

# Case Studies: Project-level Evaluation and Program-level

## Plan

### Evaluation at pre implementation stage

Before the project implementation, ex-ante evaluation is performed to examine the relevance, effectiveness and content of the project.

The number of evaluations conducted in 2008

Technical Cooperation	86 projects
Japanese ODA Loan	53 projects
Grant Aid	27 projects (by Ministry of Foreign Affairs)

#### The Case for Technical Cooperation: Ex-ante Evaluation



#### Irrigation Management and Development Capacity Building Project

##### Cambodia

#### » Situation at the Target Area (Project background)

In Cambodia, due to prolonged civil war, the number of irrigation technicians with practical skills and experience has been declining markedly, and as a result of the structural and organizational weakness of technician training, many of the irrigation structures essential for agricultural production are faced with inadequate maintenance and functional decline.

#### » Content of Project

- Overall Goal: Agricultural productivity in the target area is stabilized through efficient water resource management realized by improved technical capacity in agricultural river basin management and development.
- Project Purpose: Irrigation projects are properly planned, implemented and operated in the target area of the project.
- Project Activities: 1) Activities to enhance the functions of the Technical Service Center (TSC), 2) activities to establish TSC's technical assistance mechanism.

#### » Necessity and Relevance of JICA's Assistance

The Cambodian Government's development policy identifies water resources and irrigation management as a high priority issue and Japan also places importance on cooperation for irrigation structural maintenance in its international cooperation strategy. Therefore, the implementation of the project is highly relevant.

#### The Case for Japanese ODA Loan: Ex-ante Evaluation



#### Guwahati Water Supply Project

##### India

#### » Situation and Issues at the Target Area

In Guwahati, the main city in Assam state in the North-East of India, where industry is rapidly developing and also a rapid expansion of urban population is occurring, the supply-demand situation for water is tight. Furthermore, improvements in the tariff structure and collection frameworks, as well as the introduction of appropriate operation management, methods for maintenance of water supply facilities are imperative.

#### » Content of Project

- Development of water supply facilities: Construction of water intake facilities / treatment plants / distribution reservoirs / transmission network and placement of water meters and SCADA (supervisory control system), etc.
- Consulting services: Support for construction of water supply facilities and organization capacity development of Guwahati Jal Board (to be newly founded).

#### » Relevance and Necessity of Project

Providing water supply and sanitation facilities to all the urban population is one of the goals of the Indian government. Also, the project, aiming for the supply of adequate and safe drinking water and the remediation of public sanitation conditions taking into account the rapidly growing urban population, is in line with the priority goal of Japan's Country Assistance Program for India.

## Do

### Evaluation at implementation stage

During the project implementation phase, mid-term review and terminal evaluation are performed, in order to examine the relevance of plan, the attainability of the goal, the internal and external factors affecting the project.

The number of evaluation conducted in 2008

Technical Cooperation (Mid-term Review)	61 projects
Technical Cooperation (Terminal Evaluation)	115 projects
Japanese ODA Loan (Mid-term Review)	6 projects

#### The Case for Technical Cooperation: Terminal Evaluation



#### Healthy Municipalities Project in the Northeast Brazil

##### Brazil

#### » Project Purpose

- Overall Goal: To improve the quality of life of the participating municipalities' inhabitants within the State of Pernambuco, where "Healthy Municipalities" activities are implemented.
- Project Purpose: To establish a mechanism in the State of Pernambuco by which local people and administrative authorities work together to implement "Healthy Municipalities".



Solution seeking workshop held by the project

#### » Results from Terminal Evaluation

- Relevance: The project is highly relevant because the project purpose corresponds with the development strategy of the State of Pernambuco, and the local needs in the pilot municipalities. At the same time it corresponds with Japan's assistance policy for Brazil.
- Effectiveness: The ability of the supporting agencies to support a "Healthy Municipalities" mechanism has improved, as well as the implementing ability at the municipal executive level. As a result, a mechanism for "Healthy Municipalities" is being established, and this mechanism is spreading to other regions. The project is highly effective.

