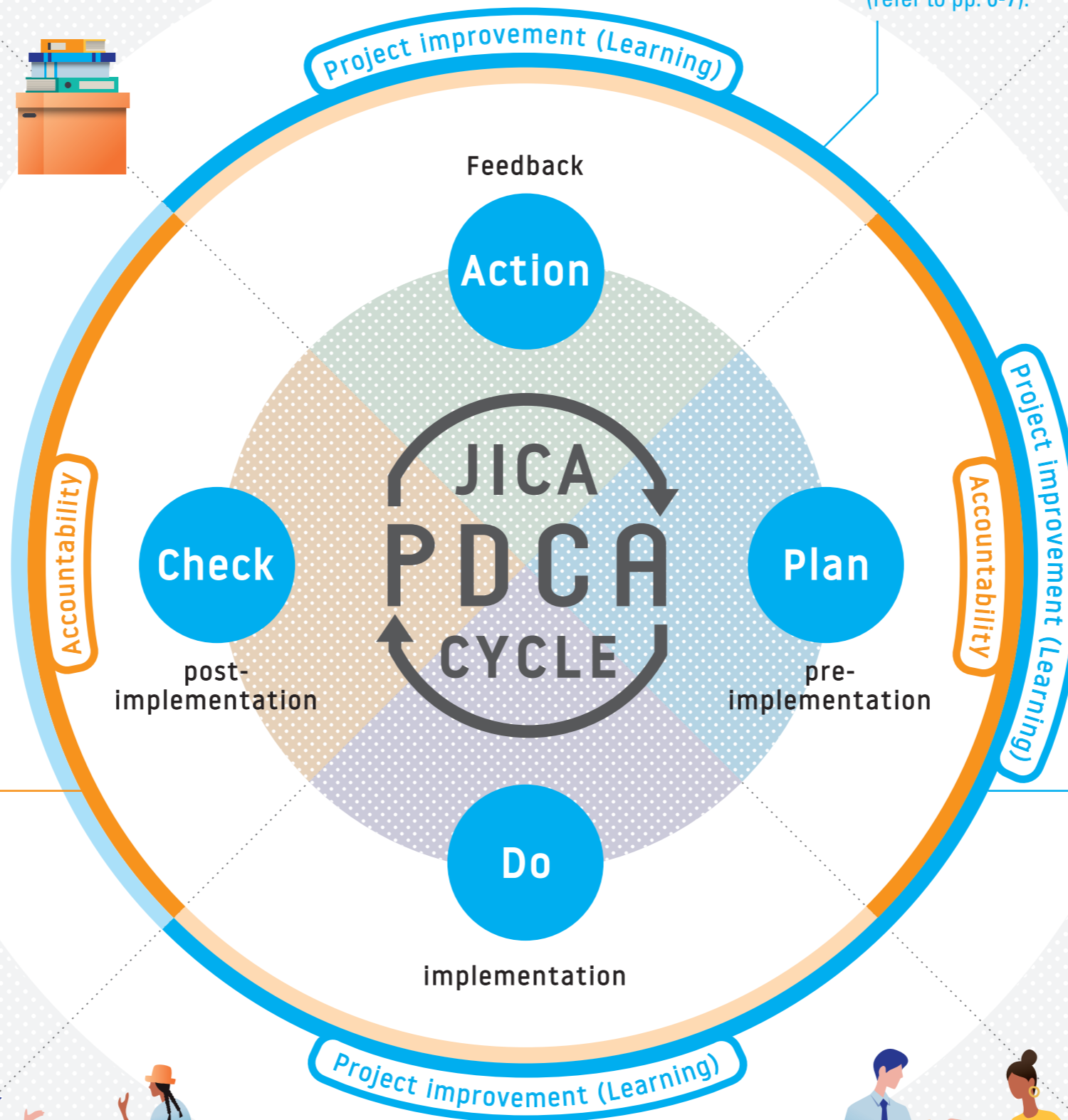


# JICA's Project Evaluations at a Glance

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

## 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).



### Feedback (Action)

JICA utilizes evaluation results to follow up on past projects as required and leverages this information as feedback to formulate similar future projects (by sharing evaluation results to improve future activities as required).

At the feedback stage (Action), JICA shares feedback to improve projects (Learning) (refer to pp. 6-7).



### Ex-ante evaluation

At the planning stage, JICA confirms the priority/necessity and expected effects of the project and sets indicators and targets to measure the effects both during and after project implementation. At the same time, JICA makes sure that lessons learned from past projects are properly reflected in the project.



### Project improvement (Learning)



### Accountability

JICA ensures accountability via ex-post evaluation (refer to pp. 4-5).

