

**EX-POST EVALUATION  
AND MONITORING SURVEY  
OF JICA TRAINING  
AND DIALOGUE PROGRAMS  
REPORT  
(2011)**

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## Preface

This report summarizes the results of the "Ex-post Evaluation and Monitoring Survey of JICA Training and Dialogue Programs, Japanese Fiscal Year 2011" conducted by Global Link Management, Inc., appointed by Japan International Cooperation Agency (JICA).

JICA Training and Dialogue Programs (hereinafter referred to as "the Programs") started in 1954 as Japan's first official development assistance scheme. By March 2011, more than 270 thousand people participated in training under the Programs. Among several categories in the Programs, the Thematic Training and Dialogue Programs (hereinafter referred to as "the Thematic Programs"), which consist of the Group Training and the Region-focused Training and Dialogue, aim to develop human resources capable of responding to the needs of the developing countries. The training courses of the Thematic Programs are designed and proposed to the developing countries by JICA. The training courses in the Country-focused Training and Dialogue Programs, which are also in the Programs, are custom-made to specific requests from the developing countries.

A systematic evaluation system of the Thematic Programs, from the ex-ante to the ex-post evaluations, is being established in JICA Second Mid-Term Plan (2007-2011). Ex-ante evaluation of each training course started in 2008, and the methods of terminal and annual evaluations have been modified. Ex-post evaluation of the Thematic Programs was pilot-tested in 2009 and started in 2010 to grasp the quantitative and qualitative impacts and to feed back the lessons for the improvement of the Thematic Programs. The 2010 Ex-post evaluation consisted of a thematic case study in one country and the complete survey through a questionnaire survey of all ex-participants in the Thematic Programs in the Japanese fiscal year 2007.

The objectives of the 2011 ex-post evaluation are to analyze the impacts of the Thematic Programs and develop publication tools as well as to make recommendations for the improvement of the Thematic Programs and for the development of new training courses. The ex-post evaluation consisted of the thematic study in five countries and also in Japan, the complete survey of all ex-participants in the Thematic Programs in the Japanese fiscal year 2008 and the follow-up survey of ex-participants in high-level positions.

We would like to express our gratitude to all those who were involved in the evaluation, including the governments and relevant organizations in the case study countries, training Implementing Partner Organizations in Japan as well as JICA.

Finally, we would like to add that the opinions expressed in this report do not reflect the views or positions of JICA.

April 2012  
Global Link Management, Inc.

Map



# **Executive Summary**

# Executive Summary

## 1. Thematic study

### **【Purpose and principles of the study】**

The objectives of the thematic study were to analyze the impacts of JICA Thematic Training and Dialogue Programs (hereinafter referred to as "the Thematic Programs"), to identify the contributing factors and good practices of the creation of positive impacts and to draw out recommendations and lessons learned for the improvement of the Thematic Programs.

The study focused on qualitative analysis of the impacts of the Thematic Programs, such as capacity development of ex-participants, organizational and institutional changes, responses to the development needs of the participating countries, and impacts on the Japanese society including networking, promotion of international understanding and revitalization of local communities. Five countries were selected as cases to be evaluated for five different technical themes. Training courses under a selected technical theme were evaluated as a package, and each training course was not a focus of the evaluation.

### **【Case countries and themes】**

1. Malawi: Small and medium scale enterprise development (promotion of local industry and the one-village-one-product initiative)
2. Rwanda: Agricultural and industrial development
3. Fiji: Science and mathematics education
4. Malaysia: Disaster prevention and management
5. Mexico: Industrial development

### **【Evaluation methods】**

#### 1. Study in the case countries

The evaluation team visited the case countries and conducted interviews and questionnaire surveys of selected ex-participants, alumni associations, colleagues and supervisors of ex-participants, and people working in the relevant technical areas in the government and other organizations, development partners and JICA Overseas Offices.

The evaluation team prepared an evaluation framework for each case country reflecting the specific situations of the country and the technical area. The questionnaire survey, interviews and site visits were conducted based on the evaluation framework.

In the five countries, 665 ex-participants were selected as samples to be surveyed either by an interview or the questionnaire. Among them, 164 responded to the questionnaire and 107 participated in the interviews.

## 2. Study in Japan

The evaluation team selected several training Implementing Partner Organizations<sup>1</sup> in six prefectures in Japan (Tokyo, Osaka, Kyoto, Hyogo, Tokushima and Hiroshima) for the interviews. The team also interviewed some enterprises, local authorities and non-profit organizations who had accepted training participants for site visits. A questionnaire survey was also conducted for some of the interviewees.

