



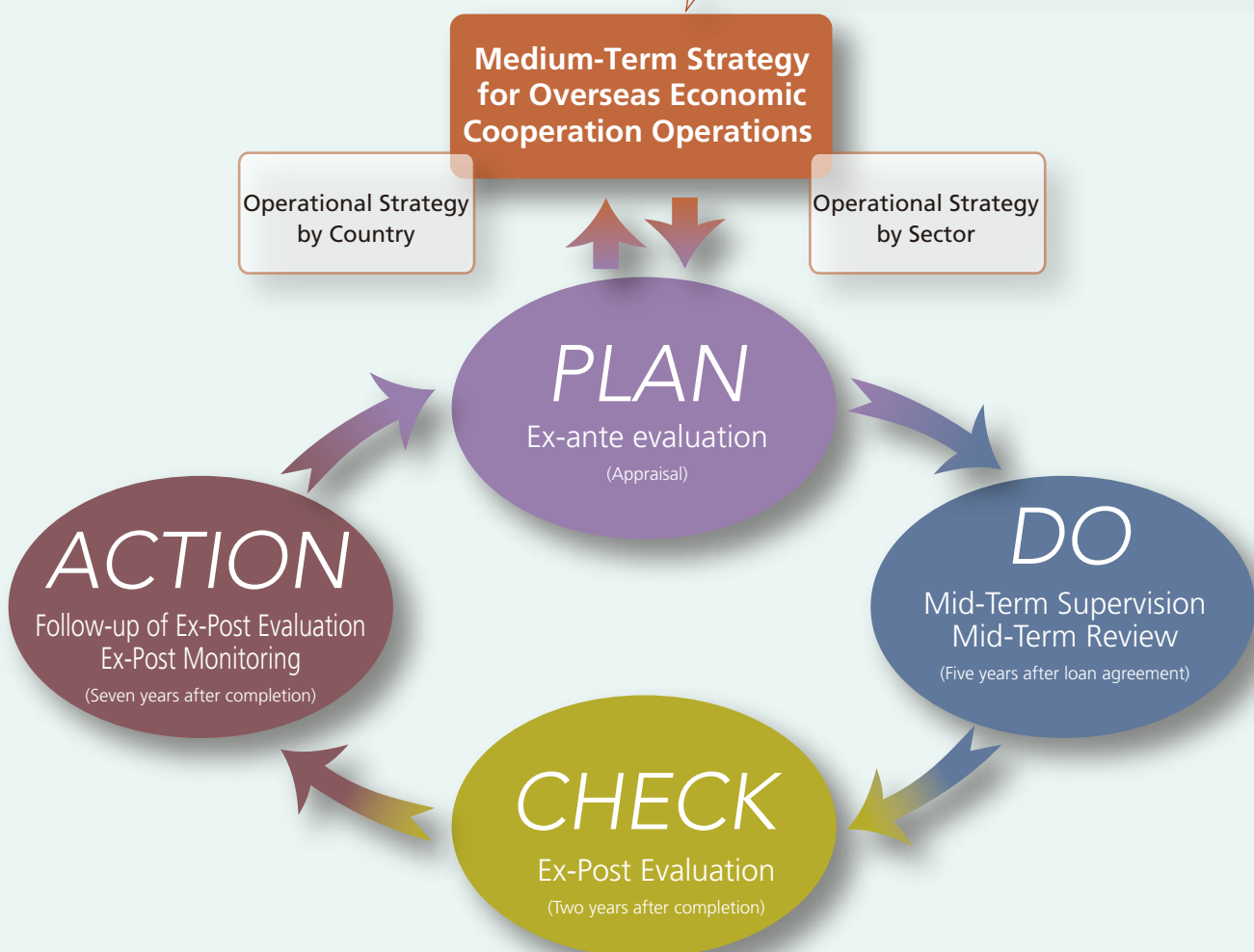
JBIC is working to improve development results for aid recipient countries even more, by utilizing the PDCA cycle (Plan-Do-Check-Action) in implementing ODA operations.

