Co., Ltd.	Earned an MA in International Policy Studies from the Monterey Institute of International Studies. After working for the local government and as a researcher for former JBIC, assumed his present position. Specializes in project evaluation.	Brazil Tiete River Basin Depollution Project
			Columbia Bogota Water Supply Improvement Project
			Tunisia Sewage System Development Project in Four Cities
Hajime Onishi* Kazuyoshi Inokuchi	Mitsubishi UFJ Research and Consulting Co., Ltd.	Earned a Master's degree from the Development Planning Unit, University College London. After serving as a Junior Overseas Cooperation Volunteer (JOCV) and working as a consultant, assumed his present position in 2007. Specializes in ex-post evaluation of projects, economic and financial analysis, and development economics.	Uzbekistan Telecommunication Network Expansion Project (I) (II)
			Uzbekistan Senior Secondary Education Project
Yasuhiro Kawabata* Hiroshi Aoki(*)	Sanshu Engineering Consultant Co., Ltd	Earned Master's degrees in civil engineering from Oregon State University and University of Washington, and a Ph.D. degree in engineering from the Graduate School of Science and Technology, Nihon University. Engineer. After working at the Japan Highway Public Corporation, a private consulting company, and the World Bank, assumed his present position in 2005. Simultaneously serves as an advisor to the World Bank. Specializes in development planning, transport/traffic planning, and social structure.	Philippines Metro Manila Strategic Mass Rail Transit Development Project (I) (II) (III)
			Philippines Arterial Road Links Development Project (Phase III)
			Philippines Fisheries Resource Management Project
Yasuhiro Kawabata* Junko Miura(*)	Sanshu Engineering Consultant Co., Ltd	Earned Master's degrees in civil engineering from Oregon State University and University of Washington, and a Ph.D. degree in engineering from the Graduate School of Science and Technology, Nihon University. Engineer. After working at the Japan Highway Public Corporation, a private consulting company, and the World Bank, assumed his present position in 2005. Simultaneously serves as an advisor to the World Bank. Specializes in development planning, transport/traffic planning, and social structure.	China Xinxiang-Zhengzhou Highway Construction Project
			China Chongqing Water Supply Project
			China Yingkou Water Supply Project
			China Tangshan Water Supply Project