### **【Evaluation results】**

#### 1. Study in the case countries

In all five case countries, the Thematic Programs have created positive impacts at the individual level such as upgraded technical capacity of the ex-participants, as well as at the organizational and institutional levels to a certain extent. Some training courses were conducted in collaboration with other JICA interventions including technical cooperation projects, Japan Overseas Cooperation Volunteers and follow-up cooperation, and it was confirmed that the training courses were particularly effective when they were implemented as a part of packaged interventions in line with JICA country assistance programs. In addition to the impacts on the technical capacity, many ex-participants have experienced changes in their attitude and behavior. They were impressed by the workplace culture of Japan, the attitude of Japanese toward work and respect to others. Some ex-participants have internalized values of discipline, hard work and politeness.

Positive impacts were more visible when the participants were motivated from the experiences during the training in Japan. Other factors to contribute to the positive impacts include participants' awareness of the objectives of and expectations from the training and active networks among the participants. Mismatching between the training courses and the needs of the participants', as well as job transfers after the training, were among the hindering factors.

#### 2. Study in Japan

Positive impacts have been created at all levels in the Japanese society from individuals and training Implementing Partner Organizations, and to the communities who had accepted the participants regardless of the variety of participating countries and technical themes. While similar impacts were observed at the individual and organizational levels regardless of the geographical conditions, impacts at the community level were different from one place to another. For example, remote areas had larger impacts as opportunities to communicate with people from other countries were more appreciated there than in larger cities. School visits by the training participants were an eye-opener for the students to the issues of developing countries. Enterprises that had accepted the training participants for site visits welcomed the opportunities to have multi-cultural interactions, but they thought that the visits were too brief to build networks with the participants or to think about expanding their business abroad. Many of these

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<sup>1</sup> "Training Implementing Partner Organizations" in this report refer to institutions that organize and implement JICA training courses. Most of them are foundations and universities.

enterprises and institutions that had accepted the training participants for site visits pointed out that the schedule of the visit was too tight and that they had received few feedback on their site visit programs.

The training Implementing Partner Organizations and the institutions that accepted training participants for site visits have taken various measures to deliver effective training. For the improvement of the Thematic Programs and other types of training in JICA Training and Dialogue Programs, they suggest that the selection of the training courses and training participants should be more strategic and in line with the selection and concentration policy, that the schedule of the training should be less tight, that the training courses should be more balanced between theory and practice, and that the follow-up after training and information sharing with them should be strengthened.

### **【Recommendations】**

#### 1. From the study in the case countries

These are recommendations for JICA headquarters to be taken for the improvement of JICA Training and Dialogue Programs in general, based on the findings from the study in the case countries:

- ① To strengthen the follow-up of ex-participants
- ② To sell the strength and uniqueness of training conducted in Japan
- ③ To modify the training schedule and duration to maximize the impacts
- ④ To develop training courses designed specifically for newly industrialized countries

#### 2. From the study in Japan

These points are recommendations to JICA and relevant organizations in Japan for the improvement of the JICA Training and Dialogue Programs in general:

<Recommendations for the creation of larger impacts on the organizations in Japan involved in the Programs>

- ① (To the training Implementing Partner Organizations) To share information of the training participants with the institutions that accepted training participants for site visits to promote network building
- ② (To the training Implementing Partner Organizations) To provide feedback to the institutions that accepted participants for site visits
- ③ (To JICA headquarters, JICA Domestic Offices and the training Implementing Partner Organizations) To modify the schedule and duration of the training courses to enable fruitful interactions between the participants and the local community

< Recommendations for the creation of larger impacts of training>

- ① (To JICA headquarters, JICA Domestic Offices and Overseas Offices) To revise the strategy of the Programs and to implement the training courses according the strategy.
- ② (To JICA headquarters, JICA Domestic Offices and Overseas Offices) To integrate

training courses into the country assistance programs and reduce the number of training courses based on the selection and concentration policy to optimize the resources and outcomes.

- ③ (To JICA headquarters, JICA Domestic Offices and training Implementing Partner Organizations) To promote internal and external information sharing about the Programs
- ④ (to JICA Overseas Offices) To strengthen collaboration with other development partners for the opportunities to amplify the impacts of the Programs

## **2. Follow-up survey of ex-participants**

### **【Purpose and principles of the study】**

The follow-up survey of ex-participants had two components: one was to update the list of ex-participants in high-level positions (director level or above in the governments and ministries) in all participating countries in the Programs (Thematic Programs and other types of programs), and another was to conduct case studies in Bhutan and Mongolia to follow-up the ex-participants in high-level positions. The survey was conducted to grasp the current situations of the ex-participants qualitatively to identify good practices as well as quantitatively to update of the information of the list.

### **【Evaluation results】**

#### 1. Update of the list of ex-participants in high-level positions

The evaluation team updated the lists of ex-participants in high-level positions of 38 countries. Problems such as non-standardized format of the list posed difficulty.

