

By giving feedback to developing countries and JBIC itself, lessons learned and recommendations obtained in evaluations are utilized for effective and efficient implementation of future projects.

“Lessons learned” is a lesson obtained from evaluation of a project, which is applicable to a similar project. “Recommendation” is a suggestion that is useful for the improvement of the evaluated project. By giving feedback to developing countries and JBIC itself, lessons learned and recommendations obtained in evaluations are utilized for effective and efficient implementation of future projects. In 40 project evaluations for FY 2004, lessons learned and recommendations are given in 17 projects. Lessons learned

and recommendations are concerned with wide-ranging issues, including project planning, project supervision, and operation and management. In most cases, executing agencies and JBIC are requested to take additional measures. Some of the lessons learned and recommendations are presented below. In addition, how lessons learned and recommendations are obtained in an evaluation, is given using an example of Thailand “Regional Road Improvement Project (1) (2)”.

Major lessons learned and recommendations

No.	Country	Project	Lessons learned and recommendations
11	Indonesia	Integrated Horticultural Development in Upland Areas Project (overall rating: B)	In order to give farmers the incentive to get involved in cultivation horticultural crops and further increase motivation, the executing agency is advised to enhance the cooperation of local governments in actively providing farmers with the opportunity to show their products by, for example, holding regular trade fairs, or nationwide contests for the farmers’ groups on good performance.
17	The Philippines	Environmental Infrastructure Support Credit Program (overall rating: A)	In this project, the number of loans extended to large corporations outweighs those granted to small and medium-size enterprises. In order to stimulate needs for environmental investment among small and medium-size enterprises and to link these needs with effective use of the revolving fund, the executing agency is advised to collaborate with agencies such as chambers of commerce and industry nationwide, and to continue and enhance its educational activities for environmental awareness and dissemination of information.
29	Pakistan	Locomotives Manufacturing Factory Project (overall rating: D)	Pakistan Railways needs to conduct a market study focused on the recovery of market share in long-distance, large-volume freight transport and to promote construction and installation of railway infrastructure, like double-tracking and introduction of new-type cars, while it steadily promotes administrative reforms such as the formation of a public corporation and allowance of partial entry of private companies into train service.
38	Colombia	Aguablanca Water Supply and Sewerage Project (overall rating: C)	In order to enhance utilization of the sewage treatment plant and to prevent contamination of the Cauca River, it is desired that the city government of Cali crack down on illegal connections to stormwater drains, improve the trash collection system to prevent dumping of garbage in sewer pipes, and conduct educational activities for residents.

3 Thailand: Lessons Learned and Recommendations to “Regional Road Improvement Project (1) (2)”

In this project, trunk national highways in Central and South Thailand were improved with a view to increasing traffic capacity and easing traffic congestion. As a result of the project, vehicle operation cost was reduced and the bottleneck of physical distribution has been eliminated. Companies in the target regions said that “this project contributed to the promotion of industries such as lumber processing, rubber processing, marine product processing, and tourism in the region”. On the other hand, as a result of road widening for the project, it became difficult for pedestrians to cross the road at some locations. It is advisable to ensure convenience for local residents by constructing pedestrian overpasses where necessary, while holding workshops at the planning and implementation stages and to give consideration to the situation of the region and the needs of local residents. (Overall rating: A)



National highway improved by this project