JBIC’s overseas economic cooperation operations will be merged with the Japan International Cooperation Agency (JICA) in October 2008.

The Outline of Evaluation Report on ODA Loan Projects 2007

JBIC’s ODA Operation Evaluation System Utilizing the PDCA Cycle

- **PLAN**
  - Ex-ante Evaluation

- **ACTION**
  - Mid-Term Supervision
  - Mid-term Review
  - Ex-ante Evaluation

- **CHECK**
  - Mid-term Review
  - Ex-ante Evaluation

- **DO**
  - Mid-Term Supervision

**Ex-ante Evaluation**
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.

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

**Ex-post Evaluation**
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.

**Ex-post Monitoring**
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; if the recommendations in the ex-post evaluation, provided as feedback to the executing agency, are being dealt with.
JBIC’s overseas economic cooperation operations will be merged with the Japan International Cooperation Agency (JICA) in October 2008.

The Outline of Evaluation Report on ODA Loan Projects

2007

JBIC’s ODA Operation Evaluation System Utilizing the PDCA Cycle

PLAN
Ex-ante Evaluation

DO
Mid-term Supervision

CHECK
Ex-post Evaluation

ACTION
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.

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

Ex-post evaluation is conducted two years after project completion to examine, based on international evaluation criteria: whether the 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.

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 recommendations in the ex-post evaluation, provided as feedback to the executing agency, are being dealt with.
Global Issues and Peace-Building
Thailand: Promotion of Electricity Energy Efficiency Project

Project Outline
The objective of the project was to strengthen the capacity of the energy sector and related private businesses to supply energy-saving products and services, and thereby contribute to the promotion of energy efficiency and the reduction of global warming gases and air pollution in Thailand.

Project Results
The project was carried out as part of a global warming initiative under the Global Environment Facility (GEF), which has a single top-down strategy for project implementation. The project achieved an annual power savings of approximately 4,200 GW, resulting in the reduction of global warming gases and air pollution in Thailand. The project also contributed to the promotion of energy efficiency and the reduction of global warming gases and air pollution in Thailand.

Evaluation Results
Through ex-post monitoring and the Special Assistance Facility (SAF), JBIC will follow up on the issues, lessons learned, and recommendations to ensure that the project objectives are achieved. The evaluations will focus on the background and processes that unambiguously resulted in project suspension and on deriving lessons that would lead to the improvement of future projects.

Lessons Learned, Recommendations
Both of these projects were suspended after partial implementation, mainly due to insufficient support from donors. At the end of 2000 (the year of project completion), the project had resulted in an annual power savings of approximately 4,200 GW, thereby contributing to the reduction of global warming gases and air pollution in Thailand.

Thailand: Promotion of Electricity Energy Efficiency Project

Project Outline
The objective of the project was to strengthen the capacity of the energy sector and related private businesses to supply energy-saving products and services, and thereby contribute to the promotion of energy efficiency and the reduction of global warming gases and air pollution in Thailand.

Project Results
The project was carried out as part of a global warming initiative under the Global Environment Facility (GEF), which has a single top-down strategy for project implementation. The project achieved an annual power savings of approximately 4,200 GW, resulting in the reduction of global warming gases and air pollution in Thailand. The project also contributed to the promotion of energy efficiency and the reduction of global warming gases and air pollution in Thailand.

Evaluation Results
Through ex-post monitoring and the Special Assistance Facility (SAF), JBIC will follow up on the issues, lessons learned, and recommendations to ensure that the project objectives are achieved. The evaluations will focus on the background and processes that unambiguously resulted in project suspension and on deriving lessons that would lead to the improvement of future projects.

Lessons Learned, Recommendations
Both of these projects were suspended after partial implementation, mainly due to insufficient support from donors. At the end of 2000 (the year of project completion), the project had resulted in an annual power savings of approximately 4,200 GW, thereby contributing to the reduction of global warming gases and air pollution in Thailand.

Thailand: Promotion of Electricity Energy Efficiency Project

Project Outline
The objective of the project was to strengthen the capacity of the energy sector and related private businesses to supply energy-saving products and services, and thereby contribute to the promotion of energy efficiency and the reduction of global warming gases and air pollution in Thailand.