#### 2. Case study in Bhutan and Mongolia

##### A. Impacts of the Programs on the ex-participants

Many ex-participants confirmed positive impacts of the training on human resource development at the individual, organizational and institutional levels and on responses to development needs in their countries. Many have also become pro-Japanese, which was one of the additional impacts of the training. Ex-participants in high-level positions were able to create larger impacts at the organizational and institutional levels than those not in high-level positions. The contributing factors to the positive impacts were motivation of the participants, training courses that met the needs of the participants, and support from their workplaces.

##### B. Needs of the follow-up survey of ex-participants and improvement of the method

A follow-up survey of ex-participants was implemented in Bhutan and Mongolia for the first time in 2009. The JICA Overseas Offices and the ex-participants thought that it was useful to ensure accountability for the Japanese taxpayers and to maintain contacts between the ex-participants and JICA. A follow-up survey could be implemented either as a detailed survey conducted by JICA headquarters or as a simplified survey conducted by JICA Overseas Offices. The detailed method of the survey should be discussed in JICA.

##### C. Strengthening networking of ex-participants (including update of the list of ex-participants)

JICA offices in Bhutan and Mongolia updated the lists of ex-participants for the first time in 2010 at the request from JICA headquarters. They feel that the list should be updated regularly to maintain contacts with the ex-participants as they are valuable resources who can support JICA to extend interventions in the target countries. Alumni associations have taken active roles in networking among ex-participants. JICA Overseas Offices work with alumni associations

through provision of financial support and participation in their activities. JICA Global Network-Social Networking Service (JGN-SNS)<sup>2</sup> was not known well among ex-participants or was underutilized.

### **【Recommendations】**

These points are recommendations based on the findings from the study in the follow-up study of ex-participants:

1. Update of the lists of ex-participants in high-level positions
  - ① (To JICA headquarters and JICA Overseas Offices) To develop a standardized format (contents, style and file type) of the lists of ex-participants
  - ② (To JICA headquarters) To establish a definition of "ex-participants of high-level positions"
  - ③ (To JICA Overseas Offices) To improve accuracy of information on ex-participants
  
2. Follow-up survey of ex-participants
  - ① (To JICA headquarters and JICA Overseas Offices) To clarify the purpose of the follow-up survey of ex-participants in view of the strategy of the Programs and to implement the survey either by a detailed or simplified method
  - ② (To JICA headquarters and JICA Overseas Offices) To develop methods of the detailed and/or simplified survey in view of the purpose of the survey
  
3. JICA Training and Dialogue Programs in general
  - ① (To JICA headquarters) To set up a policy about selection of training participants who are not related to JICA country assistance programs
  - ② (To JICA headquarters) To develop and promote training courses for people in high-level positions as a strategy for more effective JICA operations
  - ③ (To JICA headquarters) To reintegrate sessions in the training courses to allow the participants to interact with Japanese people and to have cultural experiences
  
4. Strengthening network with ex-participants
  - ① (To JICA headquarters and JICA Overseas Offices) To clarify the purpose of strengthening network with the ex-participants (including update of the lists of ex-participants) in the whole JICA operation strategy
  - ② (To JICA headquarters and JICA Overseas Offices) To set up an implementing structure in JICA to strengthen network of ex-participants (including update of the lists of ex-participants) and to develop the method

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<sup>2</sup> A web-based network service of JICA to promote interactions and information sharing among the training participants and people involved in the training.

### 3. Complete survey

#### **【Purpose and principles of the survey】**

The purpose of the complete survey was to grasp the impacts of the Thematic Programs quantitatively on the responses of the ex-participants to the development needs of their countries and other additional impacts such as change of their perceptions about Japan. The target group of the survey was all ex-participants in the Thematic Programs in the Japanese fiscal year 2008. The number was about 4,900.

#### **【Evaluation methods】**

The survey was conducted as a web-based questionnaire survey using a Google document application. The questionnaire was prepared in English, Spanish, French, Russian and Chinese. Among about 4,900 ex-participants in the fiscal year 2008, only about 2,700 had left their email address at JICA. The access to the ex-participants was limited due to wrong or unused email addresses, and the message was sent only to 2,255 ex-participants. Among 2,255, 737 responded and the response rate was 33.1%.

#### **【Evaluation results】**

##### 1. Training contents and system

- Most respondents were satisfied with the training.
- Most respondents wanted to recommend JICA training courses to their colleagues. The seven respondents who were negative about it were all from South-East Asian countries.
- In order to improve the training courses, 42.2% wanted strengthening follow-up of ex-participants by JICA and 34.6% wanted longer training period.
- Many respondents confirmed advantage of JICA training courses to those of other partner countries. Forty-nine point seven percent (49.7%) appreciated JICA training courses more than other training experiences and 47.1% said that the outcomes from their participation in JICA training courses were still sustained.