External Evaluators	Organization Commissioned	Profile	Project
Ryujiro Sasao* Kenji Momota	IC Net Limited	Earned an MBA from the University of British Columbia. After working in the private sector and at the UN World Food Programme (WFP), assumed his present position in 1995. Specializes in ODA project evaluation, project management, and business management.	Sri Lanka Transmission and Substation Development Project (II)
			Sri Lanka Medium Voltage Distribution Network Reinforcement Project
			Sri Lanka Power Sector Restructuring Program
			Bangladesh Power Distribution and Efficiency Enhancement Project
			Bangladesh Rural Electrification Project (Phase V-B)
Masami Sugimoto	SHINKO Overseas Management Consulting, Inc.	Earned a Master's degree (economic policy) from the Graduate School of Economics, Keio University. Certified accountant. After working at Shinko Audit Corporation, assumed her present position in 1987. Specializes in public financial management and finance/business management.	Indonesia Renun Hydroelectric Power and Associated Transmission Line Project (I) (II) (III)
			Indonesia Multipurpose Dam Hydroelectric Power Plants Project
Hajime Sonoda* Takeshi Yoshida(*)	Global Group 21 Japan, Inc.	Graduated from the School of Engineering, University of Tokyo (urban planning). After working as a researcher and consultant for domestic research organizations, assumed his present position in 2005. Specializes in project evaluation/management and urban/residential environment planning.	Peru Lima-Callao Metropolitan Area Water Supply & Sewerage Improvement Project
			Peru El Nino-Affected Highway Rehabilitation Project
			Peru Sierra-Natural Resources Management & Poverty Alleviation Project (II)
Hajime Sonoda* Nobuko Shimomura	Global Group 21 Japan, Inc. / KRI International Corporation	Graduated from the School of Engineering, University of Tokyo (urban planning). After working as a researcher and consultant for domestic research organizations, assumed his present position in 2005. Specializes in project evaluation/management and urban/residential environment planning.	Kyrgyz Republic Bishkek-Osh Road Rehabilitation Project (I) (II)
			Bosnia and Herzegovina Emergency Electric Power Improvement Project
Tomoko Tamura* Chiyo Mamiya	Kaihatsu Management Consulting, Inc.	Earned a Master's degree from the Graduate School of Economics, Ryukoku University. After working in the private sector, as a JOCV, and with international organizations, assumed her present position in 2002. Specializes in project evaluation and social development.	Sri Lanka Greater Colombo Flood Control and Environment Improvement Project (II) (III)
			Sri Lanka Towns North of Colombo Water Supply Project
			Pakistan Karachi Water Supply Improvement Project
Tomoko Tamura	Kaihatsu Management Consulting, Inc.	Earned a Master's degree from the Graduate School of Economics, Ryukoku University. After working in the private sector, as a JOCV, and with international organizations, assumed her present position in 2002. Specializes in project evaluation and social development.	Sri Lanka Poverty Alleviation Micro Finance Project
Akihiro Nakagome* Hisae Takahashi Hideyuki Takagi	Ernst & Young SN Global Solution Co., Ltd	Graduated from the Department of Electrical Engineering, University of Yamanashi. After working at Shin Nihon Audit Corporation, assumed his present position in 2007. Specializes in evaluation, finance, accounting, and organizational reform.	Philippines Provincial Cities Water Supply Project (III) (IV) (V)
			Philippines Domestic Shipping Modernization Program (Phase II)
			Philippines Third Elementary Education Project
Takako Haraguchi	International Development Associates Ltd.	Completed the first term of the Doctoral Program at the Graduate School Division of Public Administration, International Christian University. After working as a consultant, assumed her present position in 2005. Specializes in project planning, monitoring, and evaluation.	Thailand Thailand-Japan Technology Transfer Project
Mitsue Mishima* Kako Inoue	OPMAC Corporation	Earned a Master's degree (development) from Carleton University. After working at the Japan External Trade Organization (JETRO) and the Research Institute of Development Assistance (RIDA) of the Overseas Economic Cooperation Fund (OECF), assumed her present position in 1999. Specializes in project evaluation, socioeconomic analysis, and environmental and social consciousness.	Malaysia Port Dickson (Tuanku Jaafar) Power Station Rehabilitation Project
			Philippines Tiwi Geothermal Power Plant Complex Rehabilitation Project
			Philippines Mak-Ban Geothermal Power Plant Complex Rehabilitation Project

External Evaluators	Organization Commissioned	Profile	Project
Keishi Miyazaki* Nobuyuki Kobayashi	OPMAC Corporation	Completed a postgraduate course at the School of International Development, University of East Anglia, and at the Graduate School Division of Public Administration, International Christian University. Assumed his present position in 1996. Significant experience in conducting development project-related studies. Specializes in ODA evaluation (policy evaluation/project evaluation), economic/social analysis, and human resource development.	Thailand Regional Road Improvement Project (III)
			Indonesia Heavy Loaded Road Improvement Project (2)
			Indonesia Sumatra East Coast Highways
			Indonesia Small Ports Development Project in Eastern Indonesia
Keishi Miyazaki* Takako Haraguchi(*)	OPMAC Corporation	Completed a postgraduate course at the School of International Development, University of East Anglia, and at the Graduate School Division of Public Administration, International Christian University. Assumed his present position in 1996. Significant experience in conducting development project-related studies. Specializes in ODA evaluation (policy evaluation/project evaluation), economic/social analysis, and human resource development.	Indonesia Disaster Prevention Ships Procurement Project
			Viet Nam Ham Thuan - Da Mi Hydropower Project (I)-(IV)
			Viet Nam Coastal Communication System Project in Southern Part of Viet Nam
Tomoo Mochida	OPMAC Corporation	Earned Master's degrees from the John F. Kennedy School of Government, Harvard University and Duke University. After serving as a JOCV, assumed his present position in 1988. Specializes in development project planning and design, implementation assistance, monitoring, and evaluation.	Viet Nam Phu My-Ho Chi Minh City 500kV Transmission Line Project
			Indonesia Bajoe-Kolaka & Palembang-Muntok Ferry Terminals Development
			Indonesia Rating Schools Establishment Project
			Indonesia New Padang Airport Construction Project

List of External Evaluators for Ex-post Evaluation on Technical Cooperation Projects and Grant Aid Projects (FY2008)

The table below lists the external evaluators who conducted ex-post project evaluations in FY2008.

Profiles are shown only for team leaders marked with*. (Listed in Japanese syllabic order. Titles omitted)
Complementary personnel from other organizations are marked with (*).
Japanese Grant Aid projects are marked with (+).

