



JBIC is working to improve development results for aid recipient countries even more, by utilizing the PDCA cycle (Plan-Do-Check-Action) in implementing ODA operations.

JBIC's ODA Operation Evaluation System Utilizing PDCA cycle

Evaluation of the Medium-Term Strategy for Overseas Economic Cooperation Operations

JBIC undertakes its ODA loan operations based on the "Medium-Term Strategy for Overseas Economic Cooperation Operations," formulated every three years. (Current strategy covers from April 2005 to March 2008.) In the strategy, the basic approach is expressed as a three-part agenda consisting of "Focus on Development Results," "Medium- to Long-Term Perspectives," and "Efforts for Transparency of Japanese ODA Loans," and the four priority areas are stated as "Poverty Reduction," "A Foundation for Sustained Growth," "Global Issues and Peace-building," and "Human Resource Development."

JBIC evaluates its operations under the strategy and the evaluation results are disclosed after an examination by the panel of "External Experts on the Feedback Committee."



The PDCA cycle is being utilized in JBIC's ODA operation. To improve development results, ex-ante evaluation, mid-term review, ex-post evaluation, and ex-post monitoring are conducted for individual projects at each stage of PDCA.

JBIC is establishing a consistent evaluation system covering from project planning stage to after completion, with ex-ante evaluation conducted at the planning stage; mid-term review to examine the relevance of project plan and effectiveness during project implementation; an ex-post evaluation, at the project completion stage; and ex-post monitoring conducted seven years

after project completion to examine the project's effectiveness, impact, sustainability, etc. In addition to evaluation of individual projects, the Medium-Term Strategy for Overseas Economic Co-operation Operations (which established the principal idea and direction of JBIC's ODA operation) is also evaluated, with evaluation results passed through examination by External Advisory Committee, and then published. New basic strategies are being formulated reflecting public comments based on these examination results.

Ex-ante Evaluation → See p.13

Ex-ante evaluation is conducted to examine the project's necessity, whether there are no problems with the effectiveness or implementation plan in the appraisal result, and whether the indicators set forth to quantitatively measure results objectives are appropriate. Starting from FY2001, JBIC has conducted ex-ante evaluation for all the projects. Those results are announced in the form of the ex-ante evaluation report.

Number of Project Ex-ante Evaluations Announced

Fiscal Year	2002	2003	2004	2005	2006
Number announced	41	42	47	50	75

Ex-post Evaluation → See p.17

Ex-post evaluation is conducted two years after project completion to examine, based on international evaluation criteria: whether the ongoing project was relevant; whether the implementation method was efficient; whether the project sufficiently achieved the initially planned effect; whether the executing agency in charge of the project could manage the project sustainability in the future, etc. Similar to ex-ante evaluation, JBIC conducts an ex-post evaluation of all the projects, and those results are provided as feedback to the project executing agency.

Mid-term Review → See p.15

Mid-term review is conducted five years after loan agreement to examine if the project's plan is still relevant in the implementation stage, if there are no concerns that will prevent achievement of the expected project effectiveness, etc.

Evaluation Results of the Mid-term Review: Thailand
 "Project for Revitalization of the Deteriorated Environment in the Land Reform Areas through Integrated Agricultural Development"

Mid-term Review for the captioned project was conducted in FY2005. The project has aimed at a spread of integrated agricultural development through the construction of ponds for agricultural use and rural roads in Thailand's poor regions. The review confirmed that this project continued to be very important. Although construction of ponds was delayed, it is confirmed multifaceted efforts towards achieving effective results, such as rural network construction, opening of community markets, are conducted.



Ex-post Monitoring → See p.19

Ex-post monitoring is conducted seven years after project completion to examine if the project effectiveness continues to be sufficient, if there are no problems with the technical capacity, structure, or financial status of the executing agency, or with operation and maintenance of the project. It also verifies if the lessons learned and recommendations in the ex-post evaluation, which were provided as feedback to the project executing agency, are being dealt with.

Evaluation results of Ex-post Monitoring: Indonesia
 "Bila Irrigation Project Phases (1) (2)"

Ex-post monitoring for the captioned project was conducted in FY2005. The monitoring confirmed positive achievements, as rice cultivation area increased to about 21,000ha from about 19,000ha, and harvests increased to about 144,000 tons from about 106,000 tons, both compared with the figure at the time of ex-post evaluation. On the other hand, issues identified in the ex-post evaluation, such as insufficient maintenance budgets and damage of canal, still remained at the time of ex-post monitoring, and recommendations were provided as feedback to the executing agency.