##### 2. Response to the development needs

- About 90% of respondents reported that they were clear about the purpose of and expectations from JICA training courses, no matter whether they had received clear instructions by their supervisors or not. More than half of the respondents knew how their participation in JICA training courses would fit into their work and the operations of their organizations. More than 80% of respondents prepared an action plan to be implemented in their home country.
- Regional disparities were observed in the responses to the question whether they were clear about the purpose of and the expectation from JICA training courses. Ex-participants from South-East Asian countries were given clear instructions from their organizations when they were signed up for the training. Those from South America and Eastern Europe tend not to have been given specific instructions.

- Ex-participants who had clear expectations for JICA training courses tend to have implemented their action plans. Those who were active in other JICA interventions (JICA technical cooperation projects, etc.) also have implemented their action plans.
- Regarding how they implemented the action plans, 304 respondents transferred what they had learned in the training courses to their colleagues. Some people were more active: 103 respondents have submitted proposals of new activities to their organizations and 115 have transferred what they had learned in the training courses to the people beyond their organizations.
- Two hundred and sixty-nine (269) respondents wished follow-up from JICA to support the implementation of the new activities proposed in their action plans. It confirms the fact that the ex-participants need opportunities to utilize the knowledge and skills acquired in the training courses.

### 3. Changes after JICA training

- More than half of the respondents reported that they have experienced promotion or transfer. Only 15.7% stayed in the same positions. Two-hundred two (202) respondents confirmed that they became more motivated to contribute to the development of their countries. JICA training courses has given positive changes in their visions as well as in everyday behavior.
- Most respondents had positive perceptions about Japan because of the experience during JICA training courses. No one had negative perceptions about Japan. Also, all respondents reported positive changes in perceptions about Japan.
- Most respondents keep in touch with Japanese in some ways. Twenty-seven point two per cent (27.2%) of the respondents have already lost contact with Japanese. Ninety-five point six percent (95.6%) of the respondents were interested in JGN-SNS.

### **【Recommendations】**

These points are recommendations based on the findings from the complete survey of ex-participants in the fiscal year 2008:

#### 1. (To JICA headquarters and JICA Domestic Offices) To improve accuracy of email addresses

Due to wrong or unused email addresses kept in the JICA records, the questionnaire was sent only to 2,255 people among 4,900. It is virtually impossible to correct the email addresses. It is recommended that JICA invites training participants to sign up for JGN-SNS and updates the data regularly through it to improve accuracy of the record.

#### 2. (To the parties who implement the complete survey) To make reminders in the questionnaire survey

The reminder messages were very effective to improve the response rate of this survey. It is recommended to send the first reminder one week before the deadline and the second just after the

deadline.

3. (To the parties who implement the complete survey) To analyze the responses in relation to the countries and regions

This complete survey revealed that some responses were specific to some countries or regions. Detailed analysis of these responses would be useful to choose more effective training methods to respond to the specific needs of countries and regions.

4. (To JICA headquarters, JICA Domestic Offices and JICA Overseas Offices) To strengthen follow-up

Almost 30% of the respondents have already lost contact with Japanese. Most respondents wanted follow-up by JICA. It is recommended to strengthen follow-up of ex-participants.

# **Evaluation Results and Recommendations**

## **Evaluation Results and Recommendations**

### **1. Evaluation results**

The results of this ex-post evaluation of JICA Training and Dialogue Programs are summarized below. The ex-post evaluation consisted of three components; the thematic study (survey in five case countries and in Japan), the complete survey and the follow-up survey of ex-participants.

#### ■ Thematic study

Malawi, Rwanda, Fiji, Malaysia and Mexico were selected as case countries of the thematic study for five different technical themes. In all five case countries, it was observed that the Thematic Training and Dialogue Programs (hereinafter referred to as "the Thematic Programs") have created positive impacts at the individual level such as upgraded technical capacity of the ex-participants as well as at the organizational and institutional levels to a certain extent. Many ex-participants have become pro-Japanese from their experiences in Japan. The results of the survey in Japan confirmed that the Thematic Programs had given positive impacts on individuals, organizations and local communities who had accepted the training participants. The impacts of the Thematic Programs have been observed not only in the countries of the participants but also in Japan.

#### ■ Follow-up survey of ex-participants

The follow-up survey of ex-participants in high-level positions in Bhutan and Mongolia revealed that the Training and Dialogue Programs had created positive impacts at the organizational and institutional levels. Follow-up survey of ex-participants would be necessary to ensure accountability for the Japanese taxpayers and to maintain the relationship with the ex-participants and JICA. The list of ex-participants should be updated regularly to keep contact with the ex-participants as potential resources to extend JICA interventions. Alumni associations have taken active roles in networking among ex-participants.