#### The Case for Japanese ODA Loan: Mid-term Review



#### Urgent Rehabilitation Project of Tanjung Priok Port

##### Indonesia

#### » Project Purpose

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



Container terminal of Tanjung Priok Port

#### » Results from Mid-term Review

- Re-examine the relevance: The project is in line with Indonesia's national development policy and with the Ministry of Transportation's Rencana Strategis. The container handling volume of Tanjung Priok Port has been increasing year by year and has already exceeded its maximum capacity. Therefore, relevance remains high in both policy level and development needs.
- Performance indicators for measuring effectiveness: Regarding cargo amount, it is suggested that the relevant indicators available be referred to at the ex-post evaluation stage to supplement existing operation and effect indicators.

# Evaluation consistent with PDCA

## Check

### Evaluation at post implementation stage

JICA performs Ex-post Evaluation and Ex-post Monitoring for the terminated project, in order to evaluate the project comprehensively and examine if the project effect and impact are continued after its termination.

The number of evaluation conducted in 2008

Technical Cooperation (Ex-post Evaluation)	31 projects
Japanese ODA Loan (Ex-post Evaluation)	52 projects
Japanese ODA Loan (Ex-post Monitoring)	11 projects
Grant Aid (Ex-post Evaluation)	66 projects (by MOFA) 2 projects (Trials by JICA)

#### The Case for Technical Cooperation: Ex-post Evaluation



#### Project on Energy Conservation

##### Turkey

#### Project Purpose

- Overall Goal: To reduce energy intensity at plants whose energy consumption levels were audited.
- Project Purpose: To strengthen the training, plant audit, policy formulation, and IEC capacity of National Energy Conservation Center (NECC).

#### Results from Ex-post Evaluation

- Impact: It was confirmed that NECC's plant audit led to reductions in the plants' energy consumption and improved attitudes towards energy conservation and 69% of participants are practicing energy conservation measures.
- Sustainability: The enactment of the Energy Efficiency Law in 2007 led to more plants being required to appoint energy managers and a larger budget. New trainers are being trained and some training is being outsourced. However, introduction of technologies for engaging in new fields of energy conservation are necessary.

#### The Case for Japanese ODA Loan: Ex-post Monitoring



#### Horticultural Produce Handling Facilities Project

##### Kenya

#### Reason why the Project Became Target for Ex-post Monitoring

- Effectiveness at the time of ex-post evaluation: Due to substantial changes in the surrounding business environment of the horticultural industry during the period from the project's planning stages to the completion of the facilities, the pre-cooling/cooling facilities were not sufficiently utilized.
- Sustainability at the time of ex-post evaluation: The project's balance of payment needed to be improved.

#### The Results from Ex-post Monitoring

- Effectiveness: The conventional business model of HCDA (Horticultural Crops Development Authority) was modified to focus on leasing facilities to users. Ever since, the facilities are being used by multiple exporters and for the technical training of farmers (groups), and therefore, have higher levels of utilization.
- Sustainability: HCDA attaches priority to improving the facility utilization rate and is being operated through government subsidies.



Nairobi Horticultural Center

## Program-Level Evaluation

Through looking at the specific theme or development goal, Program-Level Evaluation offers comprehensive evaluation and analysis on JICA's cooperation, in order for more effective planning and implementation of future projects.

The number of evaluation conducted in 2008

Technical Cooperation (Evaluation on Cooperation Program)	3 projects
Technical Cooperation (Thematic Evaluation)	4 projects
Japanese ODA Loan (Thematic Evaluation)	4 projects

#### Evaluation on Cooperation Program

#### Arsenic Mitigation Program

##### Bangladesh

#### Evaluation Theme

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

#### Results from Evaluation, Recommendations and Lessons Learned

- The program is clearly aligned with the policy of the Bangladeshi Government and Japan's international cooperation strategy, and therefore, highly relevant.
- The program scaled up its outcomes, while maintaining coordination with the Bangladeshi Government, donors, and NGOs. The scenario aimed at the achievement of the Implementation Plan for Arsenic Mitigation of Bangladesh is highly regarded.
- It is advised that the program shift from pilot assistance to a more highly versatile assistance centered on local resources, restructure the cooperation approach, and consider an exit strategy.
- It is important to give careful consideration to external factors and to include the mechanism to secure the impact of the Program.

#### Thematic Evaluation

#### Empirical Evaluation of Master Plan Study to Formulate Program Evaluation Method

##### Zambia

#### Evaluation Theme

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

#### The Results from Evaluation

- The collection of baseline data before and during program implementation is critical and assistance for the establishment of baseline data therefore needs to be incorporated into the program as part of capacity development. If it is a regional integrated development program, predictions about population changes will be essential to the realization of the strategy.
- By incorporating regular monitoring into the program, it will be possible to react to changes in external factors and make revisions to the plan. In conducting the monitoring, it is desirable if the burden on the executing agency is taken into account and to consider conducting the study and evaluation collectively using the aid coordination framework.