External Evaluators	Organization Commissioned	Profile	Project
Takeshi Ito* Mitsuo Inuma Koichi Motomura Takeo Iwaki	IC Net Limited	Earned a Master's degree (environmental management) from the Nicholas School of the Environment, Duke University. After working at JICA, assumed his present position in 1996. Specializes in project management, environment protection, and human resource development.	Fiji The Project of the Information and Communication Technologies (ICTs) Capacity Building at the University of the South Pacific
			Micronesia Fisheries Training Project
			Malaysia The Project for the Capacity Building of the National Institute of Occupational Safety and Health (NIOSH) in the Field of Occupational Safety and Health (OSH)
			Thailand The Modernization Water Management System Project
Naomi Okada* Keiko Watanabe Rie Fusamae Toru Shimura(*) Nobuko Fujita Junko Suzuki	Foundation for Advanced Studies on International Development	Earned Master's degrees from Ochanomizu University (advanced sciences) and the Institute of Education, University of London (literature). After serving as JICA's expert, assumed her present position in 1990. Specializes in program/project evaluation and project management.	China Anhui Primary Health Care Technical Training Center Project
			China China-Japan Friendship Project on the National Center for Safety Evaluation of Drugs
			China The Project for Improvement of Solid Waste Management in Xi'an City (+)
			Cambodia The Phase II of the Maternal and Child Health Project
			Cambodia The Project for Flood Protection and Drainage Improvement in the Municipality of Phnom Penh (+)
Chiaki Nakamura* Akemi Serizawa Yukiko Sueyoshi	Global Link Management Inc.	Earned a Master's degree from the School of Social Sciences, Jawaharlal Nehru University. Assumed her present position in 1995. Specializes in policy/project evaluation, participatory planning, and social research.	Egypt The Project on Improvement of Science and Mathematics Education in Primary Schools
			Tunisia The Project for the Establishment of the Vocational Training Center for the Electric and Electronics Industry
			Morocco The Training Center Project for Agricultural Mechanization
			Turkey The Project on Energy Conservation
Akira Maekawa* Takaaki Hirakawa Takayuki Kojima Kyoko Kojima Miho Ito	INTEM Consulting, Inc.	Earned a Master's degree (fisheries) from Tokyo University of Fisheries. After working at JICA and in the private sector, assumed his present position in 2000. Specializes in fisheries, project design and planning/evaluation/implementation and management.	Viet Nam The Project for Strengthening Training Capabilities for Road Construction Workers in Transport Technical and Professional School No.1
			Viet Nam The Project for Strengthening Training Capability for Technical Workers in Hanoi Industrial College
			Mongolia The Project for Improvement of Technology on Diagnosis of Animal Infectious Diseases
			Nepal Community Tuberculosis and Lung Health Project
			Nepal Community Development and Forest / Watershed Conservation Phase II
			Kazakhstan The Project for the Improvement of Health Care Services in Semipalatinsk Region
Myanmar The Leprosy Control and Basic Health Service Project			

External Evaluators	Organization Commissioned	Profile	Project
Mitsue Mishima* Hisami Nakamura Kiyoko Hitsuda(*)	OPMAC Corporation	Earned a Master's degree (development) from Carleton University. After working at the Japan External Trade Organization (JETRO) and the Research Institute of Development Assistance (RIDA) of the Overseas Economic Cooperation Fund (OECF), assumed her present position in 1999. Specializes in project evaluation, socioeconomic analysis, and environmental and social consciousness.	Argentina The Project of Research and Development of Pejerrey Aquaculture and Propagation
			Brazil Cerrado Ecosystem Conservation Project
			Brazil Strengthening of the Agricultural Technical Support System to Small-Scale Farmers in Toantins State
			Bolivia The Project for the Dissemination of High-Quality Rice Seeds for Small-Scale Farmers
			Paraguay The Improvement of Small and Medium Scale Dairy Farm Management Project
Shinboku Miyagawa* Masafumi Ikeno Tamau Kishinami(*) Munetoshi Ishida Hiroshi Okukawa	KRI International Corp.	Earned a Master's degree (education) from University of Tsukuba. After working as a teacher in Japan and abroad, and at the Foundation for Advanced Studies on International Development (FASID) and a private consulting company, assumed his present position in 2007. Specializes in education, project evaluation, and education analysis.	Costa Rica The Project on Productivity Improvement for Enterprises
			Barbados Caribbean Disaster Management
			Dominican Republic Technology Improvement Project for Irrigated Agriculture
			Panama Panama Canal Watershed Conservation Project
Shinichi Mori* Tutomu Nishimura Takuya Adachi Reiko Fukuda	IMG Inc.	Graduated from the Yale School of Management. After working at JICA and the World Bank and as a private consultant, assumed his present position in 1998. Specializes in organizational analysis, development strategy design, and economic and social project planning and design.	Ethiopia The Project for Capacity Building of the Alemgena Training and Testing Center of ERA
			Senegal The Project on the Safe Water and the Support on Community Activity
			Tanzania The Project on Sokoine University of Agriculture Center for Sustainable Rural Development
			Zambia HIV/AIDS and Tuberculosis Control Project

