

JICA's project evaluations



Evaluation Department
Japan International Cooperation Agency
(JICA)

Evaluation

Learning

Accountability

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1. Problems in developing countries are issues for the whole world

- ✓ **Problems such as poverty, natural disasters and conflict** not only have a serious impact on the vulnerable in developing countries. With potential to escalate into grave conflicts, endemics of infectious disease or environmental devastation on a global scale, they also threaten the **stability and prosperity of the whole world**.
- ✓ In this day and age, more than just pursuing the interests of one's own country, we need to address these common global issues.



Poverty and food shortages



Damage from natural disasters is increasing in severity on a global scale

Currently, the world population includes...

- People living in extreme* poverty and suffering from hunger: Approx. 800 million (* Living on less than \$1.25 a day)
- Children die mostly from preventable causes before celebrating their fifth birthday: Approx. 16,000 per day
- People using unimproved sanitation facilities: Approx. 2.4 billion (1 in 3 people)
- People forced to abandon their homes due to conflict: Approx. 60 million (end of 2014)

(Source: The Millennium Development Goals Report 2015)

2. Global efforts

- ✓ In September 2015, “**Transforming Our World: The 2030 Agenda for Sustainable Development**” was adopted at the UN Sustainable Development Summit. Based on the fundamental principle of “no one being left behind,” the agenda highlighted the “**Sustainable Development Goals (SDGs)**” comprised of 17 goals and 169 targets to be achieved by 2030 by the international community acting as one.
- ✓ The international community is currently addressing these issues, striving to achieve the goals for sustainable development.

SUSTAINABLE DEVELOPMENT GOALS

17 GOALS TO TRANSFORM OUR WORLD



→ <Example>

[Goal 6]

Ensure availability and sustainable management of water and sanitation for all

[Target 6.1]

By 2030, achieve universal and equitable access to safe and affordable drinking water for all

[Indicator 6.1.1]

Proportion of population using safely managed drinking water services

- (Reference) JICA’s Efforts to Contribute to SDGs:https://www.jica.go.jp/english/publications/reports/annual/2016/c8h0vm0000aj21oz-att/2016_04.pdf

3. JICA's efforts

- ✓ The Japanese Government is also continuing its efforts to solve problems in the world.
- ✓ As the executing agency for Japan's Official Development Assistance (ODA), the Japan International Cooperation Agency (JICA) is, in collaboration with the international community, engaging in solving the diverse issues faced by developing countries, including the SDGs.

JICA's vision: Leading the world with trust

- ✓ JICA operates a suite of three assistance schemes—**Technical Cooperation, ODA Loans and Grant Aid**—to provide developing countries with assistance in policy and institutional improvement, human resources and capacity development, and infrastructure development.

Technical Cooperation

JICA provides support to developing countries for the development of human resources, institutional development, dissemination of technology and R&D necessary for their economic and social development, such as through the dispatch of experts, provision of equipment and acceptance of technical training participants in Japan.



Science and maths class at primary school in Bangladesh

Grant Aid

JICA grants development funds to developing countries to support the building of facilities and procurement of equipment and materials necessary for economic and social development.



Regional water supply project in Mauritania

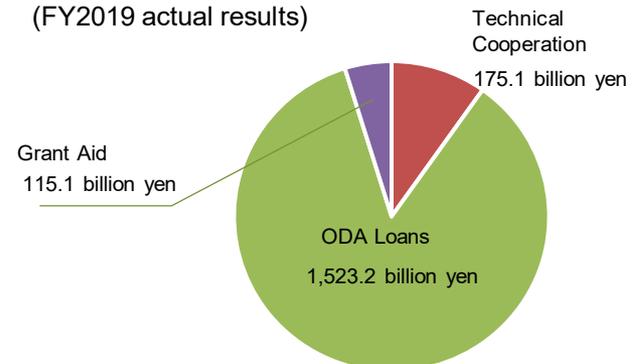
ODA Loans

JICA supports developing countries by lending low-interest, long-term and concessional funds to finance their development efforts.



Mass rapid transport system project in India

<Scale of each form of assistance>
(FY2019 actual results)



(Source: JICA Annual Report 2020)

- For further details, see JICA's "Types of Assistance" webpage.
https://www.jica.go.jp/english/our_work/types_of_assistance/index.html

Japan's Official Development Assistance (ODA)

60 years

Japan's Official Development Assistance (ODA) has contributed to the development of developing countries and to the peace and stability of the international community for more than 60 years since starting in 1954 after the Second World War.

Policy

In accordance with the Development Cooperation Charter (Cabinet decision of February 10, 2015), Japan has provided ODA in ways that suit the circumstances and wishes of the recipient country, based on the fundamental policy of “supporting the self-reliant efforts of developing countries.” Japan supports the self-reliant efforts of developing countries because it too achieved growth as a consequence of self-reliant efforts while receiving support from a number of foreign countries. In order for a developing country to maintain ongoing economic growth, it is important that the people of that country have the strength and ability to create economic growth themselves. For this reason, rather than simply giving financial and physical resources, Japan also puts an emphasis on building human capacity, such as by dispatching experts to the developing countries and imparting knowledge and technologies to the local people, or by inviting the people of the developing country to Japan to undertake training.

Content

To date, Japan has assisted as many as 190 countries and regions through its ODA. In particular, given its close political and economic relationship, Japan regards the Asian region as a top-priority area for ODA, and has provided much ODA to this region. Drawing on this experience in Asia, more recently, Japan has expanded its ODA supporting economic growth and development to Africa, where poverty rates remain high despite achieving extraordinary economic growth. Examples include support directed at eliminating extreme poverty and hunger, as well as support for building human capacity and for promoting trade and investment. Doing so also contributes to the realization of peace and regional stability.

Contribution

Since almost all ODA is implemented overseas, there are few opportunities for Japanese people to experience the outcomes of this ODA in Japan. How then has Japan's past assistance been received by people in developing countries? In the “Opinion Poll on Japan in Seven ASEAN Countries,” which was conducted in 2014, about 90% of people responded that the economic and technical cooperation provided by the Japanese Government has helped in their own country's development.

