

Simplified Ex-Post Evaluation for Technical Cooperation Project

Evaluator, Affiliation	Sawa Hasegawa Japan Development Service Co., Ltd.	Duration of Evaluation Study
Project Name	The Project on the Practical Energy Management Training Center	January 2010 – December 2010

I Project Outline

Country Name	The Kingdom of Thailand			
Project Period	April 2002-April 2005			
Executing Agency	Department of Alternative Energy Development and Efficiency (DEDE), Ministry of Energy			
Cooperation Agency in Japan	The Energy Conservation Center, Japan			
Total Cost	493 million yen			
Related Projects (if any)	Green Aid Plan, etc.			
Overall Goal	Energy management in designated factories and buildings is effectively executed to meet the objective of the Energy Conservation Promotion Act.			
Project Objective	High-quality PRE (Person Responsible for Energy) education system is set up.			
Output[s]	0. Management system for Practical Energy Management Training Center (PEMTC) is established. 1. State examination system for PRE is prepared. 2. PRE-exam training courses are established. 3. Implementing structure of PRE-exam training is established. 4. Follow-up system for PRE is proposed.			
	Inputs (Japanese Side)		Inputs (Thai Side)	
Experts	4 for Long term, 10 for Short term (at the time of terminal evaluation)		Staff allocated	33
Equipments	194 million yen (at the time of terminal evaluation)		Equipments	Provided (the amount is unknown)
Local Cost	21.7 million yen (at the time of terminal evaluation)		Local Cost	23.5 million baht (at the time of terminal evaluation)
Trainees Received	11		Land etc provided	Project office, etc.
Others			Others	Construction of the Mini-Plant for practical training and the access road to the plant

II Result of the Evaluation

Summary of the evaluation

The relevance of the project is high, and Project Outputs, Objective and Overall Goal set by the project have been largely achieved. The project operation was also implemented largely on schedule. Thus the project got the good results in terms of the relevance, effectiveness/impact and efficiency during its implementation.

In terms of the sustainability of the project, "the Third Country Training Program on Energy Conservation to reduce Global Warming for ASEAN Countries (December 2008 ~ March 2011)" is being implemented with a view to disseminating the effects of the project to neighboring countries. In addition, the follow-up for the project has also been undertaken by JICA since 2009.

After the project was finished, PEMTC continues to be used by DEDE as a training center, both to foster PRE within Thailand and to provide the third country training courses on energy conservation for aforementioned ASEAN countries. However, the differences are recognized within ASEAN between countries such as Thailand with high industrial energy consumption and as Laos and Cambodia, where livelihood activities consume most of country's energy. Activities to promote energy conservation at PEMTC therefore recognize, as the important components, both energy assessment at factories and the saving of energy consumed by the use of air conditioners. Since PEMTC has not yet been equipped with facilities for training on air-conditioners, the personnel has been dispatched as part of JICA's follow-up to support drafting equipment list for procurement, research on and locally procure equipment, and to ensure the receipt and installment of the purchased equipment. Accordingly, the project effects are sustained after the project completion.

In light of the above, this project is evaluated to be highly satisfactory.

1 Relevance

(1) Relevance with the Development Plan of Thailand

At the time of planning the project, Thailand's "8th National Economic and Social Development Plan (1996~2001)" recognized 'use and conservation of natural resources and environment' as one of its goals, and 'management of natural resources and environment' as its development strategy. Likewise, the "9th National Economic and Social Development Plan (2001~2006)" formulated and implemented during the project period also identified 'management and conservation of natural resources' as one of its seven development strategies, underlining the promotion of the efficient resource management for environmental conservation. Besides, the revision in 2004 of a ministerial ordinance under the 1992 "Energy Conservation Promotion Act (ENCON Act)" increased the responsibility attached to PRE and served to the strengthening of Thailand's energy conservation policy. The 9th Development Plan and the revised ministerial ordinance were supported throughout the project period. Accordingly, the project can be evaluated to have been relevant with the development plan of Thailand.

(2) Relevance with the Development Needs of Thailand

At the time of planning the project, while 1992 ENCON Act prescribed the posting of PRE at every designated factory and building, huge needs existed for the increase, training and capacity development of PRE to address the lack of integrated know-how on PRE and of prospective PRE personnel both in quantity and quality. Those development needs persisted till the end of the project and the need for PRE training was recognized throughout the project implementation. From the situations above, the project can be evaluated to have met the development needs of Thailand.

(3) Relevance with Japan's ODA Policy

At the time of planning the project, Japan's "Country Assistance Program for Thailand" recognized 'environmental conservation' as one of the priority areas of assistance, underlining the importance of the continued assistance in areas such as human resource development in environmental policies. JICA's project execution policy for Thailand likewise considered as its priority issues, public nuisance control, expansion and strengthening of environmental management system, energy conservation promotion and responses to global environmental issues. The program and policy above had no change till the end of the project and were supported throughout the project period. Accordingly, the project can be evaluated to have been relevant with Japan's ODA policy.

This project has been highly relevant with Thailand's development plan, development needs, as well as Japan's ODA policy, therefore its relevance is high.

2 Effectiveness / Impact

(1) Achievement of Project Outputs and Project Objective

The achievement level of each Project Output is as follows.

As for Output 0, relevant activities for the opening of PEMTC were implemented, and necessary personnel, budget and facilities were ensured.

As for Output 1, a guideline on the examination for PRE were created and utilized during the pilot implementation of the exam. A state examination committee was also established and was made operational during the pilot stage. Furthermore, the content of draft state examination was prepared and used for the same pilot examination. The draft, however, has not since been revised by the counterparts, although they have acquired enough capacity to undertake the revision.

As for Output 2, the skills of all lecturers in charge of the training at the Mini-Plant were confirmed as sufficient to properly operate the Mini-Plant and attached facilities under their supervision. Training curriculum and materials were also created and utilized for the country's pilot national exam.

As for Output 3, the curriculum and materials for lecturer training were produced and made use of at a trainers' training in September-October 2004.

As for Output 4, the "Follow-up system for PRE" was established by way of continuously enhancing the knowledge on PRE, raising awareness and promoting energy conservation. The system was discussed at seminars held in July 2004 and January 2005 respectively, whose results were reflected in a plan proposed to a relevant authority (Training Department) in February 2005.

The project can be evaluated to have almost achieved Project Outputs since the indicator set under each Output was basically achieved.

In terms of the achievement level of Project Objective, it should be noted that as many as 738 PREs received training through the courses provided by the project, and that pilot examinations were implemented in October 2004 ~ February 2005 and favorably received by many participants from the industrial sector. It was further confirmed that future national examinations would be implemented at larger scale. However, formal approval and legal institutionalization of PRE as a national certificate was not realized during the project period. The legal institutionalization itself was not clearly defined as an indicator under Project Objective, so the project can be evaluated to have almost achieved the Project Objective since most indicators set under the Objective were basically achieved.

(2) Achievement of Overall Goal, Intended and Unintended Impacts

In terms of the achievement level of Overall Goal, the rate of PRE appointment increased from 37% of designated factories and 77% of buildings at the beginning of the project in 2001, to 77% and 84% respectively in 2005. The data from the first quarter of 2004 also recorded the submission by 63% of designated factories and 66% of designated buildings of the semi-annual reports on energy savings and consumption. These data justify that the project, till up to its completion, had constantly generated effects in pursuit of the achievement of Overall Goal.

Some indirect effects of the project have also been reported, where the awareness of the Thailand's industrial sector on energy saving was raised through the project's implementation of training courses and various seminars. Another effect is that DEDE provides

the simulation software for the Mini-Plant to the training participants who can use it in the factory and has a long queue for attending the training course now. Building on these achievements, "the Third Country Training Program on Energy Conservation to reduce Global Warming for ASEAN Countries" is being implemented after the project completion for two years and 4 months from December 2008, with a view to disseminating the project impacts to neighboring countries. Meanwhile, no negative impact on natural environment through the project has been reported so far.

This project has largely achieved its objectives, therefore its effectiveness is high.

3 Efficiency

(1) Outputs

As mentioned in (1) of "Effectiveness/Impact," the project achieved the expected Project Outputs.

(2) Elements of Inputs

The inputs of the project are shown in "Project Outline." The terminal evaluation of the project analyses that "the inputs were efficiently converted to the outputs in terms of quality, quantity and timing."

(3) Period of Cooperation, Project Cost

The actual period of cooperation was 3 years against planned 3 years, exactly as planned (100% of planned period). The actual project cost was 493 million yen against planned 440 million yen, slightly higher than planned (112% of planned budget).

The inputs are appropriate for producing outputs and achieving the project objective, therefore efficiency of the project is high.

