

Advisory Committee on Evaluation

JICA established the Advisory Committee on Evaluation to enhance the evaluation quality, strengthen feedback of evaluation results and ensure accountability.

The Committee includes experts in international cooperation and those with expertise in evaluation from international organizations, academia, NGOs, media and private sector groups.

In two meetings held in FY 2018, various activities related to JICA's project evaluation and JICA's responses to advice and recommendations by the Committee provided in the past were discussed. Below are the main points discussed in the meetings in FY 2018.

List of Committee Members

(as of January 2019)

Chairperson	
Motoki Takahashi	Professor, Graduate School of Asian and African Area Studies, Kyoto University
Acting Chairperson	
Akifumi Kuchiki	Professor, College of Bioresource Sciences, Nihon University
Members	
Jun Ishimoto	Vice-Chairman, Engineering and Consulting Firms Association, Japan (ECFA)
Katsuji Imata	Board Chair, CSO Network Japan
Takashi Kurosaki	Professor, Institute of Economic Research, Hitotsubashi University
Satoko Kono	President, ARUN LLC
Tetsuo Kondo	Director, United Nations Development Programme (UNDP) Representation Office in Tokyo
Masaichi Nosaka	Researcher, Yomiuri Research Institute, The Yomiuri Shimbun
Yasukiyo Horiuchi	Deputy Director, International Cooperation Bureau, Keidanren (Japanese Business Federation)
Kiyoshi Yamaya	Professor, Doshisha University Graduate School of Policy and Management

Suggestions and Recommendations from the Committee	Actions Taken by JICA
Evaluation method improvement and analysis, learning and feedback of evaluation results	
<ul style="list-style-type: none"> •With the recognition that emerging issues are not measurable using the conventional Five DAC Criteria alone, efforts should be made to evaluate challenging operations by considering different evaluation methods from other perspectives. •To evaluate a set of outcomes like a cooperation program, as well as evaluating each project, unified evaluation methods applicable for multiple projects should be considered. •Useful results cannot be obtained from quantitative evaluations unless they are quantified with proper methodology. Quantifying indicators is important but quantitative evaluation alone may not suffice. Accordingly, effective evaluation should be achieved by maintaining a balance with qualitative evaluation. 	<ul style="list-style-type: none"> •Given diversified development issues and assistance schemes, JICA has been considering evaluation methods commensurate with their characteristics. While the Five DAC Criteria constitute the standard perspective for unified and reliable project evaluation, JICA keep challenging from perspective of operation evaluation such as gender perspective (p. 47), consideration of evaluation method together with improving the project management method (p. 42) and other aspects. •Many existing JICA cooperation programs cover relatively broad areas with a longer implementation period. The question of how such programs are evaluated has become relevant and JICA is striving to conduct ex-post evaluation of multiple projects with the same purpose in a unified manner. We attempt to conduct unified ex-ante/-post evaluations for multiple projects under different schemes, such as ODA Loan and Technical Cooperation projects, or Grant Aid and Technical Cooperation projects. •As well as conventional ex-post evaluations of individual projects; assessing both quantitative and qualitative indicators, JICA will keep striving to deepen both quantitative and qualitative analyses by applying an impact evaluation (p. 54) for the former and process analysis (p. 52) focusing on project formulation and implementation process for the latter.
Accountability to citizens and sharing of project evaluation results beyond organizational boundaries	
<ul style="list-style-type: none"> •Not only to leverage past evaluation results and lessons learned for future projects within JICA but also to receive external understanding, JICA should actively share how ex-post evaluation and lessons learned are specifically leveraged for subsequent project formulation and implementation to explain that JICA follows its PDCA cycle in a clearer way. 	<p>JICA has published ex-post evaluation reports which set out the individual project results and lessons learned. We also identify/analyze cross-sectoral lessons with specific themes, which have also been shared through this report (p.42). Moreover, through statistical analysis based on past ex-post evaluations (p.56), JICA will keep striving not only to leverage individual project results and lesson learned but also to gain feedback to project implementation policy for realizing project formulation in line with the overall thrust of cooperation. JICA will strive to share project evaluation results that transcend organizational boundaries.</p>
Review of the decade after the organizational integration in 2008 and future challenges	
<p>During the 2018 milestone for the decade elapsed since the merger between JICA and overseas economic cooperation operations of the then Japan Bank for International Cooperation in 2008, external advisors shared their review of JICA's operational evaluation over the decade and their insight into future issues.</p> <ul style="list-style-type: none"> •Evaluating development effects by faithfully following the Five DAC Criteria over the last decade is a precious organizational asset. Given that JICA's assistance is to develop recipient countries, the mission of the project evaluation is to confirm and analyze their development effect. •Summarizing and reviewing the background and history of improvement of previous project evaluations will help consolidate and improve the project evaluation. As well as selecting and focusing on evaluations with the limited resources in mind, there is also a need to clarify the evaluation policy as an organization and avoid excessively sticking to international trends. •We expect that JICA retain an evaluation for operations, not as an end to itself. Despite attempting various evaluation methods, the true purpose of evaluation involves contributing to operational improvement, rather than devising any new evaluation method. We expect evaluations and proposals that are useful in the field. 	

Related links:

The past suggestions and recommendations from the Committee are available on the JICA website.
 ▶ <https://www.jica.go.jp/activities/evaluation/iinkai/index.html>