Glossary

[A]

● Acceptance of Technical Training Participants

The Japanese government accepts leading administrators, engineers, technicians, and researchers from partner countries as trainees and conducts technical training aimed at transferring technologies and deepening their understanding of Japan. It is divided into two types; (1) a group-training course with fixed programs to which participants are invited, and (2) a country-focused training course that is designed to meet specific requests of each country.

● Accountability

Responsibility to furnish adequate and accurate explanations to citizens and the people of a partner country regarding contents of cooperation, financial affairs, and reasons behind decisions when proceeding with development aid and international cooperation activities and programs.

● Activities

“Activities” are carried out to achieve the output of a project. Each activity flow is described for every output in a logical framework (PDM).

● Advisory Committee on Evaluation

Advisory Committee on Evaluation, which was established in fiscal 2002, is composed of external experts (academics, NGOs, journalists, etc.) who are knowledgeable about development assistance and evaluation. They give advice to the Evaluation Study Committee on evaluation systems and methods. They also review the results of internal evaluations and contribute to the improvement of objectivity of the evaluation.

● Appraisal

Prior to the funding decision, a comprehensive examination is conducted to determine the relevance of developmental assistance, the possibility of implementation and latent sustainability.

[B]

● Baseline Survey

Baseline survey investigates and analyzes the characteristics of a target area prior to the implementation of a project. These surveys are necessary when setting project objectives using indicators because reference values for the determined indicators must be clarified before starting a project.

● Beneficiaries

Individuals, groups or organizations that receive the benefits of a project.

[C]

● Capacity Development (CD)

Process by which a developing country strengthens its own capacity in order to solve development issues. In contrast with capacity-building, whose aim is to build capacity from outside, capacity development refers to the endogenous process of building, strengthening, and maintaining capacity by a developing country.

● Cooperation Program

A strategic framework that consists of a set of projects to assist a developing country in achieving mid-and long-term specific development goals (cooperation goals and appropriate cooperation scenario to achieve those goals). In contrast, “Program-based approach,” which is a form of donor intervention at the multi-level, refers to cooperation implemented based on a principle of providing well-coordinated assistance to development programs of the partner country.

● Counterparts

Local personnel who work together with JICA experts, consultants, or Japan Overseas Cooperation Volunteers (JOCV) sent to developing countries and who receive technical instruction directly from them.

● Country-program Evaluation

Assessing the JICA cooperation projects of a country on a cross-sector basis. The overall impact of JICA cooperation and its implementation process in a country are analyzed and recommendations and lessons for future cooperation are offered to the country. The results of evaluation are reflected in improvements in JICA Country Program and cooperation methods for the country.

[D]

● Development Assistance Committee (DAC)

The Development Assistance Committee (DAC) was formed in 1961 as a subordinate agency of the Organization for Economic Cooperation and Development (OECD). DAC distributes aid information, adjusts aid policies, and examines the implementation of aid by member countries and their aid policies. Where necessary, it also gives advice to member countries.

● Disaster Relief

A cooperation scheme that is implemented in the case of a large-scale disaster in a foreign nation, especially a developing nation, based on the request of the affected country. It consists of personnel, material, and monetary contributions, and JICA is in charge of personnel and material support.

[E]

● Effect

The change(s) that occur directly or indirectly as a result of the assistance, either intended or unintended. Relevant terms: result, outcome.

● Effectiveness

Effectiveness is a perspective to evaluate whether the project purpose is being achieved as initially planned and whether it can be attributed to the outputs of the project.

● Efficiency

Efficiency is a perspective in which a project is examined from the perspective of the effective use of resources; whether the achievement degree of outputs can justify (or will justify) the costs (inputs); in other words, whether there was no alternative means that could have made the same achievements at lower costs, or whether it was impossible to make greater achievements with the same costs.