4 Sustainability

(1) Related Policy towards the Project

The Thai government's energy conservation policies remain unchanged, and the current national development plan of "10th 5-Year National Economic and Social Development Plan (2006~2011)" continues to recognize 'sustainable use and conservation of natural resources and environment' in its major development strategy aiming at 'establishment of stable and sustainable economic infrastructure.' Furthermore, there has been some changes to the ENCON Act revised in 2004, such as simplifying the process of issuing or changing minor laws by giving the authority to the Energy Minister, introducing energy management to be a major tool for energy conservation instead of using engineering solution, and setting up the energy efficiency standards for equipment while having the information illustrating the equipment efficiency to be shown to the consumers.

(2) Institutional and Operational Aspects of the Executing Agency

No negative issues have been reported on the institutional sustainability of DEDE as the executing agency. The present implementation system for managing PEMTC and sustaining the training and examination system for PRE is maintained and the assignment of personnel is sufficient. It is also reported that the decision-making process is clear and the techniques transferred by the project have been certainly taken over by successors.

(3) Technical Aspects of the Executing Agency

As for the current technical needs, it is reported that DEDE needs to get an expert specialized in furnace such as fire tune burner and for the machine side in case some parts of machine are broke down. The need is handled in the follow-up for the project by dispatching the personnel to support planning, bidding and acceptance of energy-saving equipment.

(4) Financial Aspects of the Executing Agency

It is reported that DEDE get a budget from the ENCON fund to run and manage PEMTC. It is reasonable to say that there is no major financial difficulty at DEDE since the third country training courses on energy conservation for ASEAN countries are provided by JICA.

(5) Continuity of Effectiveness and Impact

The teaching materials for training made by the project are still used after the project and other than these training materials, the manual or handbook on energy conservation including the good energy management practices and methods with practical data, figures and tables has been made. Senior PRE and Conventional PRE are certified by the legal framework and as the national qualification, and the training courses for both PRE developed by the project are required for the certification of both qualifications. The implementation of the examination system for PRE has been also expanded. The training courses have been improved by adding to the curriculum such items as energy audits, good energy saving practices and successful case studies. In addition, the supporting system for PRE has been established like that DEDE has set up the simulation software for the Mini-Plant and it can help training participants learn about the machine before practical training. As a result, the response of industrial communities to PEMTC and PRE training system is good. Furthermore, the energy efficiency standards for energy consuming equipment commonly used in factories and buildings such as for economizer and air pre-heater for boiler and recuperator for furnace have been developed. The equipment provided has been appropriately maintained and managed. Especially, the Mini-Plant has been operated according to an efficient management system regarding spare parts and additional equipment of Mini-Plant.

No major problems have been observed in the policy background, the structural, technical, financial aspects of the executing agency, therefore sustainability of the project effects is high.

Simplified Ex-Post Evaluation for Technical Cooperation Project

Evaluator, Affiliation	Sawa Hasegawa Japan Development Service Co., Ltd.	Duration of Evaluation Study
Project Name	The Project on the Asian Center of International Parasite Control	January 2010 – December 2010

I Project Outline

Country Name	The Kingdom of Thailand		
Project Period	March 2000-March 2005		
Executing Agency	Mahidol University		
Cooperation Agency in Japan	Japanese Society of Parasitology, Ministry of Health, Labor and Welfare, National Center for Global Health and Medicine		
Total Cost	550 million yen		
Related Projects (if any)	JICA, "The Project on the West African Centre for International Parasite Control (2004-2008)" in Ghana (Technical Cooperation Project)		
Overall Goal	Parasite control programs are strengthened by the health human resource development in the Southeast Asia.		
Project Objective	The Asian Center of International Parasite Control (ACIPAC) performs the role of an international human resource development center for parasite control activities in the region.		
Output[s]	<ol style="list-style-type: none"> 1. School-based approach advocated by ACIPAC is accepted as an effective one to the parasite control by the region, of which core countries are Cambodia, Lao P.D.R., Myanmar, Thailand and Vietnam (CLMTV). 2. Human resources for the parasite control in the region are trained by ACIPAC in its international training course incorporating model activities in Thailand. 3. Small-scale pilot projects on school-based malaria and soil-transmitted helminthiasis (STH) prevention and control are implemented as a practical training in the field in CLMTV. 4. ACIPAC functions as a center for human and information network to promote interaction among personnel/agencies in the region. 		
	Inputs (Japanese Side)	Inputs (Thai Side)	
Experts	7 for Long term, 23 for Short term (at the time of terminal evaluation)	Staff allocated	52
Equipments	85 million yen ¹ (at the time of terminal evaluation)	Equipments	Provided (the amount is unknown)
Local Cost	101 million yen (at the time of terminal evaluation)	Local Cost	2.8 million yen (at the time of terminal evaluation)
Trainees Received	9	Land etc provided	Project office, etc.
Others	Expenses for Small Scale Pilot Projects: 13 million yen (at the time of terminal evaluation)	Others	

II Result of the Evaluation

Summary of the evaluation

The relevance of the project is high. Although the evaluation at the time of the project completion found the achievement level of respective Project Objective and Outputs to be partly limited, they were mostly achieved afterwards, through such measures as the additional dispatch of an individual expert. The project operation was implemented largely on schedule.

While some constraints emerged after the project in securing budget and human resources for parasite control, the skills and systems established during the project are being sustained without major problems. With the independence of Mahidol University as a public corporation, it became increasingly difficult for the university to secure budget from the Government and from the Ministry of Public Health only for parasite control, posing a challenge in financing the implementation of international training courses. The university is addressing the challenge by offering international training that also covers areas other than parasite controls, such as HIV and avian flu.

Thus the project got the good results in terms of the relevance and efficiency during its implementation, and the effectiveness was enhanced by the follow-up activities through an individual expert dispatched after the project completion. Some challenges exist in the sustainability of the project, which are being addressed by the counterparts by themselves.

In light of the above, this project is evaluated to be satisfactory.

<Recommendations>

Recommendation made to the Mahidol University, refers to the university's inability to actively promote the continued implementation of international courses due to the financial constraints mentioned above. Currently, discussions are underway at the university among the members of "Partnership for Child Development (PCD), Imperial College" and the Japanese experts from this project, on the possible implementation of training on the school health approach for parasite and other diseases control in 2011. For

¹ The Japanese yen figures shown here were converted from the Thai baht amounts at the rate of 37.2 baht/100 yen, which is a rough estimate of the annual average rate (Bank of Thailand, 2004).

the sustainability and further development of the impacts of school-based parasite control activities established by the project, the university is advised to engage themselves either in active fund-raising activities to secure their own finance, or in such efforts as shown above, to continue with training courses in collaboration with international organizations and NGOs.

1 Relevance

(1) Relevance with the Development Plan of Thailand and neighboring countries

At the time of planning the project, policies and programs relating to parasite control and school health were being formulated or implemented, through "National Helminthiasis Control Program" and "National Malaria Control Program" in Thailand, through "Helminthiasis Prevention and Control Policy" in Cambodia, and through "National Intestinal Helminthiasis Prevention and Control Policies" in Laos. Although no clear policy backup was confirmed for parasite control in Myanmar and Vietnam, the establishment of an international human resource development centre for parasite control in the Southeast Asia region was welcomed in the target countries. These programs and policies remained unchanged and were supported throughout the project period. Accordingly, the project can be evaluated to have been relevant with the parasite control and school health policies of respective countries.

(2) Relevance with the Development Needs of Thailand and neighboring countries

At the time of planning the project, Malaria and Soil Transmitted Helminthiasis (STH) was widespread in CLMTV, while their prevalence and intensity differed from region to region. Another study by JICA before the implementation of the project in May to July 1999 further confirmed the necessity of establishing a base for human resource development for parasite control in Asia region. The sites for small scale pilot projects (SSPP) implemented in respective countries were selected on the basis of a situation analysis during the basic study of the project, including the prevalence and intensity of Malaria in respective countries. It is therefore fair to assess that SSPP satisfied the needs of the target groups in its project sites. The development needs identified above primarily remained unchanged, and the needs for parasite control existed throughout the project implementation. From the situations above, the project can be evaluated to have met the development needs of Thailand and other neighboring countries.

(3) Relevance with Japan's ODA Policy

This project was planned and implemented in accordance with the "Hashimoto Initiative" proposed at the Birmingham Summit in 1998, and with the "Okinawa Infectious Diseases Initiative" announced at the Okinawa-Kyushu Summit in 2000. In addition, Japan's "Country Assistance Program for Thailand" recognized the support to 'social sector (health and sanitation in particular)' and 'regional cooperation (including promotion of South-South cooperation)' as the priority areas of its assistance. Accordingly, the project can be evaluated to have been highly relevant with Japan's ODA policy.