# Results from Ex-post Evaluation on Japanese ODA Loans



Ex-post evaluations of Japanese ODA Loans are in principle performed two years after the completion of the project.

External evaluators evaluate every project against all five of DAC's evaluation criteria. In FY2008, 52 projects completed mainly in FY2006 were evaluated.

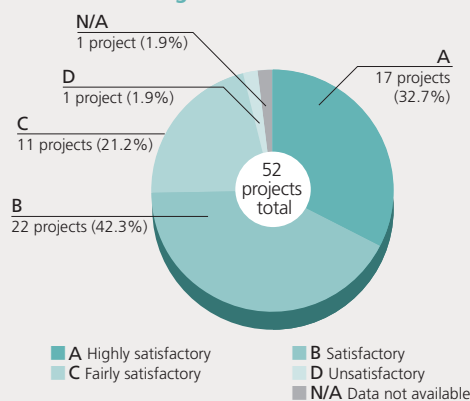
## Results from Rating

- The results of ex-post evaluation of ODA loan projects are rated using four grades - A (highly satisfactory), B (satisfactory), C (fairly satisfactory), and D (unsatisfactory). The rating started with the individual ex-post evaluation results published in FY2004. In assigning ratings, projects are first evaluated individually on: (1) relevance, (2) effectiveness (impact), (3) efficiency, and (4) sustainability. The result is inserted into the Rating Flowchart, and an overall rating is assigned.
- Out of 52 projects for which results were released in FY2009, 17 (32.7%) achieved a rating of A, 22 (42.3%) were rated B, 11 (21.2%) were rated C, and 1 (1.9%) was rated D.

## Distribution of Rating Results

(Evaluation results disclosed in 2009)

### Overall rating



\* "Power Sector Restructuring Program" in Sri Lanka was not rated, as it was suspended because the loan conditions were partially unmet.

\* For details on the projects, see their respective ex-post evaluation report.  
(URL: [http://www.jica.go.jp/english/operations/evaluation/oda\\_loan/post/](http://www.jica.go.jp/english/operations/evaluation/oda_loan/post/))