● Empowerment

When independent decision-making capabilities and economic, social, legal, and political power are obtained with awareness and exercised by individuals or organizations, being able to make decisions by themselves helps erase social inequalities.

● Evaluation

The systematic and objective examination of a project, program, policy and its design, implementation and results. It aims to judge the relevance and fulfillment of the objectives and developmental efficiency, effectiveness, impact and sustainability. An evaluation has to provide credible and useful information, and enable the incorporation of lessons learned into the decision-making process of both recipient and donor countries. It is also the determination process of the value and meaning of the activity, policy and program, as well as the systematic and objective assessment of an in-design, on-going or completed development assistance.

● Ex-ante Evaluation

Ex-ante evaluation is performed when a project is requested by a partner country. It first involves a study of the project to determine its necessity as well as its conformity with the JICA Country Program. This is followed by an on-site evaluation to clarify details of the project and its expected outputs are clarified. Then, the relevance of the project is comprehensively examined and evaluated. In ex-ante evaluation, evaluation indicators are set and they are used to measure the effectiveness of the project in subsequent evaluation, from the mid-term evaluation to the ex-post evaluation.

● Experts

Experts dispatched to developing countries and international organizations carry out the formulation of development plans, research studies, instruction, extension activities, consulting and other work at a variety of locations, including government-related organizations, testing and research institutes, and academic and training institutions. Experts are classified by length of dispatch term into long-term (one year or longer) and short-term (less than one year).

● Ex-post Evaluation

Ex-post evaluation is an evaluation executed at a certain period of time after completion of a project. It is undertaken for the purpose of deriving recommendations and lessons that contribute to improving JICA Country Program and planning effective and efficient JICA projects, by focusing most notably on Impact and Sustainability among the Five Evaluation Criteria.

● External Evaluation

The evaluation of a development cooperation conducted by entities and/or individuals outside the donor and implementing organizations.

[F]

● Feedback

The process of presenting findings of a monitoring and evaluation to concerned parties, so that the findings are incorporated into future policies and plans.

● Five Evaluation Criteria

The evaluation criteria advocated in “Principles for Evaluation of Development Assistance” by the Development Assistance Committee (DAC) in 1991. The five criteria are Relevance, Effectiveness, Efficiency, Impact, and Sustainability.

● Follow-up Cooperation

Technical Cooperation Project designed to extend cooperation in a specific sector that has not accomplished the project purpose.

[G]

● Gender

Social and sexual distinction formed by a set of values that a specific society shares and individuals possess.

● Good Practice

Good implementation cases that can be role-models for others.

● Grant Aid

Grant aid is financial assistance without the obligation of repayment particularly directed to the least developing countries, whereas “Loan assistance” is a government loan with a long repayment period. The aim is to support economic and social development for Basic Human Needs, such as health care, water supply, education, HIV/AIDS, children’s health, environment, population, and construction of basic infrastructure, which serve as the basis for the socioeconomic development of a country.

[H]

● Human Security

Human Security means focusing on individual people and building societies in which everyone can live with dignity by protecting and empowering individuals and communities that are exposed to actual or potential threats. A practical approach to human security involves two general strategies: protection and empowerment. Protection shields people from acute threats of fear, such as conflicts, terrorism, crime, human rights violations, displacement, disease epidemics, environmental destruction, economic crises, and natural disasters; and from want, such as poverty, hunger and lack of educational and health services. Empowerment enables people to develop their abilities to make choices and take action on their own behalf so that they will be able to cope with these threats.

[I]

● Impact

Impact refers to positive and negative, primary and secondary long-term effects produced by a project, directly or indirectly, intended or unintended.

● Important Assumptions

“Important assumptions” are factors or risks that cannot be controlled by a project but may affect the progress of the project or the achievement of the goal. It is an element of logical framework (PDM), subject to periodical monitoring.

● In-country Training

A type of training implemented within a developing country in order to extend the knowledge and skills within the country. In most cases, the personnel who received a technical transfer play the central role in its implementation.

● Indicator

“Indicator” is a quantitative or qualitative variable that provides a simple and reliable means to measure achievement of or a change made by a project. A logical framework (PDM) should also include the initially targeted value of each indicator.

● Input

One of the components of logical framework (PDM), “input” refers to the financial, human, and material resources used to implement a project.

● Internal Evaluation

Evaluation of a project conducted by JICA within the project management process.