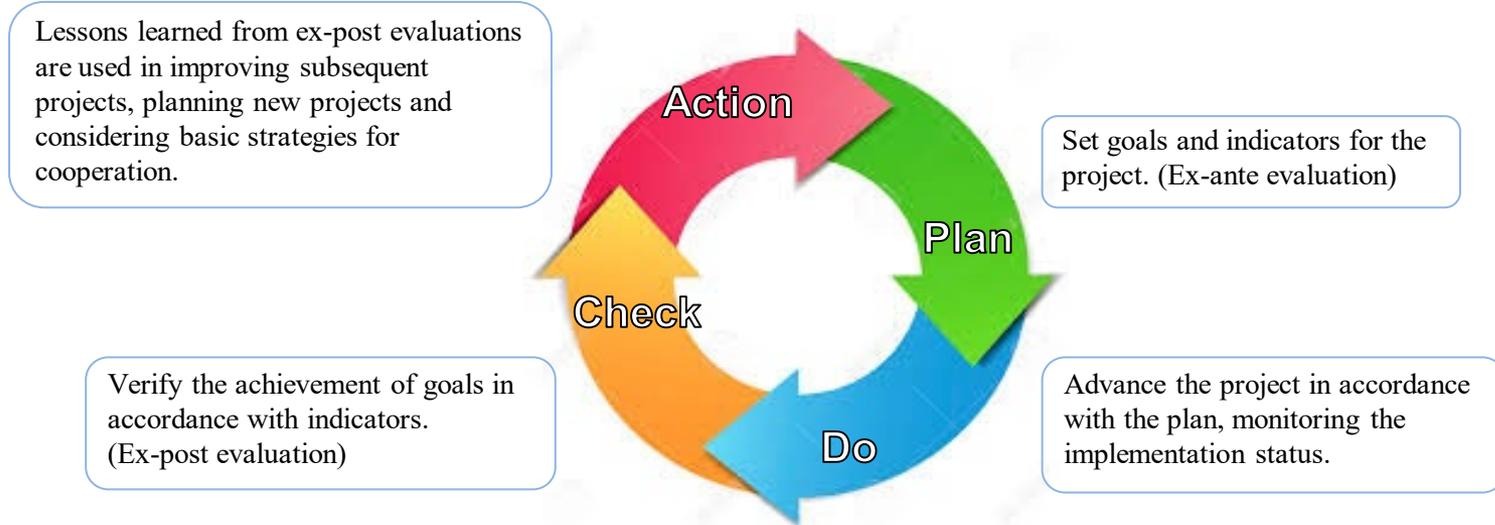
Evaluation

In order to implement ODA more effectively and efficiently, improvements need to be made to development cooperation based on an understanding of how it has been implemented and on the associated effects. The recommendations and lessons learned from the results of ODA evaluations are conveyed to relevant departments in the Japanese Government as well as to the governments of recipient countries in order to utilize them in future planning and implementation processes. In addition, publicizing ODA evaluation results online and through other media also serves to fulfill the government's accountability on how ODA is used and the effects generated by ODA projects.

Sources(provisional translation): Public Relations Office: <http://www.gov-online.go.jp/useful/article/201409/4.html#anc01> (Japanese)
White Paper on Development Cooperation 2015 (Evaluation): <http://www.mofa.go.jp/files/000176281.pdf>
[White Paper on Development Cooperation 2019 | Ministry of Foreign Affairs of Japan \(mofa.go.jp\)](#)

4. JICA's project evaluations

- ✓ JICA implements projects for developing countries according to a project cycle. It has four steps: Plan, Do, Check, Action.
“Project Evaluations” are conducted consistently throughout the project cycle, from before to after implementation of a project.



- ✓ JICA's project evaluations have 2 main purposes.

■ Accountability

Conducting evaluation objectively and publishing evaluation results promptly in a form that is easy to understand are to deepen understanding for the development effectiveness of ODA projects and for the response taken for various issues.

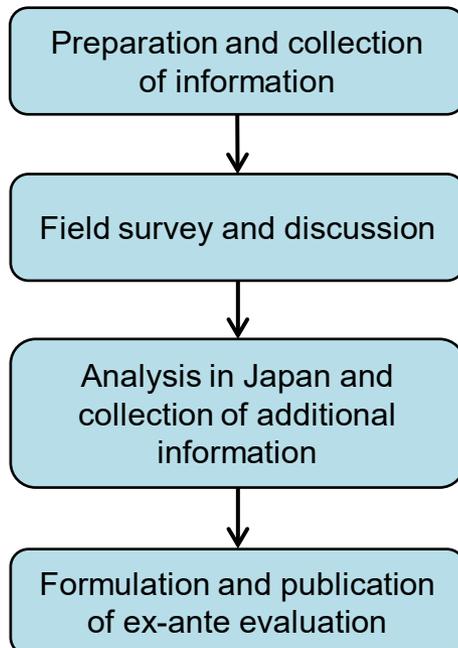
■ Learning and taking action

Carrying out an evaluation to confirm the results of each project and **giving feedback on lessons learned from those evaluation results** help in improving subsequent projects, formulating new projects and considering fundamental cooperation strategies.

5. Evaluation of each project –Ex-ante evaluation–

- ✓ Prior to project implementation, JICA conducts an “ex-ante evaluation” to verify the need for the project and to set targets for project outcomes. During the ex-ante evaluation, from the perspective of the Five DAC Criteria (see explanation on next page), **JICA confirms in advance the need and priority of the project, verifies the project outline and anticipated outcomes, and establishes indicators for measuring those outcomes.**
- ✓ At this time, JICA also confirms that the results from reviewing environmental and social considerations and lessons learned from past projects have been properly reflected.
- ✓ Once the project has commenced, JICA **monitors and evaluates the project based on the evaluation plan and indicators set at the time of the ex-ante evaluation.**

<Ex-ante evaluation process>



JICA collects and analyzes existing information on the recipient country and region, the target project, the implementing agency and beneficiaries, etc.