## The Results of Ex-post Evaluation Rating for ODA Loan Projects (P.31)

Country	No.	Project name	Rel- evance	Effec- tiveness	Effi- ciency	Sustain- ability	Overall rating
India	1	Power System Improvement and Small Hydro Electric Project	a	b	b	b	C
	2	Northern India Transmission System Project	a	a	b	a	A
Indonesia	3	Rating Schools Establishment Project	a	b	b	b	C
	4	Heavy Loaded Road Improvement Project (2)	a	a	c	a	B
	5	Transmission Line Construction Project in Java-Bali (1)-(3)	a	a	b	b	B
	6	Sumatra East Coast Highways	a	a	c	a	B
	7	Multipurpose Dam Hydroelectric Power Plants Project	a	a	b	a	A
	8	Upland Plantation and Land Development Project at Citirik Sub-watershed	a	a	b	b	B
	9	Small Ports Development Project in Eastern Indonesia	a	b	b	b	C
	10	New Padang Airport Construction Project	a	a	b	b	B
	11	Bajoe-Kolaka & Palembang-Muntok Ferry Terminals Development	a	b	b	b	C
	12	Disaster Prevention Ships Procurement Project	a	b	b	b	C
	13	Renun Hydroelectric Power and Associated Transmission Line Project (I) (II) (III)	a	a	b	a	A
Uzbekistan	14	Telecommunication Network Expansion Project (I) (II)	a	b	b	a	B
Kyrgyz Republic	15	Senior Secondary Education Project	a	b	b	b	C
	16	Bishkek-Osh Road Rehabilitation Project (I) (II)	a	a	b	b	B
Sri Lanka	17	Port of Colombo North Pier Development Project (I) (II), Urgent Upgrading of Colombo Port Project	a	a	b	c	C
	18	Towns North of Colombo Water Supply Project	a	b	b	a	B
	19	Transmission and Substation Development Project (II)	a	a	b	b	B
	20	Greater Colombo Flood Control and Environment Improvement Project (II)(III)	a	b	a	c	C
	21	Power Sector Restructuring Program*	N/A	N/A	N/A	N/A	N/A
	22	Medium Voltage Distribution Network Reinforcement Project	a	a	b	b	B
	23	Poverty Alleviation Micro Finance Project	a	a	b	b	B
Thailand	24	Regional Road Improvement Project (III)	a	b	a	a	A
	25	Thailand-Japan Technology Transfer Project	a	a	a	b	A
China	26	Yingkou Water Supply Project	a	a	b	a	A
	27	Xinxiang-Zhengzhou Highway Construction Project	a	a	b	a	A
	28	Chongqing Water Supply Project	a	a	b	a	A
	29	Tangshan Water Supply Project	a	b	b	a	B
Pakistan	30	Ghazi Barotha Hydropower Project (I) (II)	a	a	b	a	A
	31	Karachi Water Supply Improvement Project	a	a	b	c	C
Bangladesh	32	Rural Electrification Project (Phase V-B)	a	a	b	b	B
	33	Power Distribution and Efficiency Enhancement Project	a	a	b	b	B
Philippines	34	Arterial Road Links Development Project (Phase III)	a	a	b	b	B
	35	Fisheries Resource Management Project	a	a	b	b	B
	36	Provincial Cities Water Supply Project (III)(IV)(V)	a	a	b	b	B
	37	Tiwi Geothermal Power Plant Complex Rehabilitation Project	a	b	c	b	D
	38	Domestic Shipping Modernization Program (Phase II)	a	a	b	a	A
	39	Third Elementary Education Project	a	a	a	b	A
	40	Mak-Ban Geothermal Power Plant Complex Rehabilitation Project	a	a	c	a	B
	41	Metro Manila Strategic Mass Rail Transit Development Project (I) (II) (III)	a	b	b	b	C
Viet Nam	42	Coastal Communication System Project in Southern Part of Viet Nam	a	a	b	a	A
	43	Ham Thuan - Da Mi Hydropower Project (I)-(IV)	a	a	b	a	A
	44	Phu My-Ho Chi Minh City 500kV Transmission Line Project	a	a	b	a	A
Malaysia	45	Port Dickson (Tuanku Jaafar) Power Station Rehabilitation Project	a	a	b	a	A
Tunisia	46	Sewage System Development Project in Four Cities	a	b	b	a	B
Columbia	47	Bogota Water Supply Improvement Project	a	a	b	a	A
Brazil	48	Tiete River Basin Depollution Project	a	a	b	b	B
Peru	49	El Nino-Affected Highway Rehabilitation Project	a	a	b	b	B
	50	Sierra-Natural Resources Management & Poverty Alleviation Project (II)	a	b	b	b	C
	51	Lima-Callao Metropolitan Area Water Supply & Sewerage Improvement Project	a	a	b	a	A
Bosnia and Herzegovina	52	Emergency Electric Power Improvement Project	a	a	b	b	B

## The Case for Ex-post Evaluation

### Thailand: Thailand-Japan Technology Transfer Project (P.49)

#### » Project Summary

To improve the level of science and technology (S&T) education and research and development (R&D) activities at the Faculty of Science and Faculty of Engineering of Chulalongkorn University situated in the capital city of Bangkok by improving the academic standard of instructors as well as enhancing educational and research facilities, thereby contributing to the industrial development of Thailand.

#### » Results from Evaluation

The number of instructors holding PhD degrees largely increased at both the Faculty of Science and Faculty of Engineering from 44% prior to implementation of the project to 70% after the project. Also, more than 30 new courses were established and coursework improved in total 93 existing courses. The numbers of research publications in 2008 were 231 and 136 from Faculties of Science and Engineering, respectively. Also, contributions by academic services from the Faculty of Science and the Faculty of Engineering to companies' R&D activities were observed. Therefore, this project is evaluated to be highly satisfactory.



Faculty of Science of Chulalongkorn University

### Viet Nam: Coastal Communication System Project in Southern Part of Viet Nam (P.54)

#### » Project Summary

The objective of the project is to ensure the safety of ship navigation on international and domestic sea routes and to enable prompt response to maritime accidents by the establishment of the Global Maritime Distress and Safety System (GMDSS) in the southern part of Viet Nam, thereby contributing to the promotion of the shipping and fishing industries.

