

# Building a consistent system by conducting evaluations at each project stage, especially ex-ante and ex-post evaluations (project and thematic).

JBIC undertakes ex-ante evaluations during the preparatory stages of projects and ex-post (project and thematic) evaluations at the completion stage. Further, with a view to enhancing the consistency of its evaluation system, JBIC has begun introducing mid-term reviews which are conducted five years after the conclusion of a loan agreement and focus on the relevance of project plans and the project's effectiveness, as well as ex-post monitoring, which is conducted seven years after project completion and assesses the project's effectiveness, impacts and sustainability. JBIC also evaluates the Medium-Term Strategy for Overseas Economic Cooperation Operations, which determines the basic concepts and direction of ODA loan assistance.

# Each project stage and the evaluation system

Medium-Term Strategy for Overseas Economic

**Cooperation Operations** 

JBIC is responsible for developing the Medium-Term Strategy for Overseas Economic Cooperation Operations that represents a basic principle that determines important matters of ODA loans within the general framework of the ODA Charter and the ODA Mid-term Policy, to ensure the efficiency and effectiveness of ODA loans. The strategy for operations positions Asia as a priority region for ODA loans and highlights areas such as poverty reduction and human resource development (see page 16).

## **Ex-post Monitoring**

**Sector Strategy** 

Ex-post monitoring assesses the effectiveness, impacts and sustainability of a project seven years after completion. JBIC is currently preparing to introduce this process. Following up on projects when an appreciable amount of time has passed after completion is expected to encourage developing countries to establish their own mechanism for monitoring the implementation of the lessons learned and recommendations outlined in the ex-post evaluation report, the preparation of statistical data and so forth.

# **Follow-up**

Follow-ups after completion of projects are a crucial means of confirming the sustainability of project effects and the generation of impacts.

## **Evaluating the strategy** for operations

**Country Assistance** 

Strategy

JBIC evaluates the Medium-Term Strategy for Overseas Economic Cooperation Operations every three years (the current strategy covers the period from April 2002 through March 2005). The evaluation results are published having been reviewed by the External Experts Committee. Together with, the results, new strategy for operations is formulated after obtaining comments from the public.

## **Ex-post Evaluation**



Ex-post evaluations assess the relevance, effectiveness, efficiency, impacts and sustainability of each project on the basis of international evaluation criteria. They are carried out for all projects two years after completion so as to ensure full accountability and to enhance effectiveness and efficiency of ODA operations.

# **Preparation**

Having received a request from the government of a developing country, an appraisal team from JBIC holds discussions with the government of the country and conducts a field survey and economic analysis. Based on the results, the Government of Japan and the Government of the developing country establish a diplomatic agreement and then JBIC concludes a loan agreement. In case that support is necessary for project preparation, JBIC also undertakes SAPROF.

# Feedback

Evaluation results, lessons learned and recommendations are shared extensively with the developing countries and are used to improve development projects.

# Special Assistance

for Project Formation (SAPROF) Even on highly necessary projects, in case that the preparation of project plans in the developing country is insufficient due to a limitation to expertise, SAPROF is undertaken as a means of

providing support for project

formation

# **Completion**

Once a project is completed and operational, service provision begins and the people of the developing country start to receive supplies of electric power or water, etc In certain cases, JBIC will undertake SAPS to ensure that project effects are being sufficiently generated.

## Special Assistance for Project Sustainability (SAPS) SAPS supports the development of systems within developing countries that are designed to ensure sustainability of project effects and the generation of project impacts.

### Introduction 9

### **Ex-ante Evaluation**



Ex-ante evaluations are undertaken for all projects that are involved in loan agreements with a view to ensuring full accountability and transparency and of facilitating the effective and efficient implementation of ODA projects. Exante evaluations verify the necessity and relevance of JBIC assistance, set evaluation indicators and are published in the form of exante evaluation reports.

# Implementation

Once a loan agreement is concluded, a project is implemented by the government of the developing countries and the necessary resources, civil engineering contracts and so forth are procured through international competitive bidding. These processes are monitored by JBIC. If some support for implementation is required, JBIC support for implementation is required, JBI also undertakes SAPI.

# Special Assistance for

**Project Implementation (SAPI)** SAPI is complementary study that is undertaken to facilitate the smooth implementation of a project and ensure that the expected effects are generated

# **Mid-term Review**

Mid-term review are conducted at the intermediary stage, five years after conclusion of the loan agreement and ahead of the expost evaluations that are undertaken two years after a project is completed when project effects are being sufficiently generated. Mid-term review focus on the relevance and effectiveness of project plans. Preparations for the introduction of this review process are currently in progress. Once it is in place, it will further strengthen implementation monitoring procedures