#### ■ Complete survey

The target group of the complete survey was about 4,900 ex-participants in the Thematic Programs in the Japanese fiscal year 2008. A questionnaire was sent to about 2,700 ex-participants whose email addresses were recorded, of which 737 responded. Many respondents appreciated JICA training courses more than other training experiences supported by other development partners. About 80% of the respondents have already implemented their action plans. Their suggestions to JICA for the improvement of the Thematic Programs included the strengthening of follow-up of ex-participants (42%) and longer training duration (35%). As some responses to the questionnaire were specific to some countries or regions, a detailed analysis of these responses would be useful to select more effective training methods to meet the specific needs of countries and regions.

## 2. Recommendations

From the findings from the ex-post evaluation, we would like to make recommendations as below for the improvement of the Thematic Programs<sup>3</sup> and the evaluation method. Many of these recommendations already appeared in the evaluation report of the Training and Dialogue Programs by the Ministry of Foreign Affairs in 2011.

### < Recommendations for the improvement of JICA Training and Dialogue Programs >

<b>1. To clarify the strategic objectives of JICA Training and Dialogue Programs</b>
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#### 【Evaluation results】

The Training and Dialogue Programs have contributed not only to the human resource development capable of responding to the needs of the participating countries, but also to the creation of pro-Japanese people as well as to the community development and awareness raising of international issues in the local communities in Japan who had accepted the training participants. These multi-dimensional and long-term impacts are the advantage of the training conducted in Japan compared to those in their own or other countries. However, they have been overlooked in the planning and management of the Programs and have not been reflected sufficiently to the training objectives or selection of participants, as the focus tends to have been on more direct and short-term impacts on human resource development.

#### 【Principles】

It is necessary to clarify the strategic objectives of the Programs, considering not only their direct and short-term impacts on the human resource development, but also their indirect and long-term impacts on Japan's diplomatic strategy as well as regional and community development in Japan. The selection of training participants should reflect the strategic objectives of the Programs so that the training can maximize the impacts. For example, people in high-level positions and counterparts of JICA technical cooperation projects should be more strategically included in the Programs in view of the expected long-term impacts.

#### 【Actions to be taken】

JICA should clarify the objectives of the Programs as below. The first is the short-term objective and the second and the third are of long-term.

(1) Human resource development and responses to the development needs in the participating countries

(2) Contribution to the national interests of Japan through the creation of pro-Japanese groups in the participating countries

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<sup>3</sup> The recommendations include those for JICA Training and Dialogue Programs in general, not only the Thematic Programs but also the Country-focused Training and Dialogue Programs and Training Program for Youth Leaders among others.

(3) Regional and community development in Japan through the interactions with the training participants. Expected impacts include revitalization and internationalization of communities, promotion of international understanding, as well as provision of support to small and medium enterprises in Japan to expand their business in other countries.

Each training course should be designed according to these three strategic objectives of the Programs. The details of the actions to be taken are included in the evaluation report of Ministry of Foreign Affairs.

**2. Integration of the training courses in JICA country assistance programs and promotion of the selection and concentration policy**

**【Evaluation results】**

Since 2008, JICA has promoted integration of training courses into the country assistance programs. The result of this evaluation study confirmed that the training had been more effective in creating tangible impacts when they were conducted in collaboration with other JICA interventions.

**【Principles】**

The number of training courses should be reduced so that the resources can be utilized only for those that can create large positive impacts. Training should be conducted as a part of the country assistance programs especially when the objectives of training are more focused on human resource development and responses to the needs of the target countries (short-term objectives). JICA should develop an organizational structure to enable it. While decreasing the number of the training courses and participants, the budget and the training period of each training course should be increased to improve the quality.

**【Actions to be taken】**

Training courses, especially those with short-term objectives of human resource development and response to the development needs of the country, should be a part of JICA country assistance programs in order to ensure the effectiveness and efficiency of training. Planning, implementation and follow-up of each training course should be integrated into those of the country assistance programs.

Table 1. Integration of training courses into country assistance programs

Stage	Actions to be taken
Planning	<ul style="list-style-type: none"> <li>• The training courses should be a part of JICA country assistance programs. They should meet the needs of the target countries and Japan's policy.</li> <li>• Requests for training courses should be collected from the participating</li> </ul>

	countries together with those for other JICA interventions in the country assistance programs.
Implementation	<ul style="list-style-type: none"> <li>The number of training courses should be reduced. The budget for each course should be increased and the duration of training, including preparation and follow-up, should be extended according to the selection and concentration policy in view of the program-based approach and sustainability.</li> </ul>
Monitoring, evaluation and follow-up	<ul style="list-style-type: none"> <li>Monitoring, evaluation and follow-up of the training courses should be conducted with those of other JICA interventions as a part of the country assistance programs, and not individually.</li> </ul>
Implementing structure	<ul style="list-style-type: none"> <li>Throughout the whole project cycle of the training courses, JICA headquarters, JICA Domestic Offices and JICA Overseas Offices should strengthen collaboration.</li> </ul>

Different approaches are possible depending on the objectives of the training. For example, training for people in high-level positions does not have to be always integrated in the country assistance programs with other JICA interventions, because it aims at strengthening diplomatic relationship. It can be designed on an individual basis.