#### » Results from Evaluation

Viet Nam became able to observe the provisions of the SOLAS Convention<sup>\*1</sup> and the regulations of SAR Convention<sup>\*2</sup>, and expansion of the coverage area also enabled communication with large ships in the open sea in almost all ocean areas and with small ships in inshore areas. Together with this, the number of communications transmitted through the Vietnam Coastal Communication System has grown annually, and the amount of information such as navigational warnings, search and rescue information, meteorological forecasts and weather forecasts provided by the operator of the coastal radio communication system has nearly doubled. The number of maritime facilities assisted by the Coastal Radio system has increased near 10 times. The project has a positive impact on strengthening SAR activities in Viet Nam and has supported the establishment of favourable conditions for investment in and development of the maritime sector. Therefore, outcomes of the project are highly satisfactory.



Coastal radio communication station of Ho Chi Minh City

\*1. SOLAS (Safety of Life at Sea) Convention: International Convention for the Safety of Life at Sea

\*2. SAR (Search and Rescue) Convention: International Convention on Maritime Search and Rescue

## Projects (D-rated) that need improvement

### Tiwi Geothermal Power Plant Complex Rehabilitation Project in Philippines (P.34)

#### » Problems

The project was highly relevant, and power generation recovered to a certain extent as an outcome of the repair of the generating units. However, due to insufficient volume of steam necessary for geothermal power generation, some of the units in the scope of work were not repaired. Even with regards to the generating units that were partially repaired, their capacity factor stayed at around 50% of the initial target value. There was also an issue of efficiency as an extended period of time was required from the appraisal to the actual repair work. Additionally, there was an issue of sustainability, as concerns over securing sufficient steam volume in the future grew.

#### » Lessons Learned and Recommendations

It was pointed out that a sufficient supply of steam for the operation of the geothermal power plant complex should have been ensured, and that the project's implementation should have been expedited based on the strong commitment of the Philippines Government.



Tiwi Geothermal Power Plant Complex



# Results from Ex-post Evaluation on Technical Cooperation



Since FY2008, ex-post evaluations of technical cooperation are performed on projects of over 200 million yen, in principle, within three years of their completion. External evaluators evaluate the project against all five of DAC's evaluation criteria. In FY2008, 31 technical cooperation projects completed in FY2005 were evaluated.

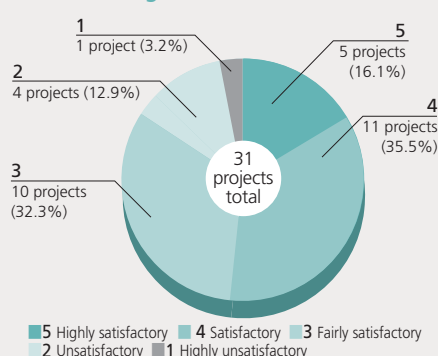
## Results from Rating

● Ratings are given for DAC's five evaluation criteria and overall rating, on a scale of 1 to 5 (1: "highly unsatisfactory" - 5: "highly satisfactory"). In this report, the overall rating is represented on a scale of A to D for increased clarity.

Parts of the rating method and process are still in the pilot stages. JICA will resolve the issues that come to light in the course of these pilot initiatives, and make further improvements to the system.

● Out of 31 projects for which the results were released in FY2009, 26 (84%) were given an overall rating of 3 (the "medium" level) or above. It can be judged that the expected effects had generally been realized.

## Overall rating



The Results of Ex-post Evaluation Rating for Technical Cooperation Projects (on trial basis) (p.33)

