

JICA's Project Evaluations at a Glance

JICA evaluates each project and conducts comprehensive and cross-sectoral thematic analyses to **improve its projects (learning)** and **ensure accountability** to stakeholders.



Feedback – Action

As well as using evaluation results for necessary follow-up on the completed project, JICA uses them as feedback to formulate similar projects in the future (by sharing evaluation results and points to be improved, and making corrections in the course of action).

JICA also aims to make improvements to the project by checking whether the lessons learned from the past projects are properly reflected in the project plan.

Project Improvement (Learning)

At the feedback stage (Action), JICA shares feedback on evaluation results to improve projects (Learning). (refer to pp. 6–7).



Project PDCA Cycle and Project Evaluation

JICA evaluates projects based on the four-stage PDCA cycle for project management, namely: pre-implementation (Plan), implementation (Do), post-implementation (Check) and feedback (Action).



Ex-post evaluation

JICA ascertains and evaluates especially whether the activities conducted through the project were appropriate for achieving the intended results and which of those results were actually achieved. Results of the ex-post evaluation are published on the JICA website.



Ex-ante evaluation

At the planning stage, JICA confirms the priority/necessity and expected effects of the project and sets indicators and targets necessary to measure the effects both during and after project implementation.



Accountability

JICA ensures accountability via ex-ante and ex-post evaluations. (refer to pp. 4–5).



Monitoring

JICA observes whether project activities are progressing as planned and project outcomes are properly achieved, making course corrections as necessary.



Results of the ex-ante evaluation are reflected in subsequent decision-making regarding project design and project approach. The results are also made public on the JICA website after a cooperation agreement is reached with the partner country.

Accountability system Mechanisms to ensure accountability

Projects costing **200 million yen or more**

JICA conducts ex-ante/ex-post evaluations on all projects costing 200 million yen or more.

International evaluation criteria

During the ex-post evaluation, JICA evaluates projects in line with the international criteria for evaluating development assistance set by the OECD-DAC (DAC Evaluation Criteria, refer to p. 11), and aims to utilize the evaluation results.

Transparency

Evaluation results are published on the JICA website.

Reference

https://www.jica.go.jp/english/our_work/evaluation/index.html

Evaluation Results

Project evaluation results in FY 2022

Ex-ante evaluation **207** projects

Ex-post evaluation **132** projects

	External evaluation	Internal evaluation	Total
Technical Cooperation	17 projects	51 projects	68 projects
Finance and Investment Cooperation	23 projects	0 projects	23 projects
Grant Aid	27 projects	14 projects	41 projects
Total	67 projects	65 projects	132 projects

* Figures are as of end of February 2023.



Ex-post evaluation

In the ex-post evaluation, JICA verifies the project effects and whether these effects are achieved after the project completion.



Action
feedback

Accountability

JICA ensures accountability by conducting ex-ante evaluation before the implementation of the project and ex-post evaluation after the project completion.

Check
post-implementation

Do
implementation

Plan
pre-implementation

Ex-ante evaluation

In the ex-ante evaluation, JICA confirms the priority/necessity, expected effects of the project, and whether lessons learned from past projects are properly reflected in the project plan at the planning stage.



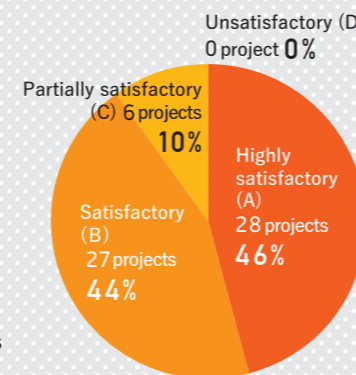
Overall rating (ex-post evaluation)

Following the 2019 update of the DAC Evaluation Criteria, JICA has been applying the new evaluation criteria to projects of which evaluation began in FY 2021 or later.

However, some of the evaluation results presented in this report include projects of which evaluation began in FY 2020 or earlier, and thus were evaluated based on the previous evaluation criteria. For detailed ex-post evaluation results, refer to pp. 14–36.