Project Results
The project was carried out as part of a global warming initiative under the Global Environment Facility (GEF), which has a single top-down strategy for project implementation. The project achieved an annual power savings of approximately 4,200 GW, resulting in the reduction of global warming gases and air pollution in Thailand. The project also contributed to the promotion of energy efficiency and the reduction of global warming gases and air pollution in Thailand.

Evaluation Results
Through ex-post monitoring and the Special Assistance Facility (SAF), JBIC will follow up on the issues, lessons learned, and recommendations to ensure that the project objectives are achieved. The evaluations will focus on the background and processes that unambiguously resulted in project suspension and on deriving lessons that would lead to the improvement of future projects.

Lessons Learned, Recommendations
Both of these projects were suspended after partial implementation, mainly due to insufficient support from donors. At the end of 2000 (the year of project completion), the project had resulted in an annual power savings of approximately 4,200 GW, thereby contributing to the reduction of global warming gases and air pollution in Thailand.

Thailand: Promotion of Electricity Energy Efficiency Project

Project Outline
The objective of the project was to strengthen the capacity of the energy sector and related private businesses to supply energy-saving products and services, and thereby contribute to the promotion of energy efficiency and the reduction of global warming gases and air pollution in Thailand.

Project Results
The project was carried out as part of a global warming initiative under the Global Environment Facility (GEF), which has a single top-down strategy for project implementation. The project achieved an annual power savings of approximately 4,200 GW, resulting in the reduction of global warming gases and air pollution in Thailand. The project also contributed to the promotion of energy efficiency and the reduction of global warming gases and air pollution in Thailand.

Evaluation Results
Through ex-post monitoring and the Special Assistance Facility (SAF), JBIC will follow up on the issues, lessons learned, and recommendations to ensure that the project objectives are achieved. The evaluations will focus on the background and processes that unambiguously resulted in project suspension and on deriving lessons that would lead to the improvement of future projects.

Lessons Learned, Recommendations
Both of these projects were suspended after partial implementation, mainly due to insufficient support from donors. At the end of 2000 (the year of project completion), the project had resulted in an annual power savings of approximately 4,200 GW, thereby contributing to the reduction of global warming gases and air pollution in Thailand.

Thailand: Promotion of Electricity Energy Efficiency Project

Project Outline
The objective of the project was to strengthen the capacity of the energy sector and related private businesses to supply energy-saving products and services, and thereby contribute to the promotion of energy efficiency and the reduction of global warming gases and air pollution in Thailand.

Project Results
The project was carried out as part of a global warming initiative under the Global Environment Facility (GEF), which has a single top-down strategy for project implementation. The project achieved an annual power savings of approximately 4,200 GW, resulting in the reduction of global warming gases and air pollution in Thailand. The project also contributed to the promotion of energy efficiency and the reduction of global warming gases and air pollution in Thailand.

Evaluation Results
Through ex-post monitoring and the Special Assistance Facility (SAF), JBIC will follow up on the issues, lessons learned, and recommendations to ensure that the project objectives are achieved. The evaluations will focus on the background and processes that unambiguously resulted in project suspension and on deriving lessons that would lead to the improvement of future projects.

Lessons Learned, Recommendations
Both of these projects were suspended after partial implementation, mainly due to insufficient support from donors. At the end of 2000 (the year of project completion), the project had resulted in an annual power savings of approximately 4,200 GW, thereby contributing to the reduction of global warming gases and air pollution in Thailand.

Thailand: Promotion of Electricity Energy Efficiency Project

Project Outline
The objective of the project was to strengthen the capacity of the energy sector and related private businesses to supply energy-saving products and services, and thereby contribute to the promotion of energy efficiency and the reduction of global warming gases and air pollution in Thailand.

Project Results
The project was carried out as part of a global warming initiative under the Global Environment Facility (GEF), which has a single top-down strategy for project implementation. The project achieved an annual power savings of approximately 4,200 GW, resulting in the reduction of global warming gases and air pollution in Thailand. The project also contributed to the promotion of energy efficiency and the reduction of global warming gases and air pollution in Thailand.

