



2009

Annual Evaluation Report Outline

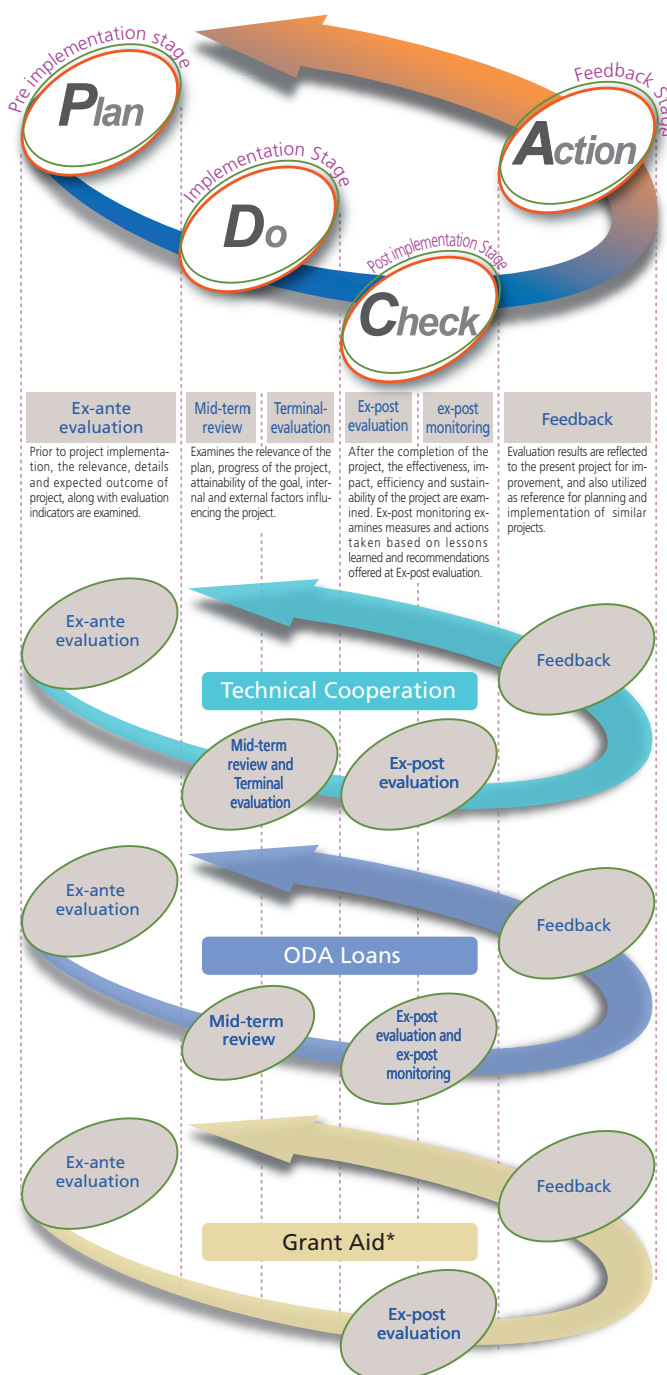
JICA

The Evaluation System in JICA (P.8)

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

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

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



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

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

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

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

Evaluation perspective applying the five DAC criteria

Relevance

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

Effectiveness

Examines the degree to which the project attains its objectives.

Efficiency

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

Impact

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

Sustainability

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

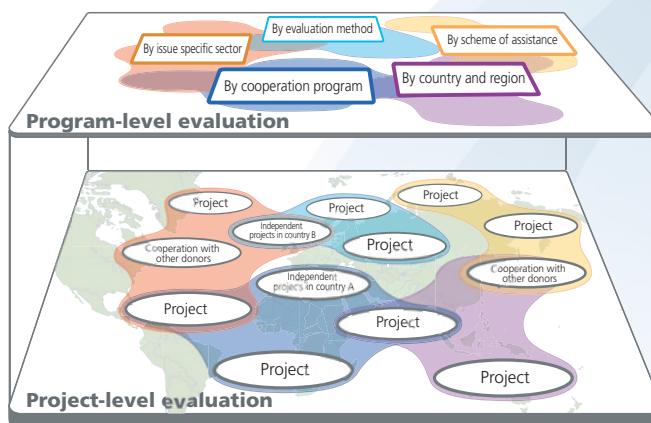
*In FY2009, JICA started carrying out the evaluation of Grant Aid projects it took over, including ex-post evaluation.

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

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

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

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



4 Ensure objectivity and transparency

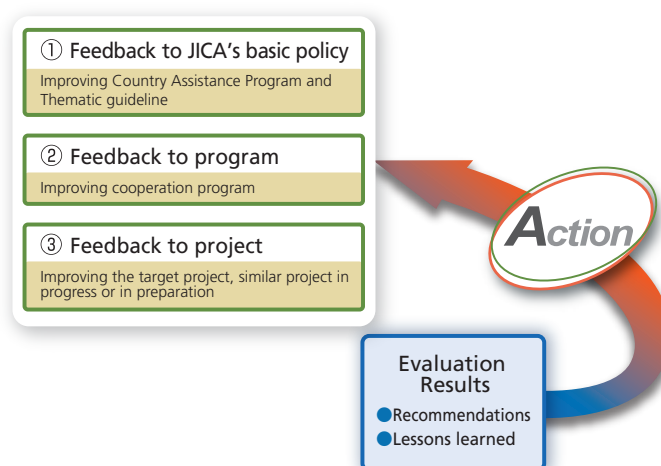
JICA aims to ensure objectivity and transparency in its evaluation. Ex-post evaluations which require objectivity for all three schemes of assistance are already conducted by JICA's external evaluators (external evaluations), and the findings are made available on the JICA website. JICA will further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

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

5 Emphasize utilization of evaluation results

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

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



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