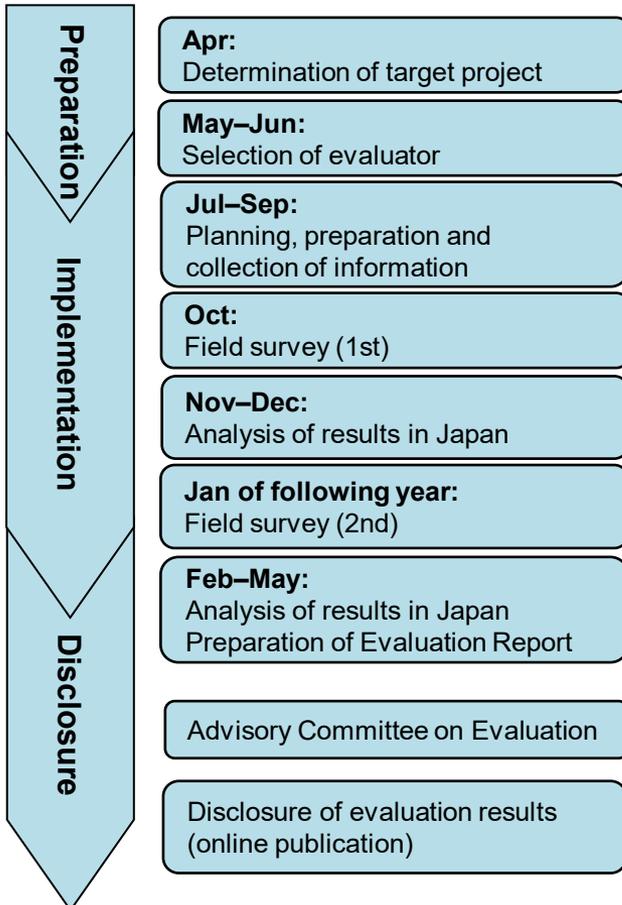


JICA visits the planned location of the project and the planned site for activities, and confirms the actual situation at the site. JICA also discusses with officials from the partner country, and confirms project implementation plan, etc.

5. Evaluation of each project –Ex-post evaluation –

- ✓ Ex-post evaluations are conducted for **all projects costing over 200 million yen**. They are **comprehensive evaluation for the completed project and verification of its effects after project completion**.
- ✓ For projects costing over one billion yen, JICA strives to **ensure the objectivity and transparency of the evaluation results** by incorporating **evaluations conducted by external third parties (external evaluations)**. External evaluations are conducted by external evaluators such as development consultants that specialize in evaluations. JICA is also working on getting opinions from diverse perspectives, such as universities and NGOs.

<Ex-post evaluation (external evaluation) process>



Evaluator collects materials on the target project and other information necessary for the evaluation, and prepares an evaluation plan.

Evaluator visits the project site to confirm the current situation and interviews users to grasp the project outcomes



During the 2nd field survey, the project site is revisited and interviews conducted in order to collect additional information. A seminar is also held to explain the results of analysis to the recipient country.



JICA has established a committee comprised of external experts to enhance the quality of evaluations and to ensure accountability.

5. Evaluation of each project –Evaluation Criteria–

- ✓ JICA consistently conducts its evaluations by applying the “**Six DAC Evaluation Criteria**” as an international perspective for ODA evaluation established by the Development Assistance Committee (DAC) of the Organization for Economic Co-operation and Development (OECD) and JICA’s own **rating system**.

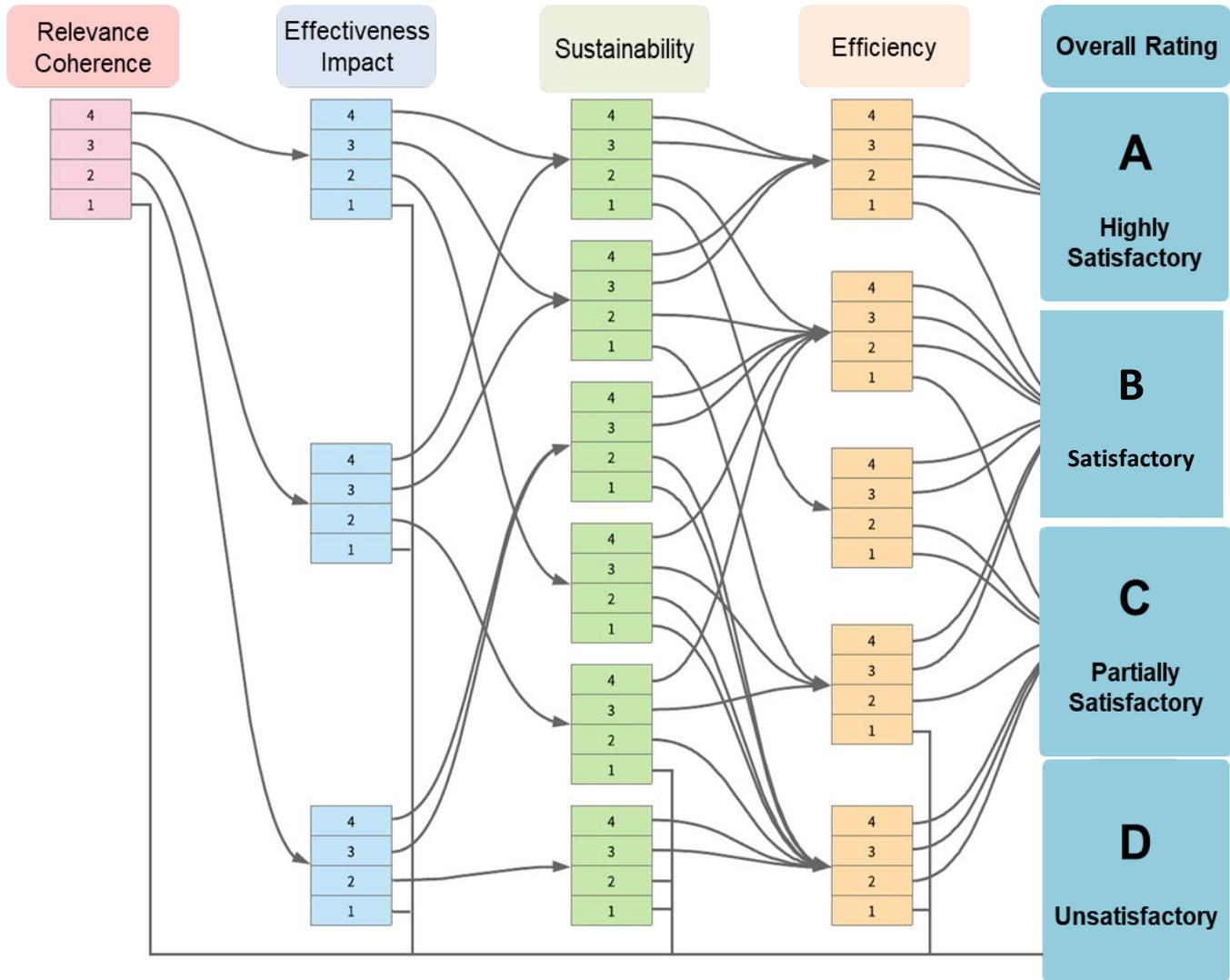
- JICA's project evaluation criteria

Based on the revision of the DAC evaluation criteria in December 2019, JICA has revised its project evaluation criteria for the first time in about 10 years since the establishment of the new JICA. The new criteria will be applied to projects to be evaluated in FY2021.