Evaluation Results
Through ex-post monitoring and the Special Assistance Facility (SAF), JBIC will follow up on the issues, lessons learned, and recommendations to ensure that the project objectives are achieved. The evaluations will focus on the background and processes that unambiguously resulted in project suspension and on deriving lessons that would lead to the improvement of future projects.

Lessons Learned, Recommendations
Both of these projects were suspended after partial implementation, mainly due to insufficient support from donors. At the end of 2000 (the year of project completion), the project had resulted in an annual power savings of approximately 4,200 GW, thereby contributing to the reduction of global warming gases and air pollution in Thailand.
Global Issues and Peace-Building

Thailand: Promotion of Electricity Energy Efficiency Project

Project Outline

The project was carried out as part of a global warming initiative under the Global Environment Facility (GEF), of which Japan is one of the top contributors. This project was aimed at reducing the per capita energy consumption by 23% and greenhouse gas emissions by 8% by 2009, compared with 1990 levels. The project focused on promoting energy efficiency in public buildings, transportation, and industry. The project was implemented in conjunction with the Thai government and relevant provincial authorities.

Evaluation Results

The project achieved its goals in terms of energy efficiency improvements and emission reductions. The project successfully demonstrated the feasibility of energy efficiency measures in various sectors, and the results were also used to support the design of future projects.

Indonesia: Professional Human Resource Development Project (2)

Project Outline

The objective of this project was to improve the human resource development capacity in Indonesia by providing scholarships and training opportunities. The project was implemented in collaboration with the Indonesian government and relevant universities. The project aimed to enhance the skills and knowledge of Indonesian professionals, thereby contributing to the development of the country.

Evaluation Results

The project successfully achieved its objectives by providing high-quality training and scholarships for Indonesian professionals. The project also contributed to the development of the Indonesian human resource development sector, with a significant number of graduates returning to their home countries to contribute to the national development efforts.
Ex-Post Evaluation and Rating Results (p.21)

JBIC is conducting ex-post evaluations for all projects in the 2nd year after completion, with the aim of more effective and efficient execution of ODA operations, and to ensure public accountability. Since FY2004, JBIC has initiated a four level rating system—A (Highly satisfactory), B (Satisfactory), C (Moderately satisfactory), and D (Unsatisfactory). Of the 46 ex-post project evaluations released in FY2007, 23 projects (50%) were rated A, 14 projects (30%) were rated B, 4 projects (9%) were rated C, and 5 projects (11%) were rated D.

Overview of Ex-Post Evaluation (p.17, 18)

1. Based on International Evaluation Criteria (DAC Five Evaluation Criteria): JBIC assesses several points, including whether the project is consistent with the policies of developing countries (relevance), how short the time and how low the cost required to complete the project was (efficiency), whether effects are being realized as planned (effectiveness and impact), and whether the effects are likely to continue in the future (sustainability).

2. Conducted Entirely by External Evaluators: External evaluators selected through a competitive process discuss with the government of the developing country, conduct a beneficiary survey and project site survey, then evaluate the project and assign ratings.

3. Rating Based on Evaluation Results

4. To enhance the objectivity of the evaluations, JBIC obtains third-party opinions from experts in developing countries regarding the results of the ex-post evaluation for each project.

5. Sharing Evaluation Results with Developing Countries (Improving Policy and Projects by Using Lessons Learned and Recommendations from the Evaluation)


7. To ensure public accountability, JBIC publishes all evaluation results (evaluation results, ratings, and third-party opinions).

8. Improvement of the Operation through the Feedback of Evaluation Results (utilized in ex-ante evaluations and Special Assistance Facilities (SAF))

Analysis of Ratings

Evaluation Results Released in FY2007

- 5 projects (11%)
- 4 projects (9%)
- 14 projects (30%)

Evaluation Results Released in FY2006 (for comparison with FY2007)

- 2 projects (4%)
- 9 projects (16%)
- 24 projects (43%)

Ratings (p.65 - 110)