This project has been highly relevant with Thailand and neighboring countries' development plan, development needs, as well as Japan's ODA policy, therefore its relevance is high.

2 Effectiveness / Impact

(1) Achievement of Project Outputs and Project Objective

PDM was reviewed during the project implementation, following the mid-term evaluation of the project in June-July 2002 where the Project Objective and Outputs were partly revised. The revision contributed to better reflect the real situation and to create a more coherent PDM.

The achievement level of each Project Output is as follows.

As for Output 1, school health programs including parasite control were established in each CLMTV country, where school-based parasite control measures were implemented. The effectiveness of parasite control through school health was also agreed at the "Workshop on Global Parasite Control Initiative" in March 2004.

As for Output 2, 111 people from CLMTV and other countries participated in ACIPAC's international training courses, where the examination results of course participants after the training improved every year. The result of the questionnaire for participants showed their high satisfaction with the course, while the level of understanding of the course differed from participants to participants, and voices were heard to request the implementation of further training (some training courses were indeed carried out, following a similar advice from an individual expert dispatched after the project completion).

As for Output 3, SSPP for school-based parasite control was implemented in each CLMTV country, where the participants of ACIPAC's international training courses experienced the actual operations of parasite control measures in the pilot sites of respective countries. Although the impacts of the control were recognized by almost all the trainees, the participants' improved awareness on parasite control may not owe only to the impacts generated by SSPP, since some participants' countries were already putting in place health education including Malaria and STH. Reports were made on the project achievements by SSPP's target pupils and communities in Cambodia, Laos and Vietnam, that they have acquired knowledge on parasites and came to take preventive actions. The SSPP implementation, however, saw some delay in Myanmar (the materials were created on avian flu based on those of school health created for international training after the project, following advice from an individual expert).

As for Output 4, newsletters and mail magazines were created by ACIPAC to use them as the organization's source of information, and they were distributed to the international training course participants, to the Japanese and Thai experts, to the staff of 3 projects under Hashimoto Initiative, to donors and international organizations, and to relevant ministries in respective CLMTV countries. ACIPAC's website was also created. Efforts were also made by ACIPAC for establishing and strengthening of human and information network, although the establishment of such networks did not go beyond the national level, and inter-country and cross-donor communication network was not sufficient (this issue was later addressed, following advice from an individual expert, by promoting cooperation with West Africa Center in Ghana and with Bangladesh, and by sending relevant messages at international conferences).

Accordingly, Output 1 can be regarded as having achieved the indicators set under it during the project period. Other Outputs with limited effects were achieved after the project completion, and after the advice made by the individual expert to conduct follow-up activities. Therefore, the achievement level of Project Outputs during the project period is evaluated as rather limited.

In terms of the achievement level of Project Objective: 1) the role of ACIPAC as a training center was recognized by relevant stakeholders through international conferences, and the "Workshop on Global Parasite Control Initiative" in 2004 recognized the primary role that ACIPAC plays in the future human resource development for parasite control in Asia region; 2) the communication network that ACIPAC had promoted covered training course participants, relevant ministries, international agencies and donors, and

NGOs of respective CLMTV countries; 3) although ACIPAC made significant efforts to disseminate information through regular issuance of newsletters, the establishment of human resource database, and through the update of website, the dissemination was not sufficient and had a room for improvement; 4) the result of the questionnaire for training participants proved that 87% of them were working in the areas related to school health and parasite control. Accordingly, the indicators set under Project Objective have been achieved to a certain level, while other parts with limited effects were achieved with additional assistances such as the cooperation with other countries and international public relations activities through the follow-up by the individual expert dispatched after the project. Therefore, the achievement level of Project Objective during the project period is evaluated as rather limited.

(2) Achievement of Overall Goal, Intended and Unintended Impacts

In terms of the achievement level of Overall Goal, the rollout of the parasite control programs has been actively promoted in Thailand. In particular, ever since the Thailand's decentralization policy has shifted the handling of parasite control to regions, programs are being implemented in the Western border area to counter filaria, malaria and intestinal parasite; in the Northeast against liver fluke; and in the South against STH. Similarly in neighboring countries, programs particularly for the control of malaria and intestinal parasites are being carried out. These facts underpin the certain contribution of the project in the achievement of Overall Goal.

Some other indirect effects of this project have also been reported as follows. Meanwhile, no negative impact on environment and other social consideration through the project has been reported so far.

- Currently, the textbooks made by the project are widely used in primary schools in Thailand. The textbooks in English and Myanmar languages are highly in demand.
- After the project completion, the teacher's manual on avian flu prevention was produced in 2007 and was distributed to primary schools within Thailand in areas where avian flu is prevalent. Training for teachers was also provided.
- After the project completion, other diseases such as HIV/AIDS were also added to the international training courses.
- This project marked a head start of JICA's regional technical cooperation, whose experiences provided useful lessons for future regional technical cooperation.
- Based on the results of SSPP implemented under the project, bilateral cooperation was started in Laos for parasite control and school health.
- Interaction between JICA projects were increased, where stakeholders from Mahidol University was delegated to "the Project on the West African Centre for International Parasite Control (WACIPAC) in Ghana."

This project has somewhat achieved its objectives, therefore its effectiveness is fair.

3 Efficiency

(1) Outputs

As mentioned in (1) of "Effectiveness / Impact," the project achieved the expected Project Outputs.

(2) Elements of Inputs

The inputs of the project are shown in "Project Outline." The project being a regional technical cooperation involving wide variety of stakeholders, cooperation between offices in respective target countries posed a challenge. Judging from the terminal evaluation of the project which analyzed that "inputs other than above had been efficiently converted to the outputs in terms of quality, quantity and timing," it is unlikely that the difficulty in communication affected the results of compiled overall achievements.

To note, while the project duration accurately followed the implementation schedule, after one year of the project completion, a long-term expert of the project had been dispatched to the Faculty of Tropical Medicine of Mahidol University for two years as an individual expert to follow up on the project. The follow-up activities are regarded as having enhanced the impact and sustainability of the project.

(3) Period of Cooperation, Project Cost

The actual period of cooperation was 5 years against planned 5 years, exactly as planned (100% of planned period). The actual project cost was 550 million yen, which could not be compared to the planned budget, due to the lack of information on the planned amount.

Although the project cost could not be compared with the planned cost, the inputs were found to be appropriate at the time of the terminal evaluation. The inputs are appropriate for producing outputs and achieving the project objective, therefore, efficiency of the project is high.

4 Sustainability

(1) Related Policy towards the Project

The Thai government's policies for parasite control remain unchanged and continue to support parasite control. Likewise, the current national development plan of "10th 5-Year National Economic and Social Development Plan (2006-2011)" continues to recognize 'the promotion of cooperation with neighboring countries and the establishment of partnership relationship' as its strategy. On the other hand, the emergence of new infectious diseases such as avian flu and other new flus urged the Thai government to shift its national priority to the control of new emerging infectious diseases, causing parasite control to face some budget and human resource constraints.

(2) Institutional and Operational Aspects of the Executing Agency

The review on the responses to the questionnaire found no major difficulty in the institutional sustainability of the executing agency. The Mahidol University continues to function well even after the project completion, with the International Unit of the Faculty of Tropical Medicine serving as a window for the implementation of international training courses.

(3) Technical Aspects of the Executing Agency

Since the instructors of Mahidol University during the project period continue to work at the same department of the university, no concerns are foreseen in terms of the sustainability of their skills.

(4) Financial Aspects of the Executing Agency

With the independence of Mahidol University as a public corporation after the project completion, it became increasingly difficult for the university to receive budget allocation from the Government and from the Ministry of Public Health, urging the university to secure financial resources by its own. Accordingly, there continues to be a shortage of own financial resources, posing a challenge to the university to financially sustain the implementation of international training courses. The university is addressing the challenge by offering international training which also covers areas other than parasite controls such as HIV and avian flu. Similarly and as mentioned in "Summary of the Evaluation," discussions are currently underway at the university among the members of "Partnership for Child Development (PCD), Imperial College" and the Japanese experts from this project, on the possible implementation of training on the school health approach for parasite and other diseases control in 2011.

(5) Continuity of Effectiveness and Impact

As mentioned in (2) of "Efficiency," a long-term expert of the project was dispatched to the Faculty of Tropical Medicine of Mahidol University after the project completion, as an individual expert to follow up on the project. As a result, the outputs which were not fully achieved during the project period were followed up, and an institutional framework was developed to disseminate the achieved outputs and strengthen the sustainability of the project.