● Intervention

The process by which parties involved in assistance (donor and non-donor) may invoke to promote development.

[J]

● Japan Overseas Cooperation Volunteers (JOCV)

The Japan Overseas Cooperation Volunteers Program promotes and fosters volunteer activities by the youth of Japan who wish to work with local communities in developing countries and contribute to the economic and social development of the region to which they are dispatched.

● JICA Country Program

The JICA Country Program is a document formulated by JICA that presents JICA’s direction on medium-term to long-term cooperation to the target country, to be implemented within the framework of country-specific aid policy. It encompasses development goals, development issues, project plans, and points to consider when implementing aid. It also provides a rolling plan for each development issue, covering a period of three to five years.

● JICA Partnership Program (JPP)

JPP is a technical cooperation program implemented by JICA to encourage and promote the assistance activities implemented by Japanese NGOs, universities, local governments, and public corporations for the people of developing countries. JPP is classified into three types according to the type of the implementation group; 1) Partner Type, 2) Support Type, and 3) Proposal Type.

● Joint Evaluation

An evaluation carried out together with relevant organizations in the partner country or with other donors.

[L]

● Lessons Learned

Generalizations based on evaluation experiences with projects, programs, or policies that abstract from the specific circumstances to broader situations. Frequently, lessons highlight strengths or weaknesses in preparation, design, and implementation that affect performance, outcome, and impact.

● Loan Assistance (Yen Loan)

Government loan with a long repayment period and a low-interest rate for relatively large-scale projects that support socioeconomic development in developing countries. Since JBIC provides yen-based loans after examining projects, it is also known as yen loan.

● Local Cost

Of the funds necessary for the implementation of projects, local cost refers to the costs procured in partner countries in local currency, such as budget for local remuneration for construction and procurement of equipment. When a project is jointly implemented, it refers to costs that should be borne by the partner country (costs for land acquisition, facility construction, facility maintenance, and project management).

● Logical Framework

“Logical Framework” identifies the project’s main elements (input, output, purpose, etc.) and their cause-effect relationships, and the assumptions or risks that may influence success and failure. It thus facilitates planning, execution, and evaluation. A similar framework is also applied to PDM. See “Project Design Matrix” (PDM)

● Logic Model

Logical presentation of processes and relations that lead to outcomes in a project or program. The model logically shows goals, outputs, and inputs as well as their cause-effect relations, indicators, and important assumptions.

[M]

● Means of Verification

Means of verification refers to information sources and survey methods used to measure the achievement of a project. One of the elements of logical framework (PDM).

● Meta-evaluation

Meta-evaluation refers to analysis of a series of evaluation results. It also examines the quality of evaluation and the performance of the evaluators, as the "evaluation of evaluation."

● Mid-term Review

Refers to an evaluation conducted at the mid-term of a project, examining points such as the efficiency and relevance of the project. It provides information for deciding whether or not the initial planning needs to be revised.

● Millennium Development Goals (MDGs)

The eight "goals" to be ensured by 2015, announced at the United Nations Millennium Summit in 2000; (1) Eradicate Extreme Poverty and Hunger, (2) Achieve Universal Primary Education, (3) Promote Gender Equality and Empower Women, (4) Reduce Child Mortality, (5) Improve Maternal Health, (6) Combat HIV/AIDS, Malaria and Other Diseases, (7) Ensure Environmental Sustainability, and (8) Develop a Global Partnership for Development.

● Monitoring

A continuing function that uses a systematic collection of data on specified indicators to provide management and the main stakeholders of an ongoing development project with indications of the extent of progress in the use of all allocated funds.

[N]

● NGO

Non Governmental Organization: Non profit-making organizations in non-governmental or private sectors.

● NGO-JICA Council

Consultative organization to promote partnership between NGOs and JICA.

[O]

● ODA

Official Development Assistance: Economic assistance provided by governmental organizations in developed nations to developing nations. It is divided into two categories; (1) bilateral assistance such as grant, loan, compensation, and technical cooperation, and (2) multilateral assistance where donors provide funds or contributions via international organizations.

● Organisation for Economic Co-operation and Development (OECD)

The OECD aims to maximize the member countries' economic growth, expanding trade, and helping nonmember countries develop more rapidly through exchange of economic data and creation of unified policies. The OECD has three major councils: Economic Policy Committee (EPC), Trade and Development Board (TDB), and Development Assistance Committee (DAC).