<table>
<thead>
<tr>
<th>No.</th>
<th>Country</th>
<th>Project Name</th>
<th>Relevance</th>
<th>Decision-making efficiency</th>
<th>Sustainability</th>
<th>Overall Rating</th>
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<td>1</td>
<td>Thailand</td>
<td>Agriculture Sector Loan</td>
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<td>a</td>
<td>b</td>
<td>A</td>
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<td>3</td>
<td>Thailand</td>
<td>Lam ta khong pumped storage project</td>
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<td>a</td>
<td>b</td>
<td>B</td>
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<td>4</td>
<td>Thailand</td>
<td>Wat niork in bridge and connecting road construction projects (1)(2)</td>
<td>a</td>
<td>a</td>
<td>b</td>
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<td>Indonesia</td>
<td>Surabay urban development project (1)</td>
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<td>a</td>
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<td>Indonesia</td>
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<td>Indonesia</td>
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<td>8</td>
<td>Indonesia</td>
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<td>Philippines</td>
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<td>Philippines</td>
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<td>Philippines</td>
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<td>b</td>
<td>b</td>
<td>C</td>
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<td>China</td>
<td>Beijing no.9 water works expansion project</td>
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<td>a</td>
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<td>16</td>
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<td>a</td>
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<td>Pakistan</td>
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<td>a</td>
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<td>India</td>
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<td>36</td>
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<td>Romania</td>
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<td>Azerbaijan</td>
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<td>41</td>
<td>Kazakhstan</td>
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<td>Tunisia</td>
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<td>a</td>
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<td>Tunisia</td>
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<td>b</td>
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<td>46</td>
<td>Tunisia</td>
<td>Water pipeline construction and irrigation project in north tunisia</td>
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<td>b</td>
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<td>A</td>
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<td>47</td>
<td>Morocco</td>
<td>Rural electrification project</td>
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<td>a</td>
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<td>48</td>
<td>South Africa</td>
<td>Enhancebile region water augmentation project</td>
<td>c</td>
<td>a/a</td>
<td>a/a</td>
<td>D</td>
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n/a: not applicable
Ex-Ante Evaluation, Mid-Term Review, Ex-Post Monitoring

Number of Ex-Ante Evaluations by Region (FY2006)

<table>
<thead>
<tr>
<th>Region</th>
<th>Number</th>
</tr>
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<tbody>
<tr>
<td>Southeast Asia</td>
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<tr>
<td>East Asia</td>
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<td>South Asia &amp; Central Asia</td>
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<td>Africa</td>
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<td>Latin America</td>
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</tbody>
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Projects for Mid-Term Review (FY2006)

- China: Ningxia Afforestation and Vegetation Cover Project
- Gansu Province Road Construction Project
- Hunan Province Road Construction Project
- Philippines: Help for Catubig Agricultural Advancement Project
- The Laoag River Basin Flood Control and Sabo Project
- Sustainable Environmental Management Project in Northern Palawan
- Subic-Clark-Tarlac Expressway Project
- Urgent Bridges Construction Project for Rural Development
- Vietnam: Bai Chay Bridge Construction Project
- Tan Son Nhat International Airport Terminal Construction Project
- Sri Lanka: Upper Kotmale Hydro Power Project
- Bulgaria: Sofia Metro Extension Project
- Tunisia: El Jem – Sfax Motorway Construction Project

Projects for Ex-Post Monitoring (FY2006)

- Indonesia: Semarang Port Development Project (2-1) (2-2)
- South Sumatra Swamp Improvement Project
- Philippines: Rural Road Network Development Project (1)
- Revitalization of Main Line South Project
- Sri Lanka: Transportation Rehabilitation Project (Railways)
- Pakistan: Track Circuits at 94 Mainline Stations Project
- Nepal: Udaipur Cement Project
- India: Teesta Canal Hydroelectric Project (1) (2)
- Chile: Railway Rehabilitation Project
- Peru: Program to Strengthen Health Services

Egypt: The Grand Egyptian Museum Construction Project

The loan agreement of this project was concluded in FY2006 with the aims of contribution to the tourism industry, which is a valuable source of foreign currency revenue, in particular by effectively utilizing its historical cultural heritage. The project’s ex-ante evaluation verified the following indicators: number of tourists, entrance fee revenues, and number of cultural heritage assets restored.

Bulgaria: Sofia Metro Extension Project

The Mid-Term Review conducted in FY2006 confirmed the continued importance of this project, which is constructing stations and a tunnel from the 7th to 9th station, using the shield tunneling method which Bulgaria does not have experience with. On the other hand, it is requiring time and effort for technology transfer of the shield tunneling method to local contractors; therefore, continued monitoring is required regarding future progress.