The textbooks and manuals made by the project have been utilized until now, and no major concern has been reported on the use and management of the provided equipment. The results of SSPP carried out in respective countries were compiled and used as a reference for organizations interested in school health and parasite control. It has also been reported that the programs particularly for the control of malaria and intestinal parasites are being implemented in neighboring countries. Although the financial reasons mentioned above impose a constraint on the university's initiative to actively promote the continued implementation of training, the international training courses offered by ACIPAC are sustained, by encompassing HIV and avian flu prevention to address a wide variety of needs. ACIPAC's efforts to maintain and strengthen human and information network have also been materialized, in the form of interactions with concerned countries at university-hosted international conferences on tropical medicines including parasite-related diseases, although these conferences did not discuss only parasite control.

Some problems have been observed in the technical aspects of the executing agency, yet the agency has made utmost self-efforts to implement or examine countermeasures suitable to the change in the surrounding environment and to the trend of the times. Therefore, sustainability of the project effects is fair.

Simplified Ex-Post Evaluation for Technical Cooperation Project

Evaluator, Affiliation	Sawa Hasegawa Japan Development Service Co., Ltd.	Duration of Evaluation Study
Project Name	The Project on the Assistance of Public Health Insurance Information System Development	January 2010 – December 2010

I Project Outline

Country Name	The Kingdom of Thailand		
Project Period	July 2003-July 2006		
Executing Agency	Ministry of Public Health (MOPH), National Health Security Office (NHSO)		
Cooperation Agency in Japan	Ministry of Health, Labor and Welfare		
Total Cost	272 million yen		
Related Projects (if any)	N.A		
Overall Goal	The number of organizations responsible for health insurance services which have adopted or scheduled to adopt new health insurance information system is increased at other provinces.		
Project Objective	The capability of NHSO in administration and system development management is improved and new health insurance information system is disseminated nationally.		
Output[s]	<ol style="list-style-type: none"> 1. Knowledge and information necessary to establish health insurance information system is accumulated within the organization responsible for health insurance. 2. Capability of management in procedural operations is improved at NHSO through establishment of pilot system. 3. Improvement of health insurance information system for nationwide dissemination is proposed based on the result from the pilot system. 		
	Inputs (Japanese Side)	Inputs (Thai Side)	
Experts	5 for Long term, 20 for Short term (at the time of terminal evaluation)	Staff allocated	68
Equipments	55.2 million yen (at the time of terminal evaluation)	Equipments	Provided (the amount is unknown)
Local Cost	13.1 million yen (at the time of terminal evaluation)	Local Cost	6.4 million yen (at the time of terminal evaluation)
Trainees Received	47	Land etc provided	Project office, warehouse, etc.
Others	Expenses for document translation: 4 million yen (at the time of terminal evaluation)	Others	

II Result of the Evaluation

Summary of the evaluation

The relevance of the project is high, and Project Outputs, Objective and Overall Goal set by the project have been largely achieved. The project operation was also implemented largely on schedule. Thus the project got the good results in terms of the relevance, effectiveness/impact and efficiency during its implementation as well as the sustainability after its completion, due to the fact that its activities are generally well-sustained.

The sustainability of this project was found as better ensured than other projects. A factor that contributed to this good result of sustainability was the institutional and policy support by the Thai government, who recognized the establishment of health insurance information system supported by the project as an urgent issue and high priority in Thailand.

In light of the above, this project is evaluated to be highly satisfactory.

1 Relevance

(1) Relevance with the Development Plan of Thailand

At the time of planning the project, both the "4-Year Strategic Plan" of the regime of that time and the "9th 5-Year Plan for National Health Care Development (2002~2006)" of the Ministry of Public Health recognized the promotion of the reform of its national health insurance system as a preferable policy. The Strategic Plan in particular promoted a so-called "30 Baht Health Care System," a policy to ensure access to health insurance by all Thai nations. The new health insurance information system supported by the project was the foremost priority of health care policies promoted by the Government of that time. Another support to the project was the establishment of NHSO by the "National Health Security Act (2002)," to serve as the executing agency of this project and to administer both the system of national health insurance for all and the health insurance fund. The above plans had no change till the end of the project and were supported throughout the project period. Accordingly, the project can be evaluated to have been highly relevant with the development plan of Thailand.

(2) Relevance with the Development Needs of Thailand

At the time of planning the project, the implementation of health insurance policy under the aforementioned Strategic Plan was entrusted to the Ministry of Public Health, NHSO and Provincial Health Offices. The strengthening of administrative and system development capacity of those organizations, and of the newly-established NHSO in particular, was recognized as an issue of extreme importance. The ex-ante evaluation of the project likewise identified, as a priority issue of health insurance system, speedier registration and improved administration and management of health insurance. Those development needs persisted till the end of the project and the demand for health insurance information system was recognized throughout the project implementation. From the situations above, the project can be evaluated to have met the development needs of Thailand.

(3) Relevance with Japan's ODA Policy

At the time of planning the project, Japan's "Country Assistance Program for Thailand" recognized 'social sector assistance' as one of the priority areas of assistance. JICA's project execution policy for Thailand placed importance both to the cooperation catering to different stages of the Thailand's economic and social development, and to the response to the challenges that emerge as a mature society. Assistance to the development of social security system was also described as another priority. The program and policy above had no change till the end of the project and were supported throughout the project period. Accordingly, the project can be evaluated to have been relevant with Japan's ODA policy.

This project has been highly relevant with Thailand's development plan, development needs, as well as Japan's ODA policy, therefore its relevance is high.

2 Effectiveness / Impact

(1) Achievement of Project Outputs and Project Objective

During the project implementation, PDM was revised based on the mid-term evaluation of the project that was held in 2005 to clarify and quantify the indicators for Overall Goal, Project Objective and respective Outputs.

The achievement level of each Project Output is as follows.

As for Output 1, 51 workshops were held to examine the establishment of new health insurance information system, with about 655 participants and over 30 resumes. 3 study reports were also created on the same insurance system.

As for Output 2, "Registration Application Development Completion Report" was compiled on the development of the new health insurance information system. Both the manuals on the administrative management and on the system operation procedure were followed by the NHSO staff in their own operation of the system. Besides, an evaluation was implemented, based on the criteria to manage a software vender used for the establishment of the new health insurance information system. The software was utilized in accordance with the operational procedure shown in the manual. Having ensured the implementation of all operations as above, the new system was tested in the pilot site of Phrae province, to demonstrate that the health insurance registration process that required 45 days under the old system was now shortened to 7 days with the introduction of the new system.

As for Output 3, planning and coordination activities were undertaken to prepare both a dissemination plan to promote the new health insurance information system nationwide and different manuals used for the dissemination. In the pilot site of Phrae province, the administrative management manual was revised for all provincial health offices in the country, in addition to the revision of the manual on system operation procedure.

The project can be evaluated to have almost achieved Project Outputs since the indicator set under each Output was basically achieved.

In terms of the achievement level of Project Objective: 1) the procedure for the development of the new health insurance information system established by the project was compiled as a "System Development Manual." The Manual also included guidelines for drafting specifications on the system development for software vender; 2) According to the questionnaire survey undertaken with the relevant NHSO staff, 80% of the respondents felt that their capacity for system development management was improved, the acquired knowledge and skills were applied to their work and transferred to other staff, that their administrative management capacity improved and they were now well-informed of the management. The project can be evaluated to have almost achieved Project Objective since most indicators set under the Objective were basically achieved.

(2) Achievement of Overall Goal, Intended and Unintended Impacts

In terms of the achievement level of Overall Goal, it is fair to evaluate that the Goal was achieved, considering the fact that new health insurance information system was institutionally adopted in the country's 76 provinces, at the authorities engaged in the administration of health insurance.

In terms of the indirect impacts, the skills and knowledge fostered in the project were fully utilized by the NHSO's IT department,

resulting in its acquisition of certification by ISO9001¹ for the new system in December 2005. The project's contribution to the certification can be confirmed in the similarity between the procedure that was followed in the system development during the project, and the procedure to acquire certification from ISO9001. Meanwhile, no negative impact on environment and other social consideration through the project has been reported so far.

This project has largely achieved its objectives, therefore its effectiveness is high.

3 Efficiency

(1) Outputs

As mentioned in (1) of "Effectiveness / Impact," the project achieved the expected Project Outputs.

(2) Elements of Inputs

The inputs of the project are shown in "Project Outline." The terminal evaluation of the project stated that "several issues were observed under each activity such as delays in the implementation. These issues, however, were kept to minimum through the dialogue between Japanese experts and Thai counterparts at the Steering Committee, through the formulation of a roadmap, and through the formation of a taskforce group to deal with respective challenges. As a result, the inputs were efficiently converted to the outputs in terms of quality, quantity and timing." Assessing from the statement, it is unlikely that the delays affected the final compilation of outputs and achievements.