items	New Definition (6 criteria)
Relevance	<ul style="list-style-type: none"> ◆ Validity with project implementation (development needs) ◆ <u>Focus on “Beneficiary.” Consideration for inclusiveness and equity</u> ◆ Appropriateness of the project plan and logic of approach
Coherence (New)	<ul style="list-style-type: none"> ◆ <u>Consistency with development assistance policies of the Japanese Government and JICA</u> ◆ <u>Synergistic effect/mutual relations with JICA’s other projects (technical cooperation, loans, grant aid, etc.)</u> ◆ <u>Complementarity, harmonization, and coordination with other assistance/projects in Japan, other development organizations, etc.</u> ◆ <u>Consistency with global framework (international targets, initiatives, standards, etc.)</u>
Effectiveness	<ul style="list-style-type: none"> ◆ The degree of achievement of target level in target year of expected project outcome <u>(differential results across the groups)</u>
Impact	<ul style="list-style-type: none"> ◆ Positive and negative indirect and long-term effects (systems and norms, people’s well-being, human rights, gender equality, and the environment)
Efficiency	<ul style="list-style-type: none"> ◆ Comparisons of planned and actual projects inputs, project period, and project cost
Sustainability	<ul style="list-style-type: none"> ◆ Outlook on sustainability of effects that are realized by the project for aspects of policy/political, institutional/organizational, technical, financial, social & environment, risk, and operation & maintenance

5. Evaluation of each project –Evaluation Criteria–

<Revised Rating Chart> *Effective from projects to be evaluated in FY 2021



Rating system

Projects are assessed by applying the six DAC evaluation criteria and are rated according to the flowchart on a four-level scale of A to D.

Rating		
Relevance/Coherence	③	Overall B
Effectiveness/Impact	③	
Sustainability	②	
Efficiency	③	

Note: Ratings do not encompass all aspects of a development project. Although they are useful as an indicator measuring the effectiveness of the project, etc., they do not take into account the difficulty of the project or the degree of JICA's contribution towards achieving the project outcomes.

6. Examples of evaluation results (1)

*This project evaluation applies the previous valuation criteria..

Republic of the Union of Myanmar: The Major Infectious Diseases Control Project Phase 1 & 2

From 2005, JICA provided technical cooperation support for the Major Infectious Diseases Control Project in Myanmar. The project concluded in March 2015, and an ex-post evaluation was conducted by an external Evaluator in 2017. The project was highly evaluated for **creating a nationwide impact through a decade-long strategic cooperation.** (External evaluator: Tomoko Tamura, Kaihatsu Management Consulting, Inc.)

Rating		Overall A
Effectiveness and Impact	③	
Relevance	③	
Efficiency	②	
Sustainability	③	

《Project Description》

- ◆ Total cost: 192.9 million yen (Phase1 : 1,240 million yen, Phase2 : 689 million yen)
- ◆ Period of cooperation : January 2005~March 2015 (Phase1 : January 2005~January 2012, Phase2 : March 2012~March 2015)
- ◆ To support HIV/AIDS Control, TB Control and Malaria Control for Myanmar.

【HIV/AIDS Control Component】

《Effectiveness, Impact》

- ◆ Project Purpose, strengthening functioning of National AIDS Program, was realized at large. Thus, **effectiveness and impact are high.**

《Sustainability》

- ◆ No major problems have been observed in the organizational, technical, and financial aspects. Therefore, **sustainability is high.**

【TB Control Component】

《Effectiveness, Impact》

- ◆ Level of achievement of Project Purpose, improvement of TB control in Yangon and Mandalay, was moderate in both Phase 1 and 2. Thus, **effectiveness and impact are fair.**

《Sustainability》

- ◆ No major problems have been observed in the organizational, technical, and financial aspects. Therefore, **sustainability is high.**

【Malaria Control Component】

《Effectiveness, Impact》

- ◆ Project Purpose and Overall Goal were achieved. Therefore, **effectiveness and impact are high.**

《Sustainability》

- ◆ No major problems have been observed in the organizational, technical, and financial aspects. Therefore, **sustainability is high.**

【Common for all 3 components】

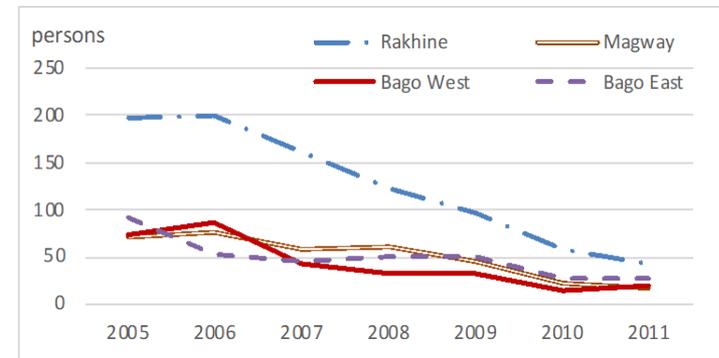
《Relevance》

- ◆ The project was consistent with Myanmar's development policies and development needs and duly consistent with Japan's ODA assistance policy to the country. Thus, **the relevance is high.**

《Efficiency》

- ◆ The actual project cost exceeded the plan. Therefore, **efficiency of the project is fair.**

Number of Malaria Deaths



Source: National Malaria Control Program (NMCP)

6. Examples of evaluation results (2)

*This project evaluation applies the previous evaluation criteria.