### Ex-post evaluation

JICA ascertains and evaluates especially whether the activities conducted through the project were appropriate for achieving the development effects and which effects were actually achieved by the project.



### Monitoring

JICA observes whether the project activity is progressing as planned and whether outcomes have been properly achieved as well as adjusting the trajectory as required.



# 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. During the ex-ante evaluation (at the pre-implementation stage), JICA confirms the priority and necessity of the project and verifies its expected effects as well as confirming that lessons learned from past projects are properly reflected in the project at this stage. Meanwhile, during the ex-post evaluation, JICA verifies the effects achieved by the project, as well as their sustainability after the project completion.



# International criteria for evaluation

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



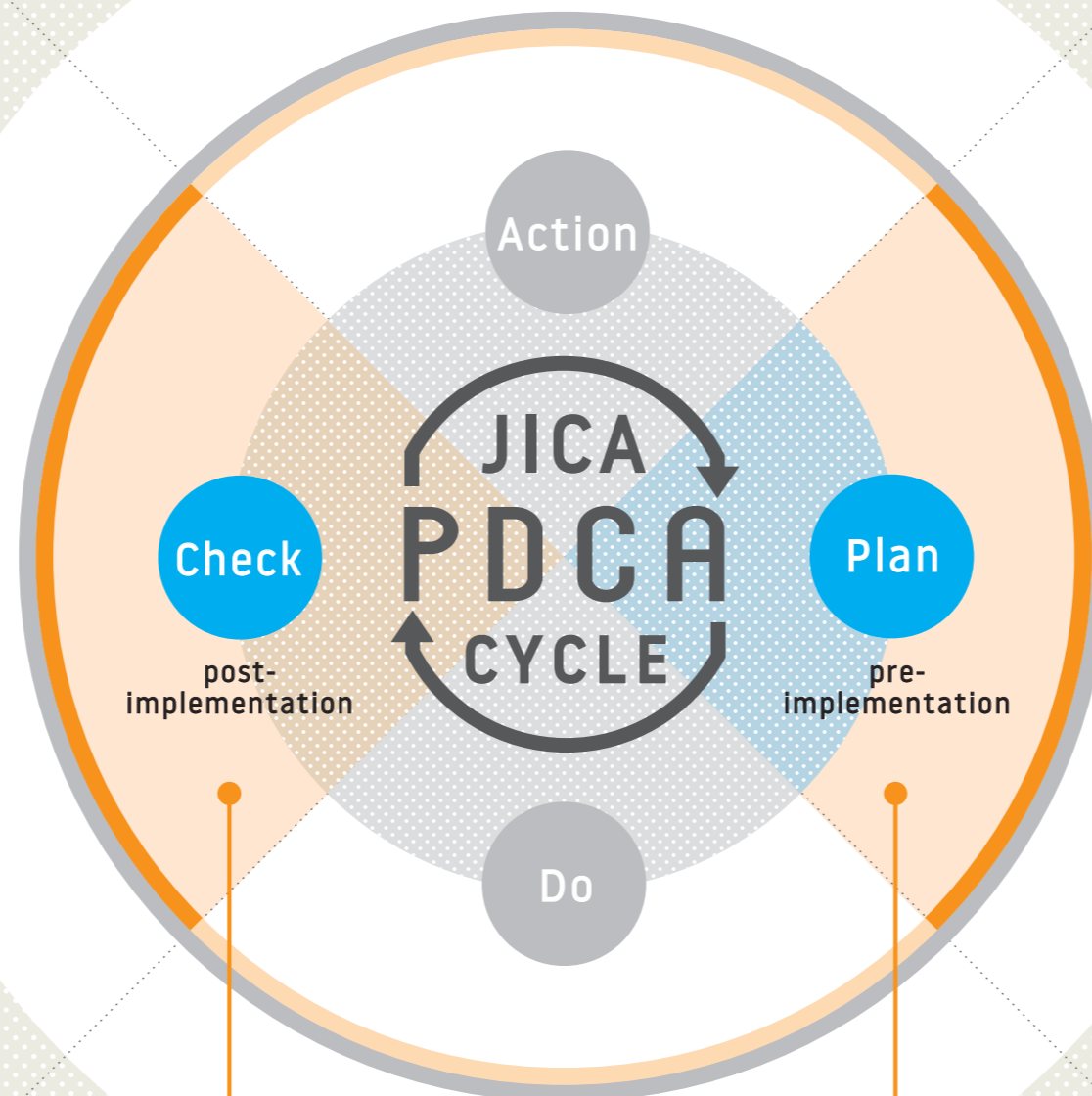
# Transparency

evaluation results are publicized on the JICA website.