(3) Period of Cooperation, Project Cost

The actual period of cooperation was 3 years against planned 3 years, exactly as planned (100% of planned period). The actual project cost was 272 million yen against planned 300 million yen, slightly lower than planned (91% of planned budget).

The inputs are appropriate for producing outputs and achieving the project objective, therefore efficiency of the project is high.

4 Sustainability

(1) Related Policy towards the Project

The Thailand's social security policies, as before, continue to support the establishment of health insurance system. The current national development plan of "10th 5-Year National Economic and Social Development Plan 2006-2011" also recognizes as its strategy 'the establishment of social security and education system for the improvement of quality of life.'

(2) Institutional and Operational Aspects of the Executing Agency

No negative issues have been reported on the institutional sustainability of NHSO as the executing agency. The department within NHSO responsible for the new health insurance information system currently has sufficient staff for the implementation of the system. Rather, the team is found as further strengthened than during the project.

(3) Technical Aspects of the Executing Agency

The transfer to new staff of the skills and knowhow of the project are ensured by the NHSO staffs who continues to serve in the same department since the project implementation period. The understanding of the staff on the new health insurance information system was found sufficient, although more skills and methodologies need to be developed to manage the large volume of accumulated data stored in a database.

(4) Financial Aspects of the Executing Agency

NHSO is an independent public entity under the supervision of Ministry of Public Health, whose receipt of national budget is ensured with ability to flexibly execute its budget and autonomously manage its organization, as well as with discretion to decide the level of staff salary and adopt its own criteria for human resource management and employment. No major financial difficulty of the organization is reported in disseminating and sustaining the new health insurance information system established by the project.

(5) Continuity of Effectiveness and Impact

The manuals and guidelines made by the project are fully utilized after the project completion, and so are the documents on Japan's health care system translated and provided by the project. For the online registration for the new health insurance information system, the measures have been taken for increasing the registration rate and reducing redundant registration, and ensuring coordination with the Thai government on the development of a registration system independently implemented by the Government (the Data Center Project). No concerns have been raised on the use and management of the equipment provided by the project, except that some system applications have been replaced by new and larger devices when they were used exceeding their service lives of 5 years.

No major problems have been observed in the policy background, the structural, technical, financial aspects of the executing agency, therefore sustainability of the project effects is high.

¹ "ISO9001" of International Organization for Standardization (ISO) indicates the Quality Management System designated by ISO as a model of international standard. An organization with ISO9001 certification is credited as having an organizational management of international standard approved by ISO. The concept of process approach using Plan-Do-Check-Act (PDCA) cycle for project operation, for instance, is a model suggested by ISO 9001.

Simplified Ex-Post Evaluation for Technical Cooperation Project

Evaluator, Affiliation	Sawa Hasegawa, Japan Development Service Co., Ltd.	Duration of Evaluation Study
Project Name	The Project on the Development of the Method of Urban Development	January 2010 – December 2010

I Project Outline

Country Name	The Kingdom of Thailand			
Project Period	June 1999-May 2005			
Executing Agency	Department of Public Works and Town & Country Planning (DPT), Ministry of Interior			
Cooperation Agency in Japan	Ministry of Land, Infrastructure, Transport and Tourism			
Total Cost	708 million yen			
Related Projects (if any)	N.A.			
Overall Goal	Officials at the local authorities, government organizations and others that are in charge of urban development, particularly urban land readjustment are trained. These entities include Bangkok Metropolitan Administration, Tambol Administrative Organizations, municipalities, DPT and National Housing Authority. (Super Goal: Implementation of urban planning and urban development is improved at central and local level so that the urban problems in Thailand are eased.)			
Project Objective	The method of urban development adapted to the socio-economic context of Thailand is developed, and the training system for those who deal with the above method is developed.			
Output[s]	<ol style="list-style-type: none"> 1. The regular training courses for urban planning and urban development are settled. 2. Instructors for the training courses (urban planning and urban development) are trained. 3. Land readjustment pilot projects are promoted. 4. Supporting systems for land readjustment projects are prepared. 			
	Inputs (Japanese Side)		Inputs (Thai Side)	
Experts	10 for Long term, 58 for Short term (at the time of terminal evaluation)		Staff allocated	49
Equipments	81.3 million yen (at the time of terminal evaluation)		Equipments	Provided (the amount is unknown)
Local Cost	51.3 million yen (at the time of terminal evaluation)		Local Cost	29.8 million baht (at the time of terminal evaluation)
Trainees Received	38		Land etc provided	Project office, etc.
Others			Others	

II Result of the Evaluation

Summary of the evaluation

The relevance of the project is high, and Project Outputs, Objective and Overall Goal set by the project have been largely achieved. The project period was extended for 2 years, significantly longer than the original plan. Thus the project got the good results in terms of the relevance and effectiveness/impact, its efficiency was somewhat low, due to the project period which substantially overran the original schedule. On the other hand, with the extension of the cooperation period for 2 years, the project got the high achievement level of its Objective and Overall Goal, and generated highly positive impacts. Such impacts were represented particularly by the project's support which contributed to the formulation and issuance of the "Land Readjustment Act" in December 2004.

In terms of sustainability of the project, while the implementation of the training on urban planning and development is recording a steady progress and the land readjustment project unfolding nationwide, several challenges have also been pointed out including the lack of both personnel and of field experiences of the implementing organization.

In light of the above, this project is evaluated to be satisfactory.

1 Relevance

(1) Relevance with the Development Plan of Thailand

At the time of planning the project, Thailand's "8th National Economic and Social Development Plan (1996-2001)" recognized 'improvement in the quality of life through regional, rural and human development' as one of its development goals, and 'creation of enabling environment to support human development' and 'strengthening of economic competitiveness to promote human development and the improvement in the quality of life' as its development strategies. The "9th National Economic and Social Development Plan (2001-2006)" formulated and implemented during the project period likewise referred to 'community empowerment' and identified 'development of cities and communities comfortable to live in' as one of the poles of its development strategies. Furthermore, DPT's "5-Year Plan (2003-2008)" also proposed the development of comfortable cities, requesting the governors of all provinces to commence at least one land readjustment project in each province. Such actions were further followed by the issuance of the "Land Readjustment Act" in December 2004. The above plans had no change till the end of the project and were supported throughout the project period. Accordingly, the project can be evaluated to have been relevant with the development plan of Thailand.

(2) Relevance with the Development Needs of Thailand

The formulation of the project took place amid the trend of decentralization, which increased the tasks under the responsibility of the Bangkok Metropolitan Administration and other local authorities. They were facing the necessity to foster the staff specialized in urban planning and development, in order to realize a comfortable urban environment. They were also being urged to develop urban areas and road networks with the limited budget, and therefore were willing to introduce the land readjustment project. The development needs in principle remained unchanged till the end of the project, and the demand existed for urban planning and development throughout the project implementation. From the situations above, the project can be evaluated to have met the development needs of Thailand.

(3) Relevance with Japan's ODA Policy

At the time of planning the project, Japan's "Country Assistance Program for Thailand" identified as the priority areas of assistance 'environmental conservation' including the development of urban environment, 'development of economic infrastructure' including the regional towns and cities, and 'rural and agricultural development' including the human resource development to improve local administrative capacities. The program above had no change till the end of the project and was supported throughout the project period. Accordingly, the project can be evaluated to have been relevant with Japan's ODA policy.

This project has been highly relevant with Thailand's development plan, development needs, as well as Japan's ODA policy, therefore its relevance is high.

2 Effectiveness / Impact

(1) Achievement of Project Outputs and Project Objective

During the project implementation, a training course in the area of urban planning had to be developed by the project for the staff of the local authorities, following the Thai government's promotion of its decentralization policy. PDM, however, was not made to reflect the addition or revision of this new activity and was therefore in short of appropriate indicators. Accordingly, PDM was reviewed at the mid-term evaluation in August to September 2001 to revise Project Outputs and these activities, indicators set under Project Objective and Outputs, and important assumptions affecting Project Objective. The revision made PDM to better reflect the real situation and to increase consistency.

The achievement level of each Project Output is as follows.

As for Output 1, a training system including the training equipment was established, and training courses were offered to wide variety of stakeholders including those from local staff of DPT and of local authorities. The regular courses on urban planning were commenced in September 2004, where the trainees from local authorities acquired knowledge foundation and increased understanding on the integrity of urban planning, academic approaches, and the necessity of teamwork. The regular courses on urban development, too, were appreciated highly by the trainees, in terms of its content, practical exercises, materials, and its applicability.