JBIC's ODA Operation Evaluation System Utilizing PDCA Cycle

Evaluation of the Medium-Term Strategy for Overseas Economic Cooperation Operations

JBIC undertakes its ODA loan operations based on the "Medium-Term Strategy for Overseas Economic Cooperation Operations," which is formulated every three years. (Current strategy in effect from April 1, 2005, to March 31, 2008.) In the strategy, the basic approach is expressed as a three-part agenda consisting of "Focus on Development Results," "Medium- to Long-term Perspectives," and "Efforts for Transparency of Japanese ODA Loans," and the four priority areas are stated as "Poverty Reduction," "A Foundation for Sustained Growth," "Global Issues and Peace-building," and "Human Resources Development."

JBIC has done an evaluation of this implementation policy, and the evaluation results passed through an examination by the panel of "External Experts on the Feedback Committee," and were announced.



The PDCA cycle is being utilized in JBIC's ODA operation. To improve development results, ex-ante evaluation, mid-term review, ex-post evaluation, and ex-post monitoring are conducted for individual projects at each stage of PDCA.

JBIC is establishing consistent evaluation system covering from project planning stage to after completion, with ex-ante evaluation conducted at the planning stage; mid-term review to examine the relevance of project plan and effectiveness during project implementation; an ex-post evaluation, at the project completion stage; and ex-post monitoring conducted seven years after project

completion to examine the project's effectiveness, impact, sustainability, etc. In addition to evaluation of individual projects, the Medium-Term Strategy for Overseas Economic Cooperation Operations (which established the principal idea and direction of JBIC's ODA operation) is also evaluated, with evaluation results passed through examination by External Advisory Committee, and then announced. New basic strategies are being formulated having obtained public comments based on these examination results.

Ex-ante Evaluation → See p.13

Ex-ante evaluation is conducted to examine the project's necessity, whether there are no problems with the effectiveness or implementation plan in the appraisal result, and whether the indicators set forth to quantitatively measure results objectives are appropriate. Starting from FY2001, JBIC has conducted ex-ante evaluation for all the projects. Those results are announced in the form of the ex-ante evaluation report.

Number of Project Ex-ante Evaluations Announced

| Fiscal Year | 2001 | 2002 | 2003 | 2004 | 2005 |
|------------------|------|------|------|------|------|
| Number announced | 32 | 41 | 42 | 47 | 50 |

Ex-post Evaluation → See p.17

Ex-post evaluation is conducted two years after project completion to examine, based on international evaluation criteria: whether the ongoing project was relevant; whether the implementation method was efficient; whether the project sufficiently achieved the initially planned effect; whether the executing agency in charge of the project could manage the project sustainability in the future, etc. Similar to ex-ante evaluation, JBIC conducts an ex-post evaluation of all the projects, and those results are provided as feedback to the project executing agency.

Mid-term review → See p.15

Mid-term review is conducted five years after loan agreement to examine if the project's plan is relevant still in the implementation stage, if there are no concerns that will prevent achievement of the initially planned project effectiveness, etc.

Evaluation results of the Mid-term review:
"Hai Phong Port Rehabilitation Project (2) "



Hai Phong Port

In the mid-term review for the Vietnam Hai Phong Port Rehabilitation Project (2), implemented in FY2004, it was confirmed that the importance of the project's objective to upgrade cargo handling capacity by strengthening the functions of Hai Phong Port continues to be very high. It was also confirmed that the port's annual cargo volume greatly exceeded the plan at the time of appraisal, and the possibility of upgrading the capacity of Hai Phong Port even more should be considered in order to meet future increases in cargo volume. The evaluation results obtained here were fed back as a recommendation to the executing agency, etc.

Ex-post Monitoring → See p.19

Ex-post monitoring is conducted seven years after project completion to examine if the project effectiveness continues to be sufficient, if there are no problems with the technical capacity, structure, or financial status of the executing agency, or with operation and maintenance of the project. It also verifies if the lessons learned and recommendations in the ex-post evaluation, which were provided as feedback to the project executing agency, are being dealt with.

Evaluation results of Ex-post monitoring
"Map Ta Phut-Sattahip water pipeline project"

Ex-post monitoring of the Map Ta Phut-Sattahip water pipeline project in Thailand, which was conducted in FY2004, confirmed that the water transmission amount had risen to 3.3 times of that at the time of ex-post evaluation (7.3 million tons per year), and the project's effectiveness was steadily increasing. It also confirmed that, together with water supplied from a new water purification plant currently under construction, it is estimated to reach the objective amount (14 million tons per year) in several years time.