【Viet Nam】 Small-Scale Pro Poor Infrastructure Development Project (III)

From 2009, JICA provided an ODA loan for the Small-Scale Pro Poor Infrastructure Development Project (III) in the Socialist Republic of Viet Nam. The project concluded the Disbursement in February 2016, and an ex-post evaluation was conducted by an external evaluator in 2017. The project was highly evaluated for **contributing to poverty reduction by small-scale infrastructure improvement in road, electricity water supply, and irrigation in rural area in 36 provinces.** (External Evaluator: Takako Haraguchi, OPMAC Corporation)

Rating		Overall B
Effectiveness and Impact	③	
Relevance	③	
Efficiency	①	
Sustainability	③	

《Project Description》

- ◆ Disbursed amount : 17,280 million yen
- ◆ Loan agreement : November 2009 Final disbursement date : February 2016
- ◆ To support efforts aiming to facilitate the transportation of goods to markets, to improve access to public services (electricity and water supply), and to increase agricultural productivity in the target areas

《Effectiveness, Impact》

- ◆ There are cases such as reduction of the travelling time from a mountain village to the district center (from 3 days on foot to three and half hours by motorcycle), increase in productivity of rice due to irrigation (two times to four times increase), and cultivation of new crops (rubber and coffee) by expanding agricultural land.
- ◆ The attainment of the expected impacts such as the improvement in agricultural income, the reduction in agricultural cost, and the betterment of quality of life was confirmed. Therefore, **the effectiveness and impact are high.**

《Relevance》

- ◆ The project selected the provinces and districts where the poverty rate was relatively high as the target areas for subprojects. Therefore, **the relevance is high.**

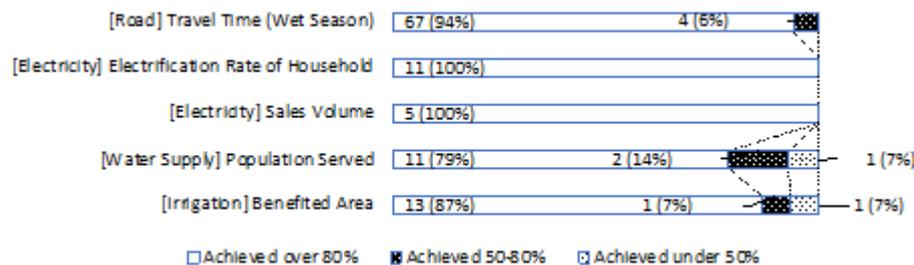
《Efficiency》

- ◆ Both the project cost and the project period significantly exceeded the plan. Therefore, **the efficiency is low.**

《Sustainability》

- ◆ The organizational structure for operation and maintenance (O&M) of each subproject was clearly defined with the allocation of the necessary workforce and the O&M costs within the available budget. There was no problem in the technical aspect of O&M. Therefore, **the sustainability is high.**

Number of Subprojects by Achievement Level for Key Operation and Effect Indicators (Breakdown of Valid Responses)



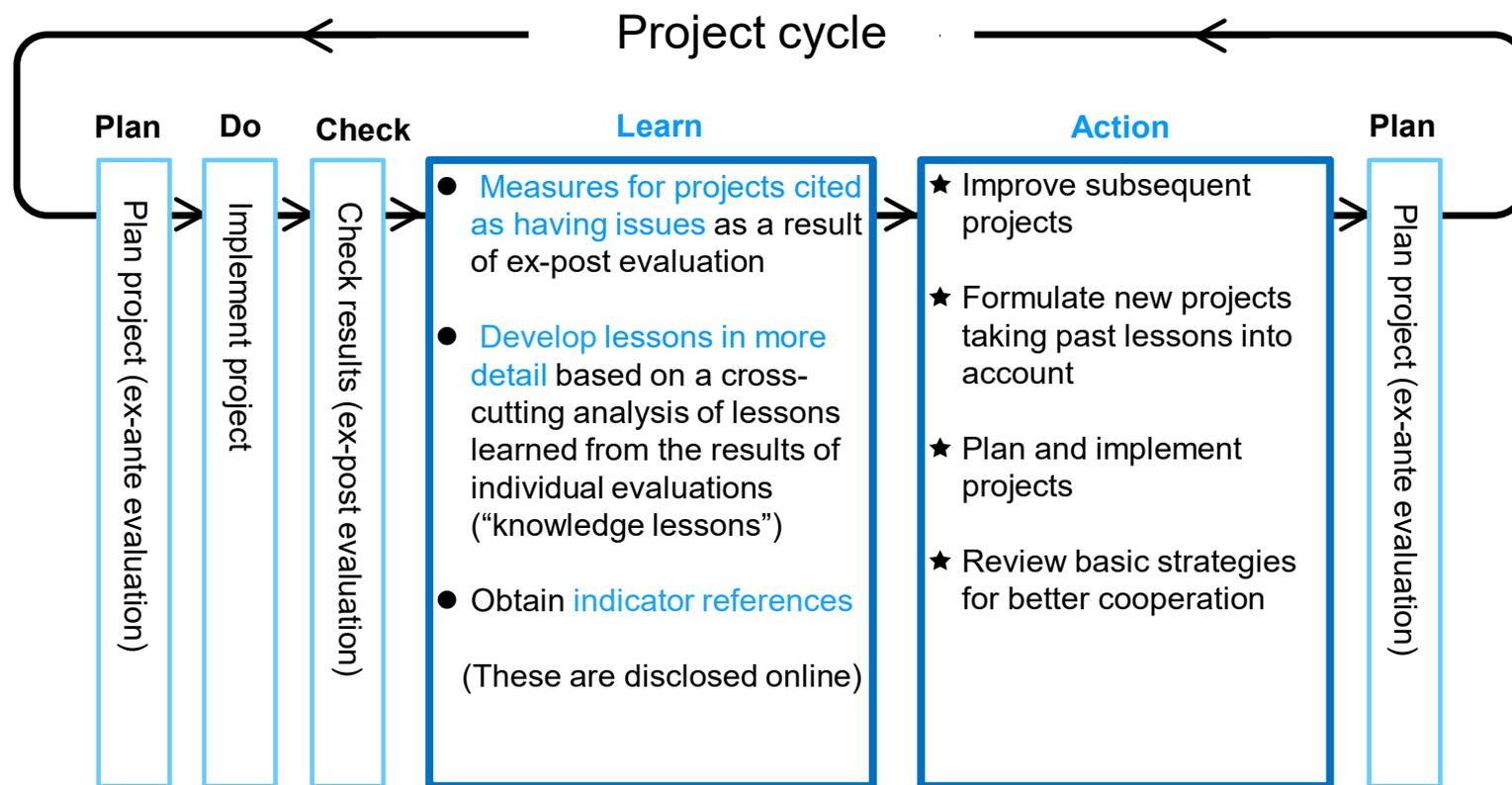
Source: Ex-ante evaluation sheet; documentation provided by JICA; documentation provided by the executing agencies; subproject questionnaire responses