● Outcome

It refers to short-, medium-, and long-term effects achieved by the outputs of a project. Long-term effect is called "impact" in some organizations.

● Output

It refers to the services and results produced by the implementation of a project. In other words, it refers to the changes brought by the project including those related to the accomplishment of outcome. One of the elements of Logical Framework (PDM).

● Overall Goal

The overall goal refers to the indirect and long-term impact defined at the project-planning stage. One of the elements of logical framework (PDM).

● Overseas Training

It refers to "In-country Training" and "Third-country Training". See also "In-country Training" and "Third-country Training".

[P]

● Participatory Evaluation

An evaluation in which representatives of donors, implementing agencies, and stakeholders (including beneficiaries) work together to evaluate all stages of a project; plan a study, implement it and analyze study results.

● Performance

This information shows the achievement degree of project purpose and overall goal, output status, input situations, etc., in comparison to the achievement targets set in the planning stage.

● Performance Indicator

The variable showing the actual results in comparison with the original plan, in order to verify the change occurred as a result of development assistance.

● Performance Measurement

The system to examine the performance of development assistance relative to the overall goal.

● Poverty Reduction Strategy Paper (PRSP)

An independently prepared report that the 1999 World Bank and International Monetary Fund (IMF) Development Committee required of heavily indebted poor countries (HIPC) hoping for debt reductions, for the purpose of approving or disapproving debt reduction. Special attention to poverty countermeasures is required in preparing the paper.

● Preconditions

An element of logical framework (PDM), "preconditions" refers to the requirements that must be satisfied before implementing a project.

● Primary Health Care (PHC)

An approach to health care in which diagnosis, treatment, and efforts to raise health standards are handled integrally on the local level. Available to all members of local communities, PHC aims to establish affordable and accessible systems of medical care. PHC is composed of eight elements:

(1) health education, (2) provision of food and improvement of nutrition (3) supply of safe water and hygiene management, (4) maternal and child health (including family planning), (5) preventative vaccines, (6) prevention and control of epidemic illness prevailing in regions, (7) appropriate treatment of general illnesses and injuries, and (8) supply of essential drugs.

● Project Design Matrix (PDM)

PDM is the term used in the PCM method, describing the logical framework of a project to facilitate planning, monitoring, and evaluation. It is composed of elements such as narrative summary, indicators, methods to acquire data, external factors, input, and preconditions.

● Project Evaluation

Evaluation of an individual case of development intervention intended to achieve specific objectives within specified resources and implementation schedules, often within the framework of a broader program.

● Project Purpose

The project purpose is the target expected to be achieved by the completion of a project. One of the elements of logical framework (PDM).

● Project-type Technical Cooperation

A type of technical cooperation under which three kinds of aid schemes (dispatch of Japanese experts, acceptance of trainees, and provision of equipment) are integrated and implemented as a program. It has been integrated into Technical Cooperation Projects since fiscal 2002.

● Provision of Equipment

The provision of equipment needed generally for technical transfer. JICA provides the necessary equipment as part of technical cooperation toward the effective implementation of the various types of Technical Cooperation Projects.

[R]

● Recommendations

Specific measures, suggestions and advice obtained from evaluation results aimed at enhancing the effectiveness, quality, or efficiency of the project concerned; redesigning the objectives; and/or the reallocation of resources.

● Relevance

Relevance, one of the Five Evaluation Criteria, refers to the extent to which the objectives of a development intervention are consistent with beneficiaries' requirements, country needs, global priorities, and partners' and donors' policies. In addition, it examines appropriateness of strategy or approaches taken by a project, as well as whether it has a legitimacy to be implemented through ODA.

● Results-based Management

A management strategy focusing on performance and achievement of outputs, outcomes, and impacts.

[S]

● Secondary Evaluation

Evaluation performed on an evaluation performed by another person (primary evaluation). It is also called meta-evaluation since it is an evaluation of an evaluation to verify the quality of primary evaluation. See also "Meta-evaluation".

● Senior Advisor

An expert who belongs to JICA. Overseas, they work as high-level advisors, project leaders, and general experts, while in Japan, they conduct various kinds of research, offer advice on research, train would-be experts, and instruct in technical training for participants overseas.

● South-South Cooperation

Mutual economic development among developing countries through regional cooperation. Since the capital-intensive, knowledge-intensive technology of the more developed countries often fails to meet the needs and the situations of developing countries, cooperation among developing countries through institutions such as the United Nations Conference on Trade and Development (UNCTAD) has been encouraged.