As for Output 2, both urban planning and urban development courses were highly appreciated by participants, and resulted in producing 63 instructors and 74 associate instructors. It was further observed that the staff, utilizing the knowledge acquired from the training, contributed to the promotion of the land readjustment project. Nevertheless, in the actual urban development and land readjustment, the continued direct supervision from the staff of DPT headquarters was still necessary.

As for Output 3, DPT promoted 10 land readjustment pilot projects, and further 12 candidate projects were being considered for implementation at the time of terminal evaluation of the project. In addition, another 54 projects were being formulated, in accordance with the guidance stipulated in one land readjustment project in each province. The Bangkok Metropolitan Administration was also promoting 10 projects including 2 pilots, and the experiences gained from the initial project activities (including the selection of communities, land owner meetings, and methods of land swap) were already integrated in the training.

As for Output 4, 5 draft reports of technical standards and 1 draft report of guidelines were formulated by Japanese experts. These reports served as a base for the counterparts to produce ordinances and rules by themselves, with support from the Japanese experts and with careful consideration to both the newly issued Land Readjustment Act and to the current situation in Thailand.

The project can be evaluated to have almost achieved Project Outputs since the indicator set under each Output was basically achieved.

In terms of the achievement level of Project Objective, it was noted that the methods of urban planning and development appropriate to the context of Thailand was developed, training materials and programs formulated, and the system of training and dissemination established through fostering of instructors. The project can be evaluated to have almost achieved Project Objective since most indicators set under the Objective were basically achieved.

(2) Achievement of Overall Goal, Intended and Unintended Impacts

In terms of the achievement level of Overall Goal, it was noted that 122 trainers and 42 assistant trainers were produced through the urban planning training courses, as well as 30 trainers through the urban development training courses. These courses provided training to approximately 3,700 people working in urban planning and development, and the training continues to be implemented

steadily even after the project completion. The satisfaction level by training participants was also high, justifying that Overall Goal has mostly been achieved.

The following indirect effects of the project have been reported. Meanwhile, no negative impact on natural environment through the project has been reported so far.

- An indirect impact on the central government was observed when the Land Readjustment Act was formulated with supports from this project and was issued in December 2004.
- An indirect impact on local authorities was observed in their move towards the introduction of the development of urban areas and road networks, as a result of the land readjustment project implemented in Bangkok. Likewise, requests were made to DPT from 26 provinces for a survey and advice on land readjustment, leading to the promotion for implementing one land readjustment project in each province.
- Impacts were observed also on the general public, who enhanced their recognition on land readjustment both through the dissemination seminars on the land readjustment project and through the reports by the media on the legislation process of the land readjustment system. In particular, the inhabitants of the areas selected for the pilot projects deepened their understanding to the readjustment work.
- The project also had influences to some stakeholder organizations. The Land Readjustment Office of DPT, for example, was upgraded to a Bureau, leading to the institutional strengthening of the relevant units in charge of land readjustment.
- As part of its rehabilitation plan for the areas affected by Tsunami in the Indian Ocean on 26th December 2004, the Thai government instructed DPT to conduct a field survey. DPT then undertook an on-site survey jointly with Japanese experts and formulated the first draft rehabilitation plan, taking into account the application of the method used for land readjustment.

This project has largely achieved its objectives, therefore its effectiveness is high.

3 Efficiency

(1) Outputs

As mentioned in (1) of "Effectiveness / Impact," the project achieved the expected Project Outputs.

(2) Elements of Inputs

The inputs of the project are shown in "Project Outline." The terminal evaluation of the project conducted in March 2003 decided the extension of the project for 2 years. The second terminal evaluation carried out in February 2005 analyses that "the outputs were achieved in the end, and the inputs made after the project extension were efficiently converted to the outputs in terms of quality, quantity and timing."

(3) Period of Cooperation, Project Cost

The actual period of cooperation was 6 years against planned 4 years, significantly longer than planned (150% of planned period). The actual project cost was 708 million yen, which could not be compared to the planned budget, due to the lack of information on the planned amount.

Some of the inputs are appropriate for producing outputs and achieving the project objective, therefore efficiency of the project is fair.

4 Sustainability

(1) Related Policy towards the Project

The Thai government's policies on urban planning and development remain unchanged, and the current national development plan of "10th 5-Year National Economic and Social Development Plan (2006~2011)" recognizes 'development of stable and sustainable economic infrastructure' and 'proactive social development' as its primary development strategies. The "Land Readjustment Act" formulated in 2004 also remains valid.

(2) Institutional and Operational Aspects of the Executing Agency

In the executing agency of DPT, the implementation structure of urban planning and development has been maintained and the skills transferred by the project have been inherited to the successor staff. On the other hand, there were responses which stated that the number of staff was insufficient and the decision-making process unclear.

(3) Technical Aspects of the Executing Agency

While the training on urban planning and development is recording a good progress, some respondents pointed out the need to further improve the skills for negotiation, planning, and coordination in order to compensate the staff's lack of hands-on experiences in the implementation of actual land readjustment work, and to lead the land readjustment project to a success.

(4) Financial Aspects of the Executing Agency

According to the responses to the provided questionnaire, DPT itself receives sufficient budget from the Government to continue with the land readjustment project. On the other hand, other reports state that the budget for land readjustment project is separate from usual government budget, and that the coordination with the government budget raises a challenge upon the implementation of land readjustment project when DPT wishes to immediately start the work as soon as it obtains the consent from the land owners of target areas. The reports also say that the possibility is being explored to establish a fund through a type of special business tax accrued from land sales.

(5) Continuity of Effectiveness and Impact

The manuals and materials for training made by the project are still used after the project completion. The legal framework such as ministerial regulations, local regulations/ordinances committee regulations and others relating to the Land Readjustment Act, and of the rules relating to unions (including statutes) is also in progress. The implementation scale of the training courses on urban planning and development, and of land readjustment pilot projects, are both in progress and expanding nationwide. There were responses that

mentioned training's contribution to the implementation of land readjustment project. The reports recognized no negative issue on the use and management of the provided equipment.

Some problems have been observed in the structural and technical aspects of the executing agency, therefore sustainability of the project effects is fair.

Simplified Ex-Post Evaluation for Technical Cooperation Project

Evaluator, Affiliation	Keiko Sakamoto Waseda Research Institute Corporation (WRI)	Duration of Evaluation Study
Project Name	Expanded Program on Immunization Strengthening Project	January 2010 – December 2010

I Project Outline

Country Name	People's Republic of China		
Project Period	June 2000-May 2005		
Executing Agency	Department of Disease Control, Ministry of Health (Supervising agency), Chinese Center for Disease Control and Prevention (Executing Agency)		
Cooperation Agency in Japan	Medical Center for Global Health and Medicine, National Institute of Infectious Diseases		
Total Cost	935.7 million yen		
Related Projects (if any)	World Health Organization (WHO)		
Overall Goal	Effective and safe EPI services are provided in all the covered provinces.		
Project Objective	The EPI services in all the covered provinces are improved (after revision during the mid-term evaluation).		
Output[s]	<ol style="list-style-type: none"> 1. Safe injections are performed. 2. EPI vaccination services improve. 3. The surveillance of EPI diseases, such as poliomyelitis, is strengthened. 4. EPI information is brought online and used. 		
	Inputs (Japanese Side)	Inputs (Chinese Side)	
Experts	8 for long term, 67 for short term	Staff allocated	30 (3 to 7 per year)
Equipments	377.3 million yen	Equipments	Vaccine: 82.95 million Chinese yuan
Local Cost	Unknown	Local Cost	154.78 million Chinese yuan
Trainees Received	19	Land etc provided	Land, office, existing equipment
Others	Dispatching Project Consulting Teams (13.11 million yen)	Others	

II Result of the Evaluation

Summary of the evaluation

The relevance of this project is high. As for the project objective and outputs, the desired goals have been essentially achieved. The impacts have been partially achieved. Regarding efficiency, appropriate inputs have helped accomplish the outputs. During the project, SARS broke out, which could have been a big obstructive factor. The outbreak, however, did not result in a significant delay in the activities, thanks to both China's and Japan's efforts. Early in the project, the areas were divided into model areas (two provinces) and non-model areas (three provinces). Although all of the five provinces were defined as the project area in the middle of the project period, in the end the effects were observed in all the provinces. It could be said, therefore, that the project has been carried out efficiently. It must be also mentioned other donors and inputs of other projects have helped a lot as it is said "performing safe injections," one of the objectively verifiable indicators, has been accomplished by the "spread of AD syringes", according to the information from JICA. On sustainability, there are some concerns financially and technically. However, China regards this project as related to an important national policy and the government programs and systems are being strengthened, so the impact of the project can be expected to be sustained.