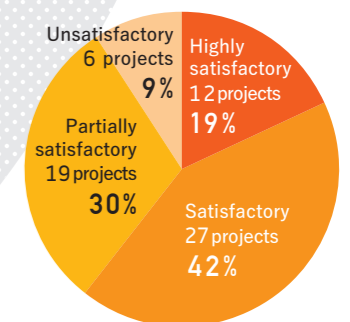
External evaluation

- * A, B, C and D as shown in the pie chart show the ratings of the external evaluations.
- * As a general rule, projects costing one billion yen or more are subject to external third-party evaluations. (The number of projects shown in the pie chart corresponds to the number of projects in the list of overall ratings.)



Internal Evaluation

- * Projects costing 200 million yen or more but less than one billion yen are subject to internal evaluations undertaken by JICA overseas office staff members or other personnel overseeing the countries and regions where the projects were implemented. (The number of projects shown in the pie chart corresponds to the number of projects of which the evaluation results have been published.)



Analysis

JICA strives to improve the quality of evaluation by focusing on theories and data on development effects.

Focus on theories

Introduction of Cluster Management and study of project evaluation methods (▶ pp.40-43)

In order to optimize development assistance by combining multiple projects and schemes with the involvement of a wide variety of actors, JICA has introduced Cluster Management as a new management methodology. JICA will also evaluate clusters themselves. In order to assess this methodology, trial ex-post evaluations were conducted for Cluster Strategies for “Supporting the Growth of Water Utilities” and “Smallholder Horticulture Empowerment & Promotion (SHEP)”.

Process analysis (▶ pp.48-49)

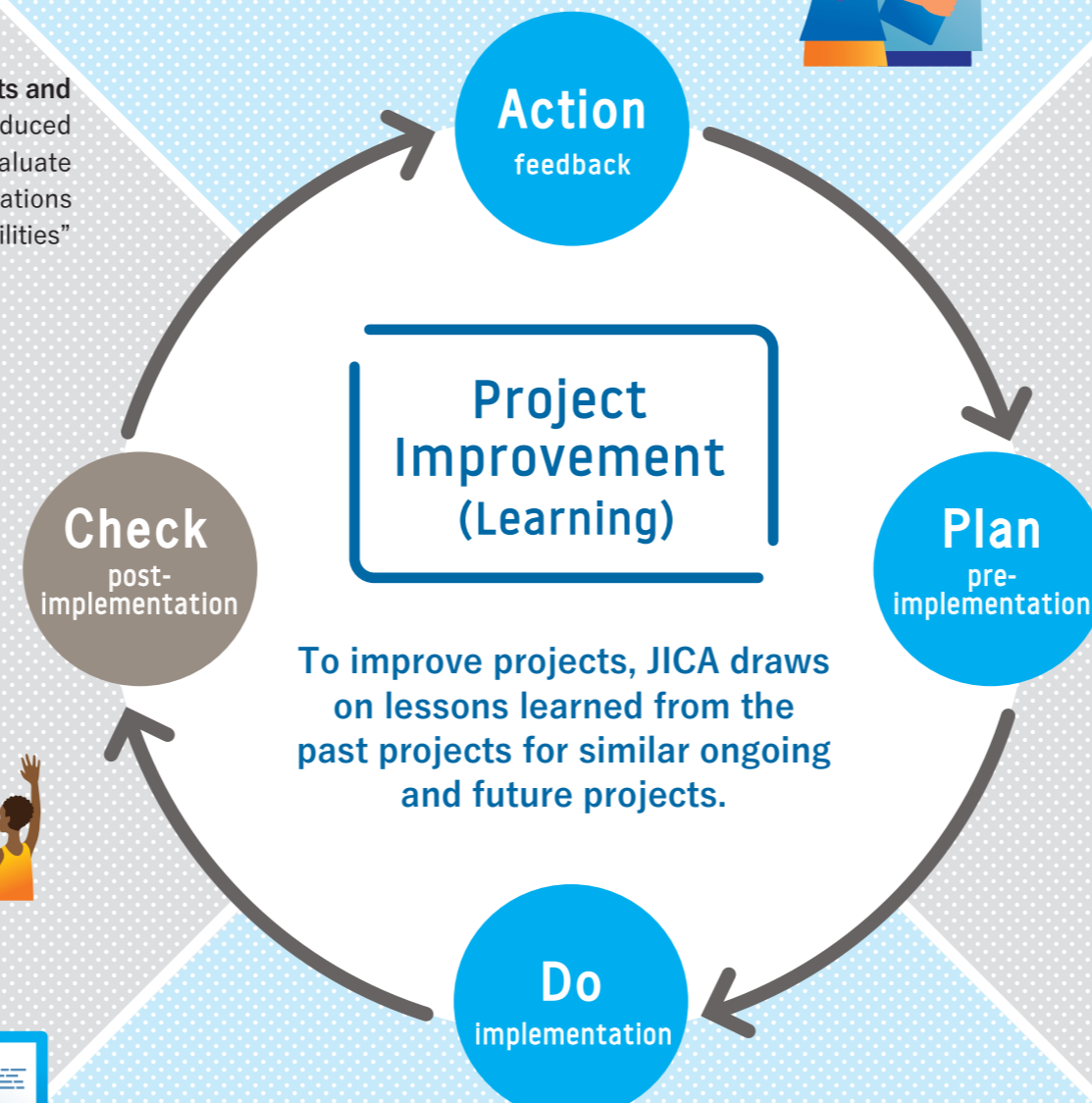
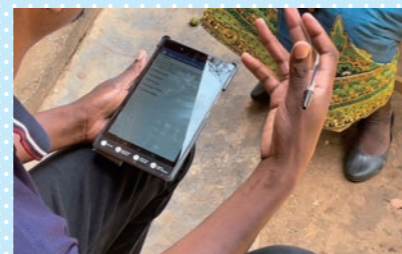
JICA is working on “process analysis” aimed at clarifying how project processes contribute to projects’ effectiveness.