● Stakeholder

Agency, organization, group and individuals who, directly or indirectly, can affect or can be affected by the development assistance or its evaluation.

● Sustainability

One of the Five Evaluation Criteria. It refers to the continuation of benefits of a project after the project assistance is completed.

[T]

● Target Group

The specific individuals or organizations for whose benefit the development intervention is undertaken.

● Technical Cooperation Project

One of JICA's cooperation schemes launched in 2002. This scheme allows flexibility in terms of project period, scale, and components (e.g. dispatch of experts, acceptance of trainees, and provision of equipment). It is defined as "development aid to achieve a certain output within a certain period under the cause-effect relation among input, output and activities" including Project-type Technical Cooperation and team dispatch of experts.

● Technical Cooperation for Development Study

Development Study supports the formulation of plans for public projects by dispatching a study team to contribute to social and economic advancement in developing countries. Reports, which are prepared based on the study results, provide partner governments with data for assessing social and economic development policies. They also offer international organizations and donor countries resources for studying the need for financial aid and technical cooperation.

● Technology Transfer

Organizations and individuals possessing specific skills transfer them to other organizations and individuals through education and training, and then strive to ensure that they take root and spread. In the case of international cooperation, it means that production and managerial skills required for further development in developing countries are transferred from developed countries or companies.

● Terminal Evaluation

Terminal evaluation is performed right before completion of a project, focusing on the achievement of project purpose, its efficiency, and sustainability. Based upon the results of the evaluation, JICA determines whether it is appropriate to complete the project or necessary to extend follow-up cooperation.

● Thematic Evaluation

Evaluation on specific sector(s), important issues (such as environment, poverty and gender issues) or specific project style. Several projects are targeted and evaluated cross-sectionally. The results will be reflected in future policy making for related developmental issues, and in cultivating and forming projects in the related areas.

The experts in developing countries to be dispatched to other developing countries as a part of the South-South Cooperation. Due to their similar environments, technical standards, cultural and linguistic similarities, it is believed that more appropriate transfer of technology can be achieved.

● Thematic Guidelines

JICA's past experience and knowledge in relation to important points in implementing its activities and direction of cooperation are systematically compiled into the guidelines after analyzing situations, aid trends, approaches, and methods with regard to major development issues.

● Third-country Experts

Technical experts of developing countries dispatched to another developing country as south-south cooperation. Third-country experts are expected to transfer their techniques more effectively, making the most of the similarity of their environment, technical level, language and cultural aspects.

● Third-country Training

A type of training implemented by JICA aimed at enabling a partner country that was subjected to technical transfer from Japan to hand on the knowledge and techniques it has acquired to neighboring countries. The host country invites trainees from neighboring countries with similar natural, social, or cultural environments individually or in groups to be trained in the appropriate technique in accordance with each country's local circumstances. It has been integrated into Technical Cooperation Projects since fiscal 2002.

● Training in Japan

One of the forms of the "Acceptance of Technical Training Participants" conducted in Japan.

[V]

● Volunteer Program

In this report, it refers to Japan Overseas Cooperation Volunteers, Senior Volunteers, Japan Overseas Development Youth Volunteers, and Senior Volunteer for Overseas Japanese Communities.

Abbreviation

BHN	: Basic Human Needs.
CD	: See "Capacity Development".
CIDA	: Canadian International Development Agency
DAC	: See "Development Assistance Committee".
DfID	: UK Department for International Development
IMF	: International Monetary Fund
JBIC	: See "Japan Bank for International Cooperation".
JOCV	: See "Japan Overseas Cooperation Volunteers".
MDGs	: See "Millennium Development Goals".
OECD	: See "Organisation for Economic Co-operation and Development".
PDM	: See "Project Design Matrix".
PRSP	: See "Poverty Reduction Strategy Paper".
UNDP	: United Nations Development Programme
USAID	: U.S. Agency for International Development
WBI	: World Bank Institute
WHO	: World Health Organization

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Annual Evaluation Report 2009

Published in April 2010

Edited and
published

**Evaluation Department,
Japan International Cooperation Agency**

5-25, Nibancho, Chiyoda-ku, Tokyo 102-8012, JAPAN

TEL: +81-3-5226-6460

FAX: +81-3-5226-6326

<http://www.jica.go.jp/>

E-mail: jicaev@jica.go.jp

Please direct inquiries regarding this report to Evaluation Planning Division