A woman heading to the maize field. After the road improvement, she no longer needs to leave her house before sunrise to go to the market. (Dien Bien Province)

7. Utilization of evaluation results

- ✓ JICA strives to utilize the results of ex-post evaluations and the lessons learned in improving subsequent projects, in planning new projects and in considering basic strategies for cooperation.
- ✓ By doing so, JICA aims to improve projects and development effectiveness through the project cycle of: Plan, Do, Check, Action.



* (Reference)

1. Lessons learned from evaluation results: https://www.jica.go.jp/english/our_work/evaluation/lessons/index.html
2. Indicator references: https://www.jica.go.jp/english/our_work/evaluation/indicators/index.html

8. Examples that utilized evaluation results (1)

– Measures for projects cited as having issues –

1. Palestine: Jericho Wastewater Collection, Treatment System and Reuse Project

<Overview of evaluation results and issues observed>

This project aimed to improve the wastewater treatment service and secure water resources in the region by constructing wastewater treatment systems and reusing treated wastewater in Jericho. However, **the wastewater treatment and reused volumes would likely be far lower than the target value**, even in 2020, due to the delay in improving the sewage branch pipes and other works deemed essential for wastewater collection.

<Measures to be taken by JICA>

To achieve the goal in 2020, JICA will continue to ask the recipient government and Jericho City **to promote the expansion project, including improvement of the wastewater branch pipe and home connection works** to boost the wastewater inflow. In addition, JICA will also **work with the Government of Japan** to encourage the implementation agency and help streamline and facilitate the expansion project supported by the Japanese Government.

2. Mali: Project for construction of Bamako Central Fish Market

<Overview of evaluation results and issues observed>

This project aimed to improve infrastructure for distribution of fresh fish in Bamako by constructing Bamako Central Fish Market (MCPB), thereby contributing to the stable supply of quality fresh fish in Bamako. The evaluation result showed that **selling fish had not started yet** at the new market, since the fresh fish wholesalers had not yet relocated to the new market by the time of the ex-post evaluation.

<Measures to be taken by JICA>

Political turmoil and deteriorating security in Mali in 2012 delayed the response on the part of the Malian government and led to JICA suspending its support through the technical advisor for fisheries distributions. Once the security situation recovered, JICA promptly re-dispatched the advisor until February 2018 to conduct a fishery distribution survey, issue recommendations for improving management and organize training sessions. Eventually, **the scope of products distributed at the MCPB was also expanded from fresh fish to frozen fish and retail products to secure customers**. Under this policy, **building for retailers** are under construction. JICA will keep checking on progress and striving to promote the project.



A kiosk for retailers distributing products other than fresh fish (constructed by AGMCPB (the management agency of MCPB) to revitalize the market)

8. Examples that utilized evaluation results (2)

—Applying lessons learned from past projects to similar new projects—

1. Agriculture Income Improvement Project (Myanmar)

<Lessons learned from similar projects> South Nawin Irrigation Project (Myanmar)

Farmer's agricultural methods, management, and logistical knowledge should be improved, even in irrigation rehabilitation projects.

<Measures>

- (1) This project takes agriculture development and extension strengthening as one of component of the project. Through improvement of demonstration farms, upgrading and diversification of extension modality, and camp & township offices, the project plans to **improve farmer's knowledge of agricultural methods, management, and logistics.**
- (2) This project plans to **conduct initiatives which aimed at forming the Water Users Group and other forms of participatory water management** by utilizing the Irrigation and Water Utilization Management Department's Irrigation Technology Center (ITC) Bago, which JICA provided support of capacity development for participatory water management through prior technical cooperation projects.

2. Emergency Housing Reconstruction Project (Nepal)

<Lessons learned from similar projects> Programme for Rehabilitation and Recovery from Typhoon Yolanda (Philippines)

The following 3 points need to be considered in implementing this project:

- (1) Establishment of a progress management committee comprised of relevant organizations in the partner country, and the regular holding of committee meetings
- (2) Steep rise in prices due to demand fueled by rehabilitation/reconstruction projects
- (3) Support for reconstruction taking into account the risk of disaster

<Measures>

In discussion with the World Bank (co-financer), the provision of reconstruction aid that also takes into account the risk of disasters other than earthquakes will be considered, based on the following three concepts:

- (1) **Establishment of an implementation and monitoring system** for the smooth implementation of the project
- (2) **Estimation of costs** and determination of sub-projects **taking into account the steep rise in the cost of materials and labor**
- (3) **“Build Back Better”**



Exhibition showing the construction of a model earthquake-resistant house at the venue of the consultative group meeting in Nepal

8. Examples that utilized evaluation results (3)

– Analysis and learnings learned from ex-post evaluation results –

Practical lessons for Special Economic Zone Development

- ✓ JICA is placing effort in refining its lessons learned on sector specific issues to be more practical by utilizing the results of ex-post evaluations for in-depth analysis.
- ✓ In FY2017, based on the Project Research on Support for Special Economic Zone Development, JICA summarized the lessons learned for special economic zone development.

<Points to consider and lessons learned>

(1) Commitment of government leaders

In order to lure businesses, special economic zones **need to offer attractive incentives (e.g. tax incentives and procedural deregulations)**. In order to make this a reality, government leaders need to demonstrate their commitment and show their strong leadership over financial and other regulatory authorities. The concrete commitment of government leaders can also make the special economic zone more appealing to foreign companies.

(2) Market research and selection of locations

The target companies and location of the special economic zone are to be selected based on the results of market research, including interviews with potential target industries and companies and analysis of the comparative advantages of the country in the chosen industries.