Philippines: Rural Road Network Development Project (1)

There are almost no obstacles hindering traffic on the roads improved by this project. These roads have great practical use for the residents commuting to work and school, and this effectiveness which was proved by the ex-post evaluation (FY2002) remains at present. It is also confirmed that this project has improved access to medical services, farm land, markets, schools, and continues to play a role in stimulating residents’ economic activities.
Examples of JBIC’s Initiatives in Evaluation (1)

**Thematic Evaluations (p.53-64)**

Each year JBIC conducts “thematic evaluations” from viewpoints which differ from those of the project evaluations. Below are examples of the thematic evaluations conducted in FY2006.

**Thailand**

**Broadening Environmental Impact Evaluation Methods by Applying Environmental Accounting to Development Projects**

(p.53-54)

This thematic evaluation attempted to verify the overall impact of a development project on the environment by applying environmental accounting into evaluation. Quantitative analyses were undertaken using a Life Cycle Assessment (LCA*) model to measure greenhouse gas emissions reductions in the Promotion of Electricity Energy Efficiency Project in Thailand, an ex-post evaluation project in FY2006, and the possibility of improving methods for evaluating environmental impact was also explored. The possibility of applying environmental evaluation models centered on LCAs not only to ODA environmental projects but also to future infrastructure projects will contribute to broadening environmental impact evaluations to development projects.

* LCA (Life Cycle Assessment): A method of measuring the amount of energy and resources consumed and the volume of emissions (burden on environment) during three stages in the product life cycle: (1) manufacturing of the materials for energy-saving products, (2) manufacturing of the products themselves, and (3) disposal of the products after use.

**India**

**Application of the ILBM6 Evaluation Framework to the Lake Bhopal Conservation and Management Project**

(p.55-56)

In this evaluation, an ODA loan project promoting conservation and management of Lake Bhopal in the state of Madhya Pradesh in India was used as a case study for applying the Integrated Lake Basin Management (ILBM) framework as an evaluation method. ILBM is a basin management framework which considers the special characteristic of lakes as closed water areas and draws upon the basin management experiences of 28 major lakes around the world. The evaluation was conducted from the six perspectives comprising ILBM (ILBM6: development of organization, contribution to policy planning, promotion of participation, technical initiatives, accumulation of knowledge, and sustainable resources). This initiative indicated valid perspectives and proposed a multifaceted ex-post evaluation method for future projects.

**India**

**Ajanta-Ellora Conservation and Tourism Development Project (1): Special Evaluation from the Viewpoint of Conservation and Use as a World Cultural Asset**

(p.57-58)

In this evaluation, an ODA loan project for conservation and management of World heritage at the sites of Ajanta and Ellora in India was used as a case study for evaluating the feasibility of simultaneously achieving preservation of cultural heritage and promoting tourism. Standards established by UNESCO and other international organizations were applied. Although some problems, such as excessive restoration measures, were identified, the project was highly evaluated for its drainage improvements to control surface water in the caves and the introduction of an optical fiber lighting system for the conservation of the mural paintings. The introduction of eco-buses mitigated deterioration of the sites and environmental degradation due to emission gases while accommodating the increased number of visitors. Therefore, it is considered that the project contributed to both conserving the historic site and promoting tourism.
Examples of JBIC’s Initiatives in Evaluation (2)

Initiatives toward the New JICA (p.33-34)

In October 2008, the ODA loan divisions of JBIC and the Japan International Cooperation Agency (JICA) will merge under the establishment of the “New JICA”. New JICA will implement the three ODA schemes, i.e., technical assistance, ODA loans, and grant aid, in an integrated manner.

Both JICA and JBIC have taken into consideration ODA reforms in Japan and have accordingly made efforts to improve their respective evaluation systems in terms of implementation structure, quality, objectivity and transparency. As a result, the fundamental orientation of the evaluation systems of the two organizations has many similarities. However, they also have a number of differences, which reflect the characteristics of operations carried out in the respective organizations.