Country	No.	Project name	Rel- evance	Effec- tiveness	Effi- ciency	Impact	Sustain- ability	Overall rating	A-D
Cambodia	1	Phase II of the Maternal and Child Health Project	4	3	3	3	4	3	B
Kazakhstan	2	Project for the Improvement of Health Care Services in Semipalatinsk Region	5	4	4	5	5	5	A
Thailand	3	Modernization Water Management System Project	2	2	2	2	2	2	C
China	4	Anhui Primary Health Care Technical Training Center Project	4	3	2	3	4	3	B
	5	China-Japan Friendship Project on the National Center for Safety Evaluation of Drugs	4	2	2	3	5	3	B
Nepal	6	Community Tuberculosis and Lung Health Project	5	4	3	4	4	4	A
	7	Community Development and Forest/Watershed Conservation Phase II	5	4	4	4	5	5	A
Viet Nam	8	Project for Strengthening Training Capabilities for Road Construction Workers in Transport Technical and Professional School No.1	4	4	5	4	5	5	A
	9	Project for Strengthening Training Capability for Technical Workers in Hanoi Industrial College	5	5	4	4	5	5	A
Malaysia	10	Project for the Capacity Building of the National Institute of Occupational Safety and Health (NIOSH) in the Field of Occupational Safety and Health (OSH)	5	5	5	3	4	4	A
Myanmar	11	Leprosy Control and Basic Health Service Project	5	4	4	4	4	4	A
Mongolia	12	Project for Improvement of Technology on Diagnosis of Animal Infectious Diseases	3	4	4	4	4	4	A
Egypt	13	Project on Improvement of Science and Mathematics Education in Primary Schools★	3	2	3	2	2	2	C
Tunisia	14	Project for the Establishment of the Vocational Training Center for the Electric and Electronics Industry	5	4	4	4	4	4	A
Morocco	15	Training Center Project for Agricultural Mechanization	4	4	4	4	2	3	B
Ethiopia	16	Project for Capacity Building of the Alemgena Training and Testing Center of ERA	5	3	2	4	4	4	A
Zambia	17	HIV/AIDS and Tuberculosis Control Project★	5	3	3	3	2	4	A
Senegal	18	Project on the Safe Water and the Support on Community Activity★	4	2	2	2	3	3	B
Tanzania	19	Project on Sokoine University of Agriculture Center for Sustainable Rural Development	4	3	3	3	3	3	B
Argentina	20	Project of Research and Development of Pejerrey Aquaculture and Propagation	3	4	4	2	4	4	A
Costa Rica	21	Project on Productivity Improvement for Enterprises	5	4	4	3	3	4	A
Dominican Republic	22	Technology Improvement Project for Irrigated Agriculture	5	4	3	4	4	4	A
Panama	23	Panama Canal Watershed Conservation Project	5	4	4	2	3	3	B
Paraguay	24	Improvement of Small and Medium Scale Dairy Farm Management Project★	1	2	3	1	1	1	D
Barbados	25	Caribbean Disaster Management	4	4	2	2	3	3	B
Brazil	26	Cerrado Ecosystem Conservation Project★	3	2	1	2	2	2	C
	27	Strengthening of the Agricultural Technical Support System to Small-Scale Farmers in Tocantins State★	2	1	1	2	2	2	C
Bolivia	28	Project for the Dissemination of High-Quality Rice Seeds for Small-Scale Farmers	5	4	4	4	4	4	A
Fiji	29	Project of the Information and Communication Technologies (ICTs) Capacity Building at the University of the South Pacific	4	3	3	2	4	3	B
Micronesia	30	Fisheries Training Project	2	3	3	2	4	3	B
Turkey	31	Project on Energy Conservation	5	5	4	4	5	5	A

\* For projects with an asterisk(★), the division in charge of the project has some interpretations that vary from the evaluation findings, considering judgments at present based on the ex-post evaluation situation. For details, contact the evaluation department of JICA.

## The Case for Evaluation Result

### Republic of Kazakhstan: Project for the Improvement of Health Care Services in the Semipalatinsk Region (P.35)

#### » Project Summary

The objective of the project was to improve accessibility of the residents of the targeted region in receiving diagnosis services by promoting understanding of the damage caused by radiation, developing health examination systems by phases, and utilizing examination data, and thereby improve the regional health care service system.

#### » Results from Evaluation

The project established a system for a series of health examinations from primary screening to conclusive diagnosis for the residents of the targeted region. Around 25,000 persons have gone through primary screening and 98 have been diagnosed as patients with targeted diseases including those who came after completion of the project. The "Papanicolaou" method, a highly accurate cytological diagnosis method which was introduced through this project, has been standardized through decree of the ministry and the detection rate of targeted diseases induced by radiation is increasing after completion of the project. Rate of surgical operations have increased whereas the rate of aggravation after operations, mortality rate, mortality rate of pregnant women are decreasing respectively. The Kazakhstan Government has decided to provide government guarantee for all medical services also. The Kazakhstan personnel working on the project have not changed, and the budget for primary screening has been increasing every year. In light of the above, the implementation of the project is evaluated to be improving the region's general healthcare level, and therefore effectiveness and sustainability of the project is regarded to be high.