(3) One-stop service

It may be difficult to get permits and approvals, especially in developing countries where administrative procedures are not systematic. This may cause a huge obstacle to attracting private enterprises. One-stop service needs to be introduced, **which makes it easier to attract investors** by developing an integrated system where a single administration in charge of special economic zones carries out all necessary procedures.

(4) Land rental rates and infrastructure standards

The rates should be set not based on actual facility development costs but rather **according to market competitive rates**.

(5) Operations: participation of private entities

Whether or not special economic zones can attract foreign direct investment depends on various factors. Thus, **it is advised to involve private entities in the operation of special economic zones**.



The One Stop Service Center in the Thilawa Special Economic Zone

8. Examples that utilized evaluation results (4)

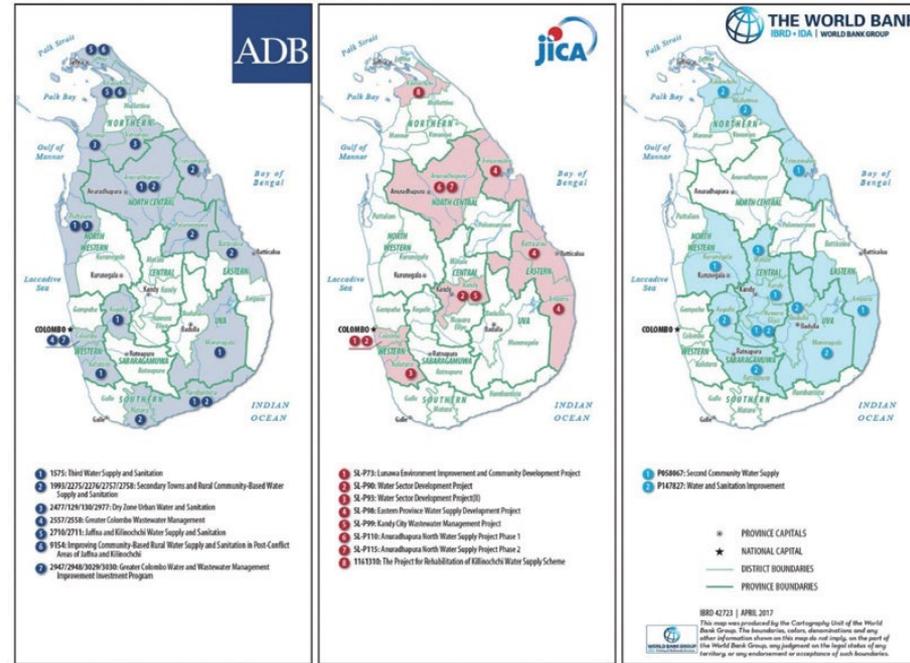
—Joint-review with other donors—

[JICA-WB-ADB Joint Case Study]

The Evaluation Department of JICA conducted a joint case study with the Independent Evaluation Group of the World Bank (WB) and the Independent Evaluation Department of the Asian Development Bank (ADB) from 2016 to 2017 to review their support over the previous 10 years in the water and sanitation sector in Sri Lanka.

As leading donors in the sector, JICA, WB, and ADB had implemented projects worth 3.3 billion USD in total over the decade since 2007. Although there was no official mechanism for donor coordination, **government coordination and informal information sharing among donors on a practical level** prevented overlapping of target areas and projects and facilitated **the division of roles among the three development partners**.

While JICA focused on metropolitan urban water supply, ADB on provincial urban water supply and WB on rural water supply.



◎Column◎

Message from the JICA Uganda Office ~ “Don’t stop following up!” ~

JICA Uganda Office was **able to conduct the evaluations efficiently and smoothly, thanks to a small-scale but long time follow-up led by national staff** after completion of the project. The national staff in charge reaffirmed the importance of enhancing the capacity of the organization (implementing agency) rather than the individual and the necessity of assessing things from long-term perspectives (project sustainability and continuous monitoring) as well as the responsibility of JICA as a development agency that could bring them a good learning opportunity. Our national staff will play a lead role in monitoring the project and follow-up and **leverage the evaluation results on an ongoing and positive basis**.



National staff of JICA
Uganda Office

9. Aspiring for "better projects" (1)

1. Quantitatively understanding the effects of a project (impact evaluation)

Impact evaluation is a technique of rigorously measuring the changes (impact) in a target society brought about by specific measures, projects, or development models. Amid a shifting focus toward development outcomes, international organizations such as the World Bank and bilateral aid agencies have proceeded to implement impact evaluations. JICA conducts impact evaluations in such sectors as health, education and agriculture.

[Application of impact evaluations]

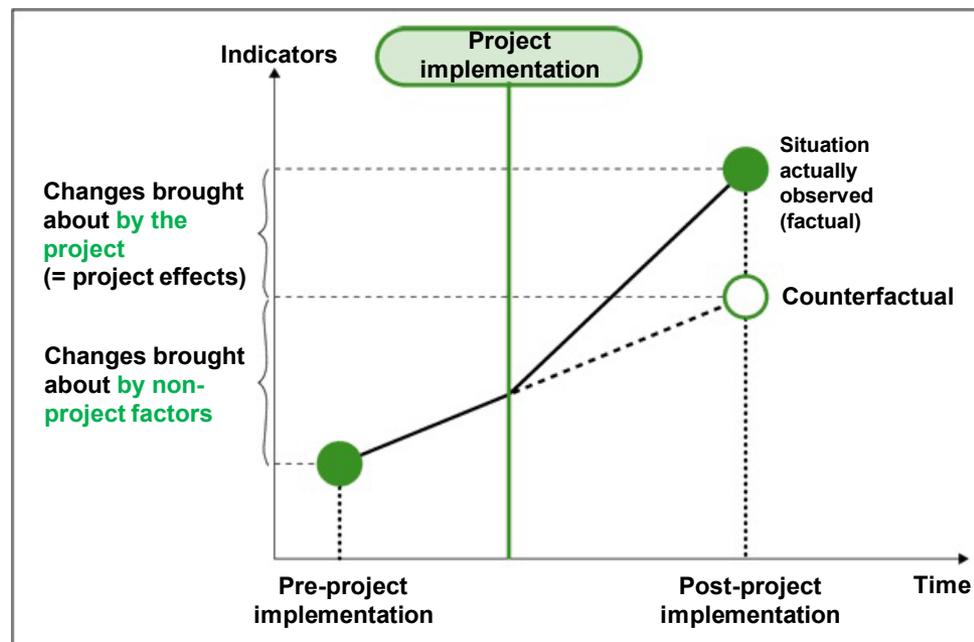
—The Project for Promotion of Sustainable 3R (Reduce, Reuse, and Recycle) Activities in Maputo (Mozambique, from 2013 to 2017)—