JICA has promoted the program-based approach, in which all JICA interventions should be parts of the country assistance programs to contribute to development objectives of the target countries. This approach requires selection and concentration of interventions, which should also be applied to JICA Training and Dialogue Programs. The Programs will benefit from the promotion of the selection and concentration policy. Firstly, when training participants are selected according to the country assistance programs, the training is more effective. This evaluation study confirmed that the training participants who had been involved in other JICA interventions had created more positive impacts. Secondly, the promotion of the program-based approach requires a shift from the quantity (number of training courses) to the quality (better quality of training courses of limited number) because the budget and duration of each training course can be increased. The training schedule seems to have been too tight to create the maximum outcomes from the training. The benefit from the extended training period would lead to a more balanced training curriculum between theory and practice and better understanding of participants, also ensuring opportunities to interact with people in local communities in Japan. Thirdly, follow-up can be strengthened to make sure that the participants use what they learned in training. It is not possible to conduct follow-up of all participants because of the large number of training courses and various nationalities of participants in the training courses. Follow-up would be easier if the training courses are reduced according to the program-based approach and follow-up of training is conducted in the country assistance programs and not for each training course.

### 3. Strengthening network with ex-participants

#### 【Evaluation results】

The network among the ex-participants has contributed to the creation of positive impacts of the Programs. For example, alumni associations have played an important role in development of the network among the ex-participants and in creation of pro-Japanese population, which are long-term benefit from the Programs. These networks can be valuable resources to maximize the training impacts. However, the follow-up survey revealed that there had not been particular strategic collaboration between the alumni associations and JICA Overseas Offices and that they were underutilized as resources for Japan to extend the interventions in the target countries.

#### 【Principles】

JICA should collaborate with the alumni associations and strengthen network with ex-participants as they can support JICA to extend interventions and to develop diplomatic relationships.

#### 【Actions to be taken】

##### Actions to be taken by JICA headquarters

- ✓ To conduct some country-specific follow-up surveys of ex-participants to see how they use what they learned in the training courses.
- ✓ To expand support to the alumni associations, including financial support, as pro-Japanese populations can be increased through their activities.
- ✓ To involve the alumni associations in the training programs. Ex-participants can act as resource persons to support new participants in preparation and follow-up of training. Financial support could be considered.
- ✓ To improve JGN-SNS for ex-participants so that JICA can maintain contact with them. Multi-language versions (English, Spanish, French, Chinese and Russian) would be desired to improve accessibility.

##### Actions to be taken by JICA Overseas Offices

- ✓ To update the list of ex-participants every two to three years either by JICA Overseas Offices or by the alumni associations. The purpose of the list should be clarified.
- ✓ To identify and liaise with potential long-term collaborators among JICA training participants.
- ✓ To involve ex-participants in other JICA interventions.
- ✓ To involve ex-participants in South-South cooperation<sup>4</sup>, for example as trainers in the training courses for other countries.

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<sup>4</sup> A means of promoting effective development by learning and sharing best practices and technology among developing countries. (Source: UNDP)

#### 4. To share information in Japan and other countries

##### 【Evaluation results】

Information sharing is not sufficient among JICA headquarters, JICA Domestic Offices, JICA Overseas Offices, training Implementing Partner Organizations and other relevant organizations in Japan and abroad. Especially, information sharing between organizations in Japan (JICA Domestic Offices, training Implementing Partner Organizations and institutions that offer site visits) is limited, as well as that between Implementing Partner Organizations in Japan.

JICA posts articles about the Programs on its website and organizes cultural activities involving training participants. However, it is relatively unknown to Japanese people what ex-participants do in their countries and what kind of positive impacts from the Programs appear also in the Japanese society. Information sharing with other development partners would be useful. An example from one of the case countries was that, some ex-participants have obtained support from other development partners as they were invited to a follow-up seminar of the action plans, and the training impacts had expanded across the country thanks to their support.

##### 【Principles】

JICA should consider an information sharing strategy on the Programs.

##### 【Actions to be taken】

###### Actions to be taken by JICA headquarters and JICA Domestic Offices

- ✓ To share information with the training Implementing Partner Organizations on how ex-participants use what they learned in the training courses. It helps the Implementing Partner Organizations revise the training courses and keep motivation to cooperate.
- ✓ To share information between the Implementing Partner Organizations about the training curriculum and methods for continuous improvement, for example through the SNS.
- ✓ To maintain contact between the training Implementing Partner Organizations and ex-participants, for example through the SNS. The Implementing Partner Organizations would be able to provide support to ex-participants such as the updates of the technical information and support for their activities. Also, it would help the Implementing Partner Organizations understand the needs of participants and revise the training courses accordingly.
- ✓ To provide information to Japanese people on the impacts of the Programs on local communities in Japan and raise awareness about the Programs. Survey of the impacts of the Programs in Japan should be repeated.