In the education sector project conducted in Zambia, described on pp. 48-49, it was confirmed that lesson study, in which teachers study teaching materials with their fellow teachers, conduct classes, discuss them, and apply the results to the next class in order to improve classes, may provide a venue for teachers to learn from each other, leading to improvements in subject contents and teaching methods which teachers struggle with, and thus helping enhance children’s learning.

Focus on data

Timely project monitoring and evaluation using simple household budget survey method (▶ pp.50-51)

In order to share data such as poverty level among local residents with the relevant stakeholders in a timely manner, and to deduce the changes that a project has brought about in the society, monitoring and evaluation are being conducted using statistical methods and ICT tools. On pp. 51-53, a case study is presented in which the World Bank’s simplified household budget survey methodology was applied to an ongoing project in Malawi on a trial basis.



Improvement

Evaluation results of individual projects are used for project improvements.

Lessons learned from the past projects

It was confirmed that lessons learned from the past projects have been used to improve and ensure the success of other projects through ex-post evaluations.

Lessons have been learned from the past evaluations regarding the importance of incorporating the views of the private sector, including Japanese companies, into investment environment reform plans in order to enhance the effectiveness of the measures to improve the investment environment.

Taking advantage of these lessons learned, efforts were made to ensure the effectiveness of the measures in an investment promotion project in India by incorporating opinions from industry into the project plan and by closely sharing information with relevant parties.

This resulted in an improved investment environment, and even amid the COVID-19 pandemic, there was no decrease in overseas investment into areas covered by the project. (▶ p. 39)



Application of lessons learned this fiscal year

Lessons newly learned will be used to improve and ensure the success of similar projects in the future.

The lessons learned from the results of evaluations are important knowledge (value-added knowledge) for JICA’s project management.

JICA, as a “learning organization,” will continue to utilize lessons learned to maximize development effects through better project implementation.

It is essential to establish a cycle of learning and lesson application whereby lessons learned are used to improve projects, and new lessons are continuously learned. (▶ p.37)

In addition, in order to analyze and summarize findings and lessons learned in a cross-sectoral manner and help formulate better projects, a reference guide to major lessons learned has been compiled along with the standard indicator reference, and feedback seminars have been held for relevant parties within JICA. (▶ p.38)

Some of the lessons learned this fiscal year are also presented in the project highlights. (▶ pp. 18-36)