Microscopes for cytological diagnosis (State Medical Academy Hospital)

### Dominican Republic: Technology Improvement Project for Irrigated Agriculture (P.59)

#### » Project Summary

The objective of the project was 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.

#### » Results from Evaluation

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, as well as the water user fee collection ratios and therefore the management capacity of the Water Users' Association (WUA) in the targeted irrigation areas were increased. After completion of the project, INDRHI (National Water Resource Center) conducted training and instructions aimed at transferring the irrigation facilities to the WUA nationwide. As a result of such continuous activities, among the 32 federations of WUA nationwide, 31 federations are now able to independently manage irrigation facilities. The training curriculum and teaching materials developed in the project are successively being updated on the basis of the needs of the farmers. In light of the above, the effectiveness/impact, and sustainability of the project were regarded high.



A technician of Instituto Nacional de Recursos Hidraulicos measuring the depth of water at an agricultural experiment farm near Rincon Dam

## Projects (D-rated) that need improvement

### Paraguay: Improvement of Small and Medium Scale Dairy Farm Management Project (P.34)

#### » Problems

Although the capacity development of executing agency staff was confirmed, it cannot be said that the intended purpose was achieved. The national dairy farming promotion plan that was initially to be created was formulated independently by higher-ranking authorities and thus the project was relegated to the formulation of its implementation plan.

The problem lies with the fact that, the situation of the small and medium scale dairy farmers which is the project's target group was not fully grasped in the preliminary study. Their situation was studied and understood as part of the project activities, but the project's short time-frame of two years did not provide sufficient time to revise the project framework and carry it out.

#### » Lessons Learned and Recommendations

It was pointed out that it is essential to collect and analyze detailed information from before the project's start on the situation of the target group, the policies and system pertaining to the target sector, and relevant organizations, and pursue an appropriate approach based on this information.

# Efforts to Improve its Evaluation

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

## Approach • 1 Reinforcing foundation of evaluation system for taking merits and effects of merger (P.19)

- JICA is taking steps to integrate the evaluation method and system of the three schemes. For example, since FY2009 ex-post evaluations of all projects over a certain size under the three schemes, including Grant Aid, have been conducted by external evaluators, and transparency and objectivity of evaluations are being maintained.
- Additionally, efforts are underway to apply the impact evaluation method adopted by ODA Loan projects to technical cooperation projects. The method and system of ex-ante and ex-post evaluations used for technical cooperation and ODA Loan projects were also introduced for Grant Aid projects. All three schemes will take an almost similar approach to ex-ante and ex-post evaluations.
- JICA gives and publishes ratings in its project evaluations to present the findings more clearly. While before, different bodies were conducting the evaluations for technical cooperation, ODA Loans, and Grant Aid, and the rating method was therefore different among the three schemes. JICA has established a new common rating system that applies to all three schemes.
- JICA is reviewing the existing guideline and evaluation system, gathering and sorting out information about the current situation and challenges surrounding evaluations, and is formulating a simple and practical project evaluation guideline covering all three schemes.

## Approach • 2 Development of new evaluation method (P.20)

- The launching of the new JICA has enabled the formation of effective partnerships among the three assistance schemes (technical cooperation, ODA Loans, and Grant Aid), which in turn is expected to improve aid effectiveness and efficiency. As such, from an evaluation standpoint, it will be important to have an accurate grasp of the effects of the integration of assistance schemes.
- To improve the establishment of indicators for better measuring the outcomes, JICA is working to improve its ex-ante evaluation process and enhance the evaluation guideline. It also implements case studies to explore the methods of evaluating JICA's cooperation programs, and is exploring ways of improving future program formulation and program evaluation method.
- Furthermore, JICA has been supporting the wider use of the impact evaluation method. To this end, JICA is also making efforts to develop staffs' analysis and research skills related to impact evaluations through the development of manuals and workshops.

## Approach • 3 Promoting enhancement of feedback (P.21)

- JICA takes stock of the recommendations obtained from evaluations conducted during the project's implementation phase, as well as the lessons learned from evaluations of similar past projects, to feed into projects being planned or implemented. Through such efforts, JICA promotes the feedback of evaluation findings to the field and strives to improve the projects.
- In considering what sort of feedback system would be appropriate for a newly launched aid agency that is to have a large influence, a questionnaire was administered to JICA personnel for the first time since the merger. The questionnaire asked about their consciousness about applying the evaluation findings, and for suggestions on improving the evaluations.