###### Actions to be taken by training Implementing Partner Organizations in Japan

- ✓ To provide feedback from the training Implementing Partner Organizations to the institutions that offer site visits so that they can revise their site visit programs.

Actions to be taken by JICA Overseas Offices

- ✓ To share information of the programs with other development partners. To invite them to presentations of action plans by the ex-participants so that it can be an opportunity to find sources to support them.

**5. To modify the training courses according to the countries' needs**

**【Evaluation results】**

Some ex-participants have found that they could not apply what they had learned in the training courses because of the different levels of the technologies and different environment in Japan and their countries.

Some training Implementing Partner Organizations in Japan commented that, because participants are multinational, the training contents tended to be more general and it was difficult to respond to the specific needs of each country or participant in terms of the different levels of technologies as well as difference of languages.

The result of the complete survey revealed that some responses to the questionnaire had regional disparities. For example, ex-participants from South-East Asia were less satisfied with the training than those from other regions.

Therefore, training courses should be modified so that they can satisfy different needs of the countries and participants.

**【Principles】**

The training courses and methods should be modified to satisfy different needs of the countries and participants.

**【Actions to be taken】**

Actions to be taken by JICA headquarters, JICA Domestic Offices and JICA Overseas Offices

- ✓ To consider use of the Country or Regional-focused Training Programs instead of the Thematic Programs when the training should focus on less diversified participants, as the latter is designed for multinational participants.
- ✓ To promote South-South cooperation and third-country training programs for the newly industrialized countries so that they and Japan can work together as partners to respond to the global development issues.
- ✓ To promote cost sharing with the newly industrialized countries on the training cost. Training would be more cost effective in this way.
- ✓ To share good practices between the training Implementing Partner Organizations in Japan, such as presentations of easily-applied technologies during site visits. It would contribute to the improvement of the training courses.

< **Recommendations for the improvement of the evaluation system of the Thematic Programs** >

**1. Revise the evaluation components, evaluation period and timing**

**【Evaluation results】**

This ex-post evaluation consisted of five components; 1) the thematic study in five countries and technical themes; 2) the complete survey of ex-participants in the Japanese fiscal year 2008; 3) the follow-up survey of ex-participants in high-level positions; 4) production of a pamphlet of good practices from the three studies above; and 5) production of a list of ex-participants in high-level positions in all participating countries.

JICA should prioritize what to do in the ex-post evaluation and consider more appropriate timing and duration of the evaluation study.

**【Actions to be taken】**

- ✓ To clarify the objectives of the ex-post evaluation of the Thematic Programs. In this evaluation study, the purposes of the complete survey were to know how ex-participants utilized what they learned in the training courses and to ensure accountability for the Japanese taxpayers. However, the ultimate purpose should be to improve the Thematic Programs. It is necessary to conduct more detailed study to analyze what was found in the complete survey so that the training can satisfy the needs of each country.
- ✓ It would not be necessary to conduct all five components of the ex-post evaluation every time. The objectives of the evaluation should be clarified at the beginning and the components should be selected accordingly.
- ✓ The duration of the ex-post evaluation should be extended up to one year like the ex-post evaluation studies of JICA loan projects.

**2. Thematic study: revision of evaluation method and the selection of the themes to be evaluated**

**【Evaluation results】**

The original plan of the thematic study was that the study in Japan was to be conducted to confirm the points identified by the study in the case countries. However, it was not possible as the two studies were implemented at the same time because of the limited study period.

It was not clear why these countries and technical themes were selected for the case study and how the findings from the ex-post evaluation would be used for the improvement of the Thematic Programs.

Ex-post evaluation of the Thematic Programs should be implemented as that of packaged interventions either in a same technical area or in JICA country assistance programs, and not for individual training courses.

**【Actions to be taken】**

- ✓ To implement the study in the case countries before that in Japan, so that the latter can analyze the findings from the study in the case countries in detail. The study period should be extended to ensure sufficient time frame.
- ✓ To select the study themes from the priorities of JICA assistance programs. For example, the Ministry of Foreign Affairs is planning to explore possibilities to use training programs to assist small and medium scale enterprises in Japan to expand their business in other countries. A study of training programs focusing on small and medium scale enterprises or industrial development would be desired.
- ✓ To conduct survey in Japan to inform Japanese people of the impacts of the Training and Dialogue Programs in Japan. The results of the study, both in quantitative and qualitative ways, should be published.

**3. Follow-up survey: revision of evaluation method and the selection of the themes to be evaluated**

**【Evaluation results】**

The follow-up survey in the two case countries (Bhutan and Mongolia) identified good practices of the ex-participants. It would be useful to revive relationship between them and JICA and promote networking. However, the objectives of the follow-up survey were not clear; it was not identified how the results of the survey would be utilized in the Programs, and how it was different from the thematic study or the complete survey.