In light of the above, this project is evaluated to be highly satisfactory.

<Constraints of this evaluation study>

This project covers five provinces; Shanxi, Shaanxi, Gansu, Qinghai and Ningxia. Information on the individual provinces was not obtained during this study. As an ex-post study was conducted last year (2009) on this project, it must be noted that many of the findings from that study, from JICA, have been used in this evaluation.

Changes have been made in the outputs and the objective of this project's PDM as well as their objectively verifiable indicators after the mid-term evaluation for the reasons below.

- (1) All of the five provinces were designated as the project areas, not divided into model areas (two provinces) and non-model areas (three provinces).
- (2) The system for maintaining polio-free status needed to be strengthened and therefore strengthening of the functions of national polio laboratories and those of high-risk provinces (Guizhou, Yunnan and Sichuan) were added to the activities.

1 Relevance

(1) Relevance to the Development Plan of People's Republic of China

The 9th Five-Year Plan (1996 to 2000) and the 2010 long-term objective guidelines (established in 1996) call for, as development plan policy for the 15 years ending in 2010, maintaining well-balanced development of regional economy and reducing disparities in development between regions. The 10th Five-Year Plan on national economy and social development (2001 to 2005) calls for giving importance to prevention of diseases and strengthening prevention and control of common diseases, endemic diseases, occupational diseases and communicable diseases. In the China Children Development Guideline (2001 to 2010) the State Council established among the goals raising of the vaccination rate to more than 90% at the township and town level, incorporating the hepatitis B vaccination rate into the EPI, and including new vaccines in the vaccination immunity control plan. In December 2004, the Communicable Disease Control Act was revised.

Accordingly, this project can be evaluated as having been consistently relevant to China's national policies during the project period.

(2) Relevance with the Development Needs of People's Republic of China

In the late 1970s, China announced its decision to implement the Expanded Program on Immunization (EPI). In the 1980s, it started nationwide vaccinations (BCG, DPT, measles, and polio) according to a systematic and unified schedule. The EPI activities, which were carried out as an important policy matter, increased the national vaccination rate to a high level. But, in poor areas, there were some problems such as the still-pending situation of the establishment of a cold chain for vaccines, lack of knowledge and experience on the part of persons who gave vaccinations, and a shortage of syringes or sterilizing devices caused by the shortage of funds, and these problems operated as obstructive factors in efficient implementation of the EPI program. Also, infections caused by inadequate assurance of the safety of syringes was a problem.

Therefore, this project can be evaluated to have met China's development needs.

(3) Relevance with Japan's ODA Policy

When this project was being planned, Japan's ODA policy for China focused on reducing poverty and disparities between regions as one of the priority fields. It called for assistance in the mid-west, and especially poor regions there ("The 2nd Country Study for Japan's Official Development Assistance to People's Republic of China," 1999). In the economic assistance plan for China established in 2001, one of the priority fields in economic assistance policy was assistance for addressing global problems, such as environmental problems. Also, to combat communicable diseases was used as an example.

Accordingly, this project can be regarded as having been compliant with Japan's ODA Policy.

This project has been highly relevant with China's development plan, development needs, as well as Japan's ODA Policy; and therefore its relevance is high.

2 Effectiveness / Impact

(1) Achievement of Project Outputs and Project Objective(s)

The achievement level of each Project Output is as follows.

Indicator 1 for Output 1: "The number of persons qualified to perform safe injections increases". Since almost 100% of the EPI staff has become able to perform safe injections in all the provinces ("terminal evaluation report"), the indicator has been achieved.

Indicator 2 for Output 1: "Training and educational materials for safe injection increase". This has been achieved to a high extent, and various materials have been created and used for education of EPI staff, doctors and the community ("terminal evaluation report").

Indicator 3 for Output 1: "The number of visits by the supervisors using a monitoring standard format increases". The indicator has been achieved; the monitoring system has been established and the supervisor visits conducted ("terminal evaluation report").

Indicator 4 for Output 1: "A model for collection of used EPI disposable syringes is established". The indicator has been achieved; the model has been established. The spillover to neighboring areas has been confirmed ("terminal evaluation report").

Accordingly, Output 1 has been satisfactorily achieved.

Indicator 1 for Output 2: "The hepatitis B vaccination rate improves". It has been achieved more than 80%; the vaccination rate has been kept at 80 to 95% ("terminal evaluation report").

Indicator 2 for Output 2: "OPV, MV, DPT and BCG vaccination rates are maintained or improved". Since the complete data on each province as of the final year of the project (2005) were not available, it is not possible to judge how far this has been achieved. According to the data for 2004; OPV, DPT and BCG vaccination rates were lower than those at the beginning of the project (2000) in three out of the five provinces (Gansu, Qinghai and Ningxia) ("terminal evaluation report"). For two of these three provinces, part of the data of 2005 was not available.

Indicator 3 for Output 2: "Understanding of the importance of EPI increases among the persons who administer vaccination and the community". The level of understanding has improved to 80 to 95% ("terminal evaluation report"); China CDC said that this project has greatly helped improve the EPI services and strengthen people's awareness of the importance of safe injections (reply from China CDC).

Indicator 4 for Output 2: "Accuracy of reported EPI vaccination rates". It cannot be judged to have been achieved since it is difficult to get figures on the movement of the population and unplanned births ("terminal evaluation report" and information from the JICA).

Accordingly, the achievement of output 2 is limited.

Indicator 1 for Output 3: "The standard level of AFP surveillance is maintained". It has been achieved ("terminal evaluation report" and reply from China CDC).

Indicator 2 for Output 3: "The number of national and provincial polio laboratories that meet the WHO standards is maintained". It has been achieved ("terminal evaluation report").

Accordingly, Output 3 is highly achieved.

As for Output 4, since the information network linking the provinces, prefectures and counties was configured and utilized before

the terminal evaluation, it has been achieved ("terminal evaluation report").

Achievement for the Project objective: "The EPI services improve in all the project areas" is as follows.

Indicator 1: "The safe injection rate". Since AD syringes that cannot be reused are used 100%, the rule of One Needle, One Syringe, Only One Time is observed 100% (information from the JICA).

Indicator 2: "The complete vaccination rate (vaccination rate of four types of vaccines) improves". This has been largely achieved; although complete data on each province are not available, there is obvious improvement in four of the five provinces (data for 2002 and 2005: 88.8% → 99.26% in Shaanxi, 86.1% → 97.94% in Qinghai, 86.5% → 98.74% in Ningxia, four vaccines at 87.8% (2002) → five vaccines including hepatitis B at 90.7% (2005) in Shanxi (reply from China CDC))

Indicator 3: "The polio surveillance results are fed back for mapping out or implementation of the policies to maintain polio-free status". This has been achieved; the surveillance results are used as scientific evidence by government departments in taking appropriate measures (reply from China CDC).

Accordingly, the project objective has been achieved.

Although some achievements of the outputs are limited, the outputs and the objective have been largely achieved, considering the overall output achievement.

This project benefits from synergy by cooperation with other donors and inputs of JICA's other projects: for example, funds for AD syringes and hepatitis B vaccines from other donors (Global Alliance for Vaccine and Immunization), administration of polio vaccines by supply of special medical equipment, provision of training-related equipment, and complementing and expansion of cold chains by JICA's grand aid projects.

(2) Achievement of Overall Goal, Intended and Unintended Impacts

The achievement level of the Overall Goal is as follows.

Indicator 1: "The number of EPI disease patients and the number of deaths decrease". This has been achieved to a certain extent; though complete statistic data are not available, according to the obtained data, the incidence rates have not improved very much for some types of diseases or in some provinces (see attached document). The fatality rates, however, have improved for almost all the diseases and provinces.

Indicator 2: "The polio-free status is maintained". This has been achieved; no polio case has been reported.

Therefore, the overall goal has been achieved, too, although limited.

In the reply from China CDC, some effects of this project are listed. The check of vaccination certificate at the entry to kindergartens and schools has improved in thoroughness in the project areas. The awareness of vaccination has increased. Training of the persons engaged in the project has been strengthened. China CDC says that these effects will help EPI in other areas besides the project areas. CDC also says that the attitudes of the Japanese experts towards their jobs have influenced the local staff.

No negative indirect effects have been reported.

This project has largely achieved its objective; therefore, its effectiveness is high.

3 Efficiency

(1) Outputs

As stated in "Effectiveness Impact," this project has produced the desired outputs.

(2) Elements of Inputs

Inputs to these projects are as shown in "Project Outline." During the project, SARS broke out in 2003. The project was held up for three to four months; however, the outputs have been achieved in the end. Also, the terminal evaluation report says that the efficiency of the project is high and that the timing, quantity and quality of the inputs to the project areas are appropriate.