**Related link**  
[https://www.jica.go.jp/english/our\\_work/evaluation/index.html](https://www.jica.go.jp/english/our_work/evaluation/index.html)

# Accountability

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



# Evaluation Results

Project evaluation results in FY 2021

Ex-ante evaluation **155** projects

Ex-post evaluation **157** projects



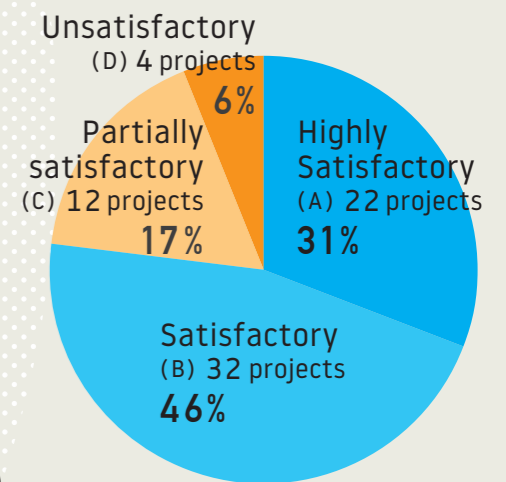
	External evaluation	Internal evaluation	Total
Technical Cooperation	17 projects	77 projects	94 projects
ODA Loans	25 projects	0 projects	25 projects
Grant Aid	31 projects	7 projects	38 projects
<b>Total</b>	<b>73 projects</b>	<b>84 projects</b>	<b>157 projects</b>

\* The figures are current as of February 2022.

# Overall rating (ex-post evaluation)

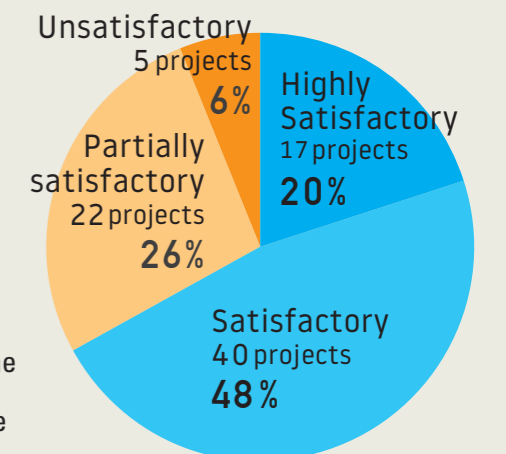
## External evaluation

\* A, B, C and D as shown in the pie chart show the ratings for 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 on pie charts is for projects posted in the list of overall rating.)



## Internal Evaluation

\* Projects costing more than 200 million 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 conducted.



For details of the ex-post evaluation results, refer to pp. 12-37.



# Analysis

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

## Focusing on theories

### Development impact assessment using the Theory of Change (▶ P.48)

JICA organized and considered how to apply a Theory of Change (ToC), which is a method to **visualize path towards project outcomes (causal relationships), strengthen project management and visualize and boost the mid- and long-term impacts.** JICA will continue to utilize ToC to check the validity of project design and theory, as well as to confirm its contribution to SDGs and other outcomes.

### Process analysis (▶ P.49)

JICA is working on “process analysis” to **clarify how the project process helped achieve the effects.** During a project implemented in education sector in Rwanda, as shown on p. 49, a voluntary and spontaneous training activity among teachers helped encourage information-sharing and other behavioral changes, clearly making them more aware of the need to design and provide classes that encourage students to think spontaneously.

## Focusing on data

### Promoting the usage of data to measure effects quantitatively (▶ P.50)

**Following the recent global trend of digital transformation (DX),** JICA has advanced the use of satellite data in evaluating projects. As introduced in p. 50, using satellite data could quantitatively reveal economic revitalization in a project reinforcing power distribution networks.

