

# EX-POST EVALUATION

To make ODA projects more efficient and effective, and to ensure the accountability, JBIC conducts ex-post evaluation two years after the completion of each project, in accordance with international evaluation criteria.

## Overview of Ex-Post Evaluation

### 1. Based on International Evaluation Criteria

JBIC employs the five evaluation criteria of DAC (Development Assistance Committee), which is part of OECD (Organization for Economic Cooperation and Development). These serve as international evaluation criteria. In the ex-post evaluation, JBIC assesses several points, including whether the project is consistent with the policies of the developing country (relevance), how short the time and how low the cost required to complete the project was (efficiency), whether effects are being realized as planned (effectiveness and impact), and whether the effects are likely to continue in the future (sustainability).

The Five DAC Evaluation Criteria

Criterion	Content
Relevance	Examine the relevance of project objectives and plans, both at the time of appraisal and at the time of ex-post evaluation, taking into consideration changes in background and preconditions.
Efficiency	Compare the plans for output, project period, and costs with the actual results and analyze the efficiency of project implementation.
Effectiveness	Compare planned and actual figures using operational and effect indicators and Internal Rate of Return (IRR) to examine to what extent project objectives have been achieved.
Impact	Examine the direct and indirect effects of the project set as an overall goal from macroeconomic, social, and environmental perspectives.
Sustainability	Examine the medium and long-term sustainability of project effects, and consider what countermeasures are required to resolve any problems that may exist.

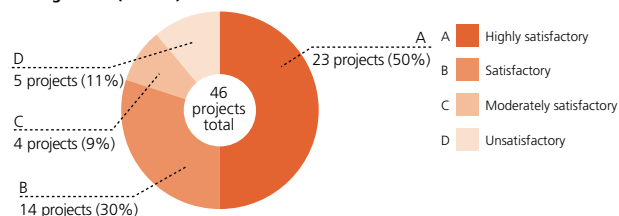
### 2. Conducted Entirely by External Evaluator (see p.29-30)

External evaluators, who are experts in development assistance or evaluation selected through competitions by public biddings, confer with the government of the developing country and the executing agency, collect data from beneficiaries, and conduct project site survey. In cooperation with JBIC, external evaluators perform a final evaluation and assign a project rating. When there is a difference of opinion between JBIC and the external evaluators, both viewpoints are noted.

### 3. Rating Based on Evaluation Results (see p.21)

Since FY2004, JBIC has adopted a four level rating system for all ex-post project evaluations. The projects are rated according to one of four categories: A: extremely satisfactory; B: satisfactory; C: moderately satisfactory; and D: unsatisfactory.

Rating Result (FY2007)



### 4. Inclusion of Opinions from Experts of Developing Countries (see p.31)

To enhance the objectivity of evaluations, JBIC asks experts in developing countries to verify the evaluation results for all project ex-post evaluations, and obtains their opinions.

### 5. Sharing Evaluation Results with Developing Countries

#### (Improving Policy and Projects by Using Lessons Learned and Recommendations from the Evaluation)

By sharing all the evaluation results including lessons learned and recommendations obtained through evaluation with developing countries, JBIC aims to improve development assistance operations and policies. Moreover, the evaluation results are shared with the Japanese government and JICA.

### 6. Discussion by the Japanese ODA Loan Evaluation Expert Committee (see p.25-28)

The Japanese ODA Loan Evaluation Expert Committee\*, which includes external experts, has been meeting since FY2002. Efforts are made to reflect the matters discussed in this committee to further enhance evaluation activities.

\* In FY2006, the name was changed from "Ex-post Evaluation of ODA Loan Project Feedback Committee".

## 7. All Evaluation Results Are Published

To ensure public accountability, JBIC publishes the evaluation results, ratings, and third-party opinions. For the full version, please see JBIC's website (<http://www.jbic.go.jp/english/oec/post/index.php>).

## 8. Improvement of Operations through Feedback of Evaluation Results

JBIC provides feedback to future and on-going projects from ex-post evaluation results, including lessons learned and recommendations. In particular, in ex-ante evaluation and Special Assistance Facilities (SAF), ex-post evaluation results from similar projects in the past are reflected, contributing to project improvements.

### Indonesia: Syiah Kuala University Development Project (Ex-post Evaluation Conducted in FY2005)

This project aimed to promote development of Aceh Province through human resource development in the field of engineering technologies. The project (1) Constructed buildings for the Departments of Agriculture and Engineering of the Syiah Kuala University, and provided equipment for study and research, (2) Implemented a study abroad program for the university's teachers, etc. This project's ex-post evaluation provided lessons learned and recommendations which indicated that, in cases such as the Syiah Kuala University where part of the education course is provided by another department (the Science Department), it is also necessary to develop the Science Department in order to improve the results for education and research in the department targeted by the project.

With the large tsunami accompanying the Sumatra earthquake and the end of the independence movement in the Aceh Province, basic policies for regional development were formulated. Since the Syiah Kuala University provides know-how and human resources to regional industry, its improvement is positioned as an essential element for Aceh's reconstruction and regional development.

Based on the lessons learned mentioned above, in the "Professional Human Resource Development Project (3)", adopted in March 2006 for Indonesia, Aceh Province civil servants were



given priority when selecting students for study abroad. Practical training involving the Science Department is also planned for the Syiah Kuala University teachers, who make especially great contributions towards earthquake reconstruction activities. This is expected to promote improvement of the Syiah Kuala University and further enhancement of human resources, leading to promotion of Aceh's reconstruction and development.

### India: Gujarat Afforestation and Development Project (Ex-post Evaluation Conducted in FY2005)

This project implemented forestry development focusing on deteriorated forest land, with the aims of increasing environmental conservation and productive capacity of deteriorated land in Gujarat state, and raising incomes of local residents. This project's ex-post evaluation derived the following lessons learned and recommendations.

- (1) A cluster approach in the forestry development plan is effective for improving project results and avoiding friction between villages.
- (2) Resident participation in cooperation with local NGOs and village governments is important for improving socio-economic impacts. Also, management of forest reliance in the residents' economy is important from the perspective of a sustainable forestry development plan.
- (3) For proper forest management, it is desirable to create a training program which meets local needs, and provide regular and improved training to local staff.

India's national plan emphasizes an increase in the percentage of forest coverage, recovery of deteriorated forests, and reduction of poverty among people who rely on forests. JBIC's new



projects in the forestry sector are now under consideration. Special Assistance for Project Formation (SAPROF) is conducted for such investigation, to create project plans based on lessons learned and recommendations identified in the ex-post evaluation.