At first, the project aimed at establishing a model in the model areas (Shanxi and Shaanxi) and using the model to improve the EPI services in the non-model areas (Gansu, Qinghai and Ningxia) (project objective). But, it was difficult to create a model since the provinces varied geologically, socially, economically and culturally. After the mid-term evaluation, all of the five provinces were designated equally as the project areas instead of dividing them into model area and non-model area. Although the project areas were expanded, the desired outputs have been produced. That indicates that this is an efficient project.

(3) Project Cost, Period of Cooperation

Both the scheduled period and the actual period are five years. The project has been carried out as planned (100%). The project cost is 935.702 million yen. The projected cost is unknown.

The inputs are appropriate for producing outputs and achieving the project objective; therefore, efficiency of the project is high.

4 Sustainability

(1) Related Policy towards the Project

After the project was finished, EPI related policies have been formulated. The 11th Five-Year plan of health program (2006 to 2010) has strengthening of communicable disease surveillance as a key goal. Various laws and regulations relating to EPI have been established or improved: the Communicable Disease Control Act (revised in 2004), vaccine administration rules (2005), ordinance on vaccine distribution and vaccination control (2005), rules for vaccine storage and cold transport control (2006), nationwide plan to control viral hepatitis type B (2006 to 2010), nationwide action plan to eradicate measles (2006 to 2012), and determination of abnormal reaction to vaccination (2008). In March 2009, the State Council notified the bill on immediate priorities in the medical and health system reform (2009 to 2011). One of the five major goals of the reform is phased promotion of equalization of basic public health services. And, it includes strengthening of EPI. National efforts are being made for medical reforms, expansion of the national vaccination plan and for other related projects. That indicates that the sustainability of policies is very high.

(2) Institutional and Operational Aspects of the Executing Agency

Led by the Ministry of Health, health related authorities of the local governments at all levels (province → city → county → town → village) are systematically controlled. There seems to be no problem in structural aspects. According to the data on health authorities of the five provinces of the project, the number of the health authorities (e.g., hospitals, health institutes and disease prevention and control centers) is decreasing. But the number of health personnel including technical experts has been increasing every year since 2004.

(3) Technical Aspects of the Executing Agency

Regarding the technical levels of the executing agencies, although training is conducted periodically (reply from China CDC), control or technology is not conveyed to the grass roots. Therefore, there is a tendency for those people to not know well about a cold chain or safe injections well (information from the JICA). In the bill on immediate priorities in the medical and health system reform (2009 to 2011) above, training for total 1.37 million people is planned to foster and strengthen rank and file medical personal resources. Technical level is expected to improve in the future.

(4) Financial Aspects of the Executing Agency

Detailed financial data are not available. According to the reply from China CDC, since 2007, the Chinese government has been paying the expenses of vaccines, syringes, and cold chain facilities. Local governments pay the expenses of related projects. About AFP surveillance, provinces pay the expenses of surveillance, measurement and examination of AFP cases, fact-finding study and diagnosis of the cases, and education and training. For example, Shanxi province pays approximately 100,000 yuan a year as expenses of AFP surveillance and measurement. Rural areas are short of money for the services and training and that is affecting implementation of effective EPI services. (Reply from China CDC) It is thought that some regions lack adequate finance. The bill on immediate priorities in the medical and health system reform (2009 to 2011) above calls for the governments at all levels to invest 860 billion yuan (of which 331.8 billion yuan is to borne by the national government) in three years, to achieve the goals of the reform. It is unknown how much of the money is to go to EPI. It is expected that the financial situation will improve with the progress of the reform, which aims at reducing medical disparity.

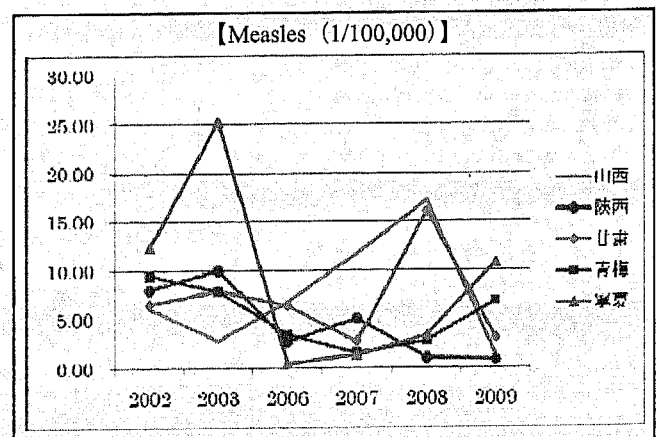
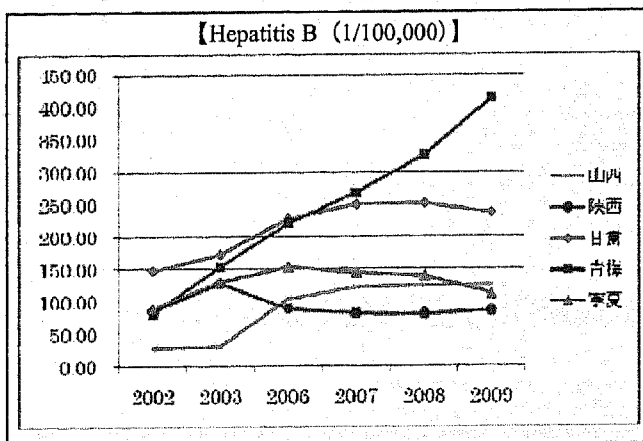
(5) Continuity of Effectiveness and Impact

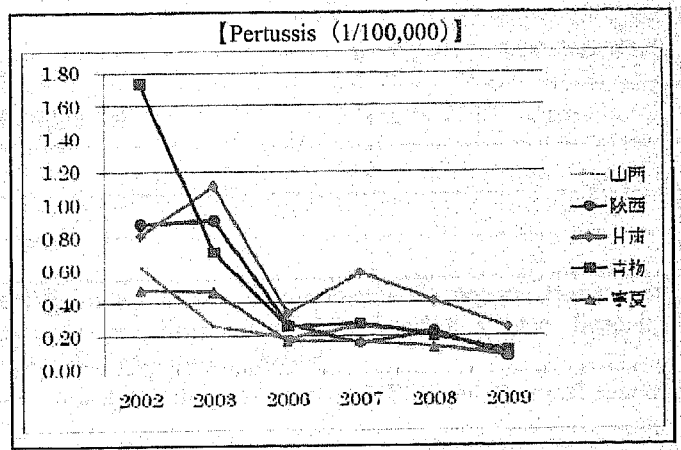
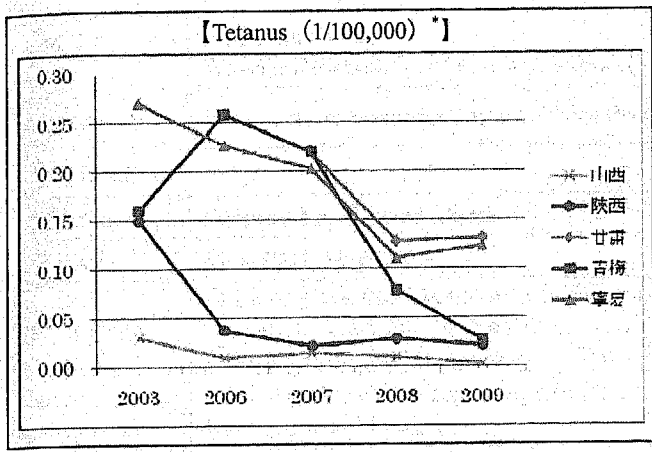
EPI is one of the priority programs of the country. The effect of this project will be sustained budget-wise and policy-wise. Furthermore, this project has been succeeded by a new project*; the project areas include Gansu and Ningxia. The new project aims at improving quality of surveillance and vaccination services. It is expected that the effects derived from the technical and personal resources of this project will continue and develop with the help of the new project.

* Project for Surveillance and Control for Vaccine-Preventable Diseases (cooperation period of the project: 2006 to 2011)

Some problems in terms of the technical and financial aspects; therefore, sustainability of this project effects is fair.

Number of the patients of EPI target disease (incidence)





※No report on cases of diphtheria and polio

* Incidence rate of tetanus in 2002 : Shanxi 3.63, Shanxi 15.98, Gansu 21.42, Qinghai 7.72, Ningxia 18.79

Source: data of 2002 and 2003; "Terminal Evaluation Report"; the other data; "Zhongguo Weisheng Nianjian (2007, 2008, 2009, 2010)"