During the pilot phase of the technical cooperation project, impact evaluation with randomized controlled trial (RCT) was implemented to **decide the course of action of the project**. The evaluation result indicated that although all the three approaches: (1) provision of daily necessities to cooperators; (2) provision of waste separation containers; and (3) home-visit guidance would be effective in encouraging residents to separate waste, approach (2) would be most cost-effective. It was, however, confirmed that **even approach (2) would be far less cost-effective than other conventional recyclable waste collection approaches** in the suburbs of Maputo city targeted by the project. Eventually, the impact evaluation results **avoided the risk of scaling up a less effective development approach** of separate collection of recyclable waste.

* Detailed results of impact evaluations: https://www.jica.go.jp/english/our_work/evaluation/tech_and_grant/impact/index.html

** For working papers and seminar details relating to impact evaluations, see “Impact Evaluation” on the JICA Research Institute website.

<https://www.jica.go.jp/jica-ri/index.html>



Aspiring for "better projects" (2)

2. Process Analysis

JICA has been trying to find appropriate ways to **revisit and deepen analysis on the process through which project outcomes are produced**. We have so far tested this for the projects in India and Kenya on which we applied different analytical approaches. One of them is the **“project ethnography”** approach. This is a method used to document the implementation process of a development project referring to Ethnography; a method used in anthropology to record findings from the field studies.



Assembling of a tunnel boring machine in Delhi Mass Rapid Transport System Project

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Afterwords
Bibliography
Map of Delhi Metro
Endnotes

[Process Analysis on “Delhi Mass Rapid Transport System Project” in India]

(Also known as the Delhi Metro project)

By introducing the project ethnography approach in FY 2016, **the difficulties faced by those involved in the project, the ingenious contrivances to which they resorted and the impacts the project achieved** were revealed by the various episodes that we could not pick up through the ex-post evaluation based on the Five DAC Criteria.

The left shows the table of contents of the report “Breaking Ground- A Narrative on the Making of Delhi Metro.” **This narrative inspires readers to ask themselves the following questions:** What did leadership mean to the Delhi Metro project? What shortened the construction period for Delhi Metro and enabled an earlier start of operation than planned, while those large-scale infrastructure projects tend to be delayed in India? What are the lessons learned from the Calcutta Metro project which is allegedly an unsuccessful case? What transformation is taking place in the life of Delhi citizens?

* For more details, visit the following link:

https://www.jica.go.jp/activities/evaluation/ku57pq00001zf034-att/analysis_en_01.pdf

9. Aspiring for "better projects" (3)

2. Facilitating application of lessons learned from evaluation results

In an effort to take issues and success factors identified from the experiences of past projects and to promote their widespread utilization in other projects, JICA summarizes them into **reference points to be used when formulating/planning/implementing similar projects**. Specifically, JICA extracts the experiences (lessons learned) from past projects, categorizes them into separate issues and sectors and analyzes them. The results are being accumulated and organized so that they can be used by everyone. So far, JICA has worked on identifying practical lessons learned in such sectors as waste management, sewage management, peacebuilding and local governance.

Lesson 10:	Appropriate introduction of 3R (Reduce, Reuse, Recycle)
Applicable cases	Where a project is intended to promote the introduction of 3R to establish a recycling-based society
Risks	<ul style="list-style-type: none"> There is a risk of providing support that does not meet the needs or priority issues of the target country. There is a risk of limiting project activities due to the lack of involvement of stakeholders in the promotion of waste management.
Possible measures to be taken	<p>[Relevance of the introduction of 3R] Support for 3R initiatives should be based on the understanding of the development level of the target country because the need for 3R varies significantly among developing countries, depending on the economic development level and the municipality size.</p> <p>[Points to be considered when introducing recycling and waste reduction initiatives] (i) Develop an approach based on the prospect of the cost-bearing capacity of local authorities. (ii) Promote discussion with waste generators. (iii) When the private sector has already involved in separate waste collection, develop measures to support the mechanism</p> <p>[Identification and explanation of advantages] The assessment of the effectiveness and progress of 3R activities based on quantitative data can improve the understanding of the link between the activities and their effects such as waste reductions and economic values.</p>

Table: Lessons learned in field of waste management



A resettlement site

3. Utilization of broad knowledge

In Sri Lanka, which faced a severe shortage of electricity supply because the increasing demand had not been matched with the installed capacity in the country, JICA supported “Upper Kotmale Hydro Power Project (I)(II) *” and a total of 524 households were relocated from the project site due to the construction of a reservoir and other facilities.

In this ex-post evaluation, JICA collaborated with a local university and analyzed with **the specialized knowledge of the local expert**, so that it was revealed that this project brought a whole transformation in the affected people through drastic improvements in the quality of life and dwellings. In this way, JICA is promoting utilization of the broad knowledge held by universities and NGOs in evaluations.

* For further details about this project, see

https://www.jica.go.jp/english/news/jbic_archive/autocontents/english/news/2002/000017/appendix.html

Relevant websites

- JICA

<https://www.jica.go.jp/english/index.html>

- Project evaluation in JICA

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

→ Search the results of past evaluations

<http://www2.jica.go.jp/en/evaluation/index.php>

→ Read past Annual Evaluation Reports

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

- JICA Ogata Sadako Research Institute for Peace and Development

<https://www.jica.go.jp/jica-ri/index.html>

→ Read research results (working papers)

<https://www.jica.go.jp/jica-ri/ja/publication/workingpaper/index.html>

- Search books in the JICA Library

<http://libopac.jica.go.jp/top/index.do?method=change&langMode=ENG>

- Website for visualizing ODA (outlines of JICA projects)

<http://www.jica.go.jp/oda/> (Japanese)



<Questions and comments about this document>

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