**【Actions to be taken】**

- ✓ To define the objectives of the detailed survey by JICA headquarters and of the simple survey by JICA Overseas Offices. The survey team, method and target groups should be designed according to the survey objectives.
- ✓ The method of the simple survey should be designed according to the situations of each country.

**4. Update of the list of ex-participants in high-level positions**

**【Evaluation results】**

The ex-post evaluation team updated the list of ex-participants in high-level positions in 38 countries. There were many challenges such as unstandardized format, difference between the languages, unclear definition of high-level positions, and difficulty in identification of ex-participants due to change of names or existence of same or similar names. It is necessary to take measures to tackle these difficulties. Use of the SNS would be useful to make the update of the list

easier.

**【Actions to be taken】**

- ✓ To prepare a standardized format of the list of ex-participants and set up detailed rules for the data entry. To obtain correct email addresses of training participants through registration in the SNS.
- ✓ To define "participants in high-level positions" and clarify whether to include both government officials and people in the private sector, or what kind of positions are "high-level".
- ✓ To record ID numbers as it is often difficult to identify individuals only by names.

**5. Complete survey: Improve response rate of the questionnaire**

**【Evaluation results】**

The objectives of the complete survey should be clarified. The complete survey was conducted through a web-based questionnaire. It was efficient than the paper-or email-based questionnaire survey through JICA Overseas Offices that had been implemented in the survey in the precedent year.

However, due to incorrect email addresses, less than the half of the target group (2,225 out of 4,900) was reached. It was virtually impossible to correct the email addresses during the survey. A reminder message one week before the deadline was effective as it successfully induced responses. In order to increase the response rate, it is necessary to improve accuracy of email addresses and to send out reminder messages.

**【Actions to be taken】**

- ✓ To invite training participants to sign up for the SNS and update the data regularly in order to improve accuracy of the record.
- ✓ To send the first reminder one week before the deadline and the second just after the deadline.

**6. Suggestion of a study on the effective use of the SNS**

**【Evaluation results】**

In 2009, JICA set up JGN-SNS for training participants and about 14,000 people are registered as of end of March 2012. As most ex-participants in the target group of this ex-post evaluation are likely to have participated in training before the SNS was set up, it was not possible to examine how the SNS had contributed to the creation of the impacts of the Programs. The SNS would be useful not only for the information sharing, networking and provision of support to the training participants, but also for updating of the list of ex-participants and for the implementation of the complete survey.

It is recommended that JICA conducts a study to explore ways to use the SNS effectively.

**【Actions to be taken】**

- ✓ To ask all training participants to sign up for JGN-SNS. JICA is recommended to conduct a questionnaire survey to ask for their opinion on the operation to identify the problems, invite suggestions for the improvement and ask their intentions to use JGN-SNS after they returned to their countries. The SNS would be modified reflecting the findings from the survey.
- ✓ To ask all parties involved in training (staff of JICA headquarters, JICA Domestic Offices, JICA Overseas Offices and training Implementing Partner Organizations) to sign up for the SNS. A similar questionnaire survey should be conducted to improve the SNS.

**7. Suggestion of a study for strengthening of follow-up of ex-participants**

**【Evaluation results】**

Follow-up of ex-participants needs to be strengthened. It has been pointed out many times and several measures have been taken such as post-training seminars in the home countries and provision of support to pilot activities conducted by ex-participants. However, it is not still clear what kind of follow-up is more effective. It would be useful to implement a study to strengthen follow-up involving all relevant parties. This study can be combined with a thematic evaluation study and the complete survey to ensure efficiency.

**【Actions to be taken】**

- ✓ To clarify the objectives and indicators of the follow-up, such as the number of registered ex-participants in the SNS or the number of newsletters published by the alumni associations. A complete survey would capture the current situations of follow-up in all participating countries.
- ✓ To conduct detailed surveys in several countries where good examples of follow-up are identified in the complete survey, in which interviews are conducted to find out the measures to be taken to strengthen follow-up. The results of the study should be compiled in a report with recommendations for the improvement of follow-up of ex-participants.

Photos of the case study countries

	
<p>Ms. Ruth Matimati Mphepo, an ex-participant in Malawi.</p>	<p>Mr. NDAGANO Jean Claude, an ex-participant in Rwanda.</p>
	
<p>Ms. Sandhya Devi, an ex-participant in Fiji and Mr. Nasu, a member of JOCV.</p>	<p>Ex-participants of the Instituto Tecnológico de Querétaro in Mexico.</p>
	
<p>Participant's visits at the Japanese company in Osaka.</p>	<p>An activity of the follow-up programme in Rwanda.</p>