## Topics

### Topic 1 Efforts aimed at promoting impact evaluations (P.22)

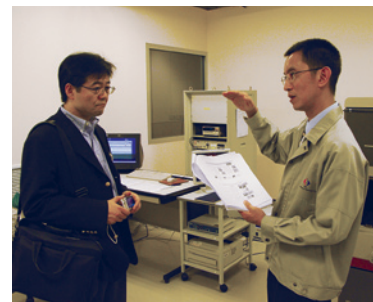
- Impact Evaluation generally refers to the evaluation that precisely measures change that occurs as a result of an operation or project implementation. Aimed at developing a system and guidelines for integrating the Impact Evaluation and its outcomes within the project cycle, JICA has been holding the Impact Evaluation Study Group meetings with experts. Based on the Group's discussions, JICA has decided on a policy for piloting Impact Evaluations and exploring how they can apply to the project implementation process. The Impact Evaluations conducted by JICA may be broadly divided into two categories: 1) Evaluations of projects for which data may be collected and analyzed immediately and which yield findings within a short timeframe (short-term measure); and 2) Evaluations that are conducted in parallel with the project over a long timeframe from the project's start to finish (mid- and long-term measure). In addition, JICA will create a manual on Impact Evaluation application.

### Topic 2 Mr. Hideo Kesen, editorial writer for Sankei Shimbun, toured JICA's ODA projects in Thailand, a country soon to join the ranks of newly industrializing economies (P.23-24)

- To spread the message of JICA's evaluation efforts, the effect of ODA projects, and the importance of international cooperation, JICA has, since FY2004, invited journalists and celebrities on ODA project tours and shared their experiences with the Japanese public. In FY2008, JICA invited Mr. Hideo Kesen to tour ODA projects in Thailand, including ODA Loan and technical cooperation projects.

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

- Looking ahead, it will most likely be important to continue providing assistance, mainly for the social sectors such as the ongoing assistance for human resources, education, and health, as well as environmental sectors.
- JICA should strengthen its partnership with the Thai aid agency, the Thailand International Development Cooperation Agency (TICA), and implement multi-tiered Japanese ODA assistance in Asia. In doing above, attention will need to be given so that Japan's direct assistance to neighboring countries, e.g., Cambodia and Laos, will complement the assistance provided by TICA and the Neighboring Countries Economic Development Cooperation Agency (NEDA).
- Thailand will likely continue to be central to Japan as the Asian production and export base for Japanese companies. Enhanced interdependent relations with Thailand through the movement of people and goods will also contribute greatly to the peace and stability of Asia. Those with advanced industrial knowledge and skills, such as senior volunteers and experts, will be counted on to play a central role in human resources development and technical assistance.



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

### Topic 3 Transfer of evaluation techniques to developing countries (P.25-28)

- JICA conducts joint evaluations with developing countries, ODA evaluation trainings, and seminars on evaluation of Japanese ODA Loan projects, aimed at improving the evaluation capacity of developing country governments. The joint evaluation with Viet Nam and efforts to improve the country's evaluation capacity are described below.

#### » To enhance the evaluation implementation system of the Vietnamese Government

- JICA signed a three-year Minutes of Understanding (MOU) with the Ministry of Planning and Investment of Viet Nam for evaluation capacity development, and is providing evaluation cooperation. The aim is to establish management methods of a project cycle management in which the lessons learned and recommendations derived from evaluations would be utilized in future new development projects, by improving the evaluation capacity of the Vietnamese Government through the transfer of evaluation knowhow.
- In the fiscal year of 2008, the middle year of the three-year framework, JICA, following on from the previous fiscal year, supported the establishment of the Vietnam Investment Evaluation Association, and held ODA evaluation seminars for the Vietnamese Government officials in three cities in Viet Nam. As for the joint ex-post evaluation conducted in FY2008, the Vietnamese evaluation team was involved in a series of tasks up to the preparation of the evaluation report, and had a larger role than in the previous fiscal year.
- JICA intends to provide support for the development of evaluation personnel and establishment of an implementation system for budgetary measures, and further enhance the Vietnamese evaluation team's role in joint evaluation.



ODA Evaluation Seminar held in Ho Chi Minh City



