Introduction

Evaluation of ODA Loan Projects

JBIC is building a consistent system by conducting evaluations at each projects stage, especially ex-ante evaluations and ex-post evaluations (both 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. Furthermore, with a view to enhancing the consistency of its evaluation system, JBIC has introduced 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; moreover, JBIC has introduced 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



Ex-post monitoring assesses the effectiveness, impacts, and sustainability of a project seven years after completion. Following up on projects after an appreciable amount of time has passed is expected to encourage developing countries to apply the lessons learned and the recommendations outlined in the expost evaluation report, prepare statistical data, and establish their own mechanisms of monitoring. Ex-post monitoring is currently in the trial phase prior to full-scale implementation.

Sector Strategy

Country Assistance Strategy

for Operations

Economic Cooperation Operations every three years

are published after being

reviewed by the External

the evaluation results and

public, a new strategy for

operations is formulated.

JBIC evaluates the Medium-

Term Strategy for Overseas

(see p. 9). The evaluation results

Experts Committee. Based on

comments obtained from the

Evaluation of Strategy

Medium-Term Strategy for Overseas Economic **Cooperation Operations**

Follow-Up

Follow-ups after completion of projects, including follow-ups on the lessons learned and the recommendations in the ex-post evaluation reports, are a crucial means of confirming the sustainability of project effects and the incidence of impacts.

Reflection in Strategy

The results of evaluations of individual projects as well as evaluations by country and by sector are referred to when evaluating the strategy and are used when planning and formulating strategy for the future.

Ex-Post Evaluation



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

Ex-post evaluations assess the relevance,

After receiving 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 Japanese government and the government of the developing country establish a diplomatic agreement, and JBIC then concludes a loan agreement with the developing country. In the event that support is necessary for project preparation, JBIC also implements SAPROF.

Feedback

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

Preparation

Special Assistance for Project Formulation (SAPROF) In the event that the preparation of project plans by the developing country is insufficient due to limitations in expertise even though there is a strong need for the project, SAPROF is instigated as a means of support for project formation

Completion

Once a project is completed and operational, provision of services begins, and the people of the developing country begin to receive services such as water or electric power. 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 and is designed to ensure sustainability of project effects and the generation of project impacts

11 Introduction



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 to facilitating the effective and efficient implementation of ODA projects. Exante evaluations verify the necessity and relevance of JBIC assistance and set evaluation indicators. They are published in the form of exante evaluation reports.

Implementation

Once loan agreements are concluded, projects are implemented by the governments of the developing countries. 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 undertakes SAPI.

Special Assistance for

Project Implementation (SAPI) SAPI is a supplementary study that is undertaken to facilitate smooth implementation of projects and ensure that the expected effects are generated.

Mid-Term Review

Mid-term reviews are conducted five years after conclusion of the loan agreement and prior to the ex-post evaluations that are undertaken two years after a project is completed when project effects are being more fully generated. Mid-term reviews focus on the relevance and effectiveness of project plans. Mid-term reviews will further strengthen the monitoring of the implementation stage. The review process is currently in the trial phase awaiting full-scale implementation.