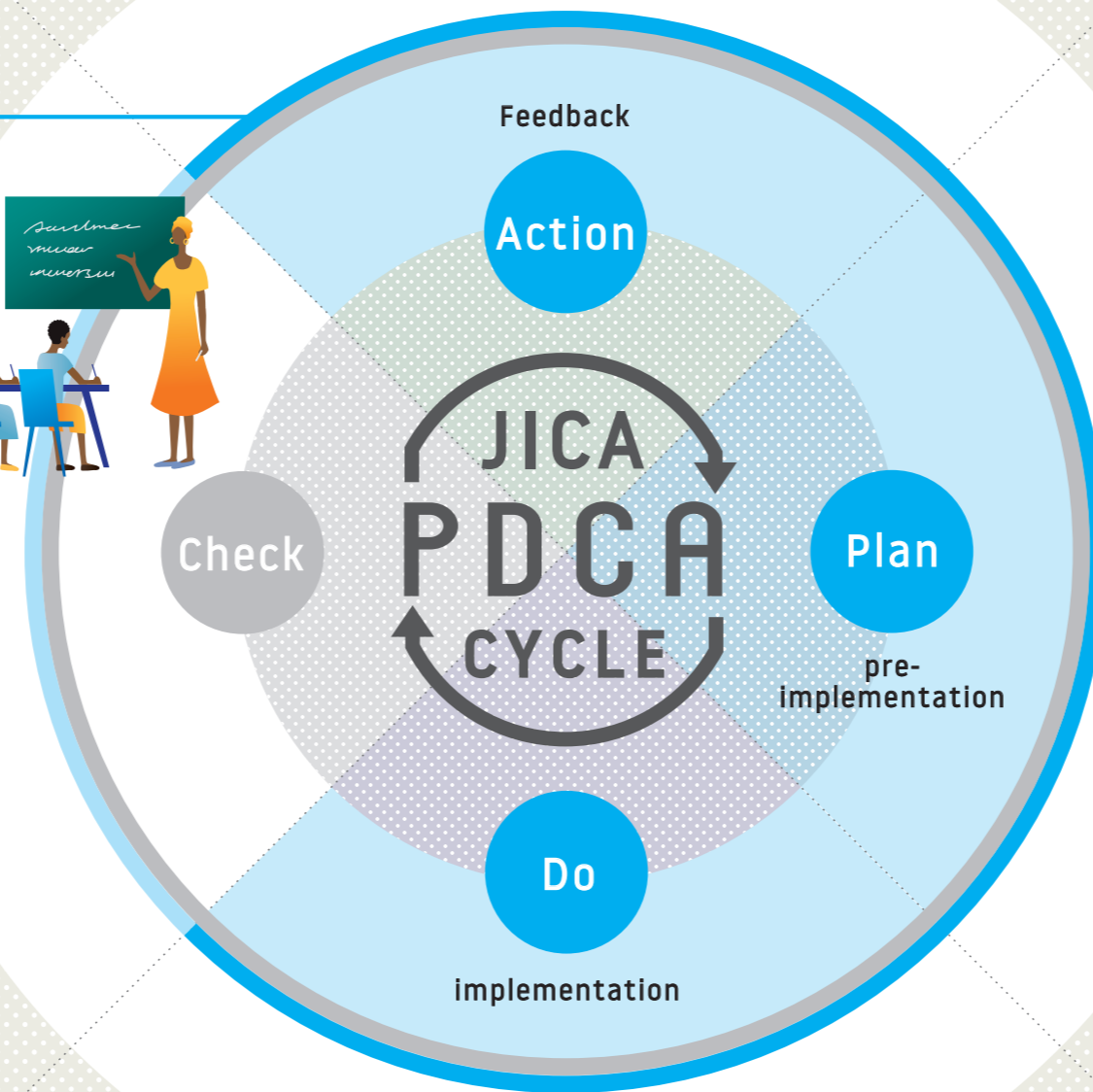
### Verifying cause and effect by applying a statistical method (▶ P.51-53)

JICA conducts impact evaluations to **accurately verify the social change brought by a project via statistical methods.** The case of the impact evaluation introduced over pp. 51-53 confirmed that creating and distributing textbooks and ensuring teachers engage in reciprocal learning improved students’ mathematical proficiency, while a series of maternal and neonatal health support initiatives helped reduce the maternal mortality ratio.



# Project improvement (Learning)

To improve projects, JICA utilizes lessons learned from past projects, for similar ongoing and future projects.



# Improvement



Evaluation results of individual projects are utilized for project improvement

## Lessons learned from past projects

It was confirmed through ex-post evaluation that lessons learned from past projects were utilized for the improvement and success of the project.



Lessons learned from past projects have revealed that a pilot project gives local engineers the chance to experience actual inspection/repair work, which helps sustain the project effects and ensure project success. Following these lessons, transferring practical techniques to local site engineers via OJT during a bridge maintenance and management project in Sri Lanka led to success. (▶ P.37)

## New lessons learned through evaluations in FY 2021

Lessons newly learned will be utilized for the improvement and success of similar future projects.



The following lessons were drawn from the evaluation result of renewable energy development project in Bangladesh: in addition to raising users’ awareness, encouraging suppliers to enter the market would be effective for creating a solar power market in rural areas. JICA will plan and implement similar future projects by promoting a further involvement of users and suppliers. (Bangladesh) (▶P.20-21)