As a first step towards developing a new system, JBIC, together with JICA, undertook a study to analyze the common and differing aspects of their respective evaluation systems and trends of evaluation in both international organizations in Japan and overseas.

The United Nations Millennium Development Goals (MDGs), adopted in September 2000, set numerical goals for the international community. To manage the process of achieving these goals, aid organizations have been placing emphasis on results-based management (RBM). It was pointed out in the study that aid organizations, which have actively introduced RBM, have placed importance on program evaluations rather than project evaluations, and that there is a trend towards emphasizing internal evaluations rather than external evaluations. When developing the new evaluation system, it will be important to recognize both the good practices carried out in the current organization as well as these trends of the donor community.

JBIC is committed to ensure sufficient accountability to the citizens of Japan and to establish an evaluation system for the New JICA with overall consistency that can demonstrate synergy effects while taking into consideration the characteristics of the three types of aid the New JICA will undertake.

Joint Evaluations with Developing Countries (p.38)

On July 9, 2007, JBIC signed a memorandum of understanding (MOU) with the Ministry of Planning and Investment (MPI) in Vietnam to improve evaluation in the country’s development projects. JBIC to date has made recommendations to the Vietnamese government on measures for effective and efficient project planning and implementation through project monitoring and evaluation of Japanese ODA loan projects. However, with the establishment of a regulation in November 2006 requiring the evaluation of development projects, the Vietnamese government saw a need for further capacity building and institutional development for evaluation. Giving high credit to JBIC’s efforts toward evaluation, the Government of Vietnam requested JBIC to transfer evaluation know-how, thus opening the way for the signing of this MOU. Under this MOU, JBIC and MPI will jointly conduct ex-post evaluations of Japanese ODA loan projects, follow up on lessons learned, and study ways to improve the evaluation systems of the respective institutions.

JBIC has conducted joint evaluations in such countries as Thailand, Indonesia, and India in an effort to transfer evaluation techniques. In May 2006, JBIC signed similar MOUs on evaluation with the Governments of the Philippines and Indonesia to provide cooperation that will meet the needs of those governments.
BIC’s Overseas Development Assistance Initiatives

Poverty Reduction

Project Outline
The objective of this project was to improve the urban and rural environment by developing sewerage systems in Salvador, Bahia state, and thereby contribute to the promotion of energy efficiency and urban growth.

Evaluation Results
The project was carried out as part of a global wastewater initiative under the Global Environment Facility (GEF), which aims to reduce the top of the change. At the end of the 20-year period of the project completion, the project had resulted in an annual average emission reduction of 2,000,000 tCO2. Continuous monitoring and emission by 1.3 tCO2. Progress was also made in bringing to understanding the relationship between the two conditions and in encouraging farmers to reduce the production of energy-saving products as a result of the comprehensive system.

Global Issues and Peace-Building

Thailand: Promotion of Electricity Energy Efficiency Project

Project Outline
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Evaluation Results
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Indonesia: Professional Human Resource Development Project (2)

Project Outline
The objective of the project was to improve human resources with the knowledge and technical expertise required for government officials by providing scholarships for degree programs or training courses offered abroad in Japan and, thereby contributing to the economic growth of the country.

Evaluation Results
Through the project, 162 Indonesian government personnel obtained academic degrees in Indonesia or abroad (18 bachelor’s, 51 master’s, and 93 doctoral degrees). Approximately 100 doctoral degrees at campuses outside, including the International University of Japan, Nagoya University, and Nagoya University. The project also offered the economic assistance through the provision of in-kind aid to institutions in Indonesia, amounting to 70% of those who acquired bachelors degrees were regional government personnel.

Japan: Professional Human Resource Development Project (2)

Project Outline
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JBIC’s ODA Operation Evaluation System
Utilizing the PDCA Cycle

The Outline of Evaluation Report on ODA Loan Projects
2007

**PLAN**
Ex-ante Evaluation

**ACTION**

Ex-ante Evaluation (Appraisal)

**CHECK**
Ex-Post Evaluation

**DO**
Mid-term Review

Ex-Post Evaluation (Two years after completion)

Mid-term Review

Ex-post Monitoring

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 are appropriate.

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

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.

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 recommendations in the ex-post evaluation, provided as feedback to the executing agency, are being dealt with.