

Annual Evaluation Report

2005

Moving Forward Together

Annual Evaluation Report

2005



Japan International Cooperation Agency

Preface

It has been more than two years since Japan International Cooperation Agency (JICA) embarked on a new path as an independent administrative institution in October 2003. As the leading implementing organization of Japan's Official Development Assistance (ODA), JICA has been undertaking organizational and operational reforms based on three initiatives: (1) a field based management, (2) human security, and (3) effectiveness, efficiency and speed. JICA is determined to respond to the expectations of the people of Japan and provide cooperation that truly contributes to socioeconomic development and peace-building in the developing world.

Evaluation is an important tool for carrying out more effective and efficient projects with the understanding and support of the people of Japan. Under this recognition, JICA, in line with the reforms mentioned above, has been working on expanding and enhancing evaluation, promoting the use of evaluation results (feedback) for project improvement, and improving the disclosure system of its evaluation results.

The 2005 Annual Evaluation Report presents JICA's project evaluation activities and its efforts for expanding and enhancing evaluation and contains specific cases to show how evaluation results are fed back.

Regarding the disclosure of evaluation results, in fiscal 2003, JICA launched a system to promptly disclose all the evaluation results of individual projects through its website. In addition, the Annual Evaluation Report, a medium that provides comprehensive information, presents the overview of individual evaluation results and comprehensive results of thematic evaluations, reporting whether JICA projects as a whole are carried out effectively and efficiently.

As an overview of individual evaluation results the report of this fiscal year provides the results of the secondary evaluation conducted by the Advisory Committee on Evaluation, just as it did last year. The secondary evaluation targets the terminal evaluations of individual projects which are conducted as internal evaluations by JICA. Under the secondary evaluation, the quality of evaluations is examined and evaluation results are validated from a third-party perspective.

As comprehensive evaluation results, the report provides summaries of thematic evaluation results. The thematic evaluations deal with such themes as cooperation that surely reaches the people, cooperation with greater impact, and effective implementation of post-conflict assistance, all of which JICA has been working on under the concept of human security. One example included is the evaluation results of the Japan Overseas Cooperation Volunteer Program, which is JICA's representative participatory program.

I would be very pleased if this report serves to promote deeper understanding of JICA's projects and generate further support from its readers.

Finally, I would like to express my sincere gratitude to the many persons and organizations who contributed to this undertaking, including the external advisors who offered their help in compiling this report.

March 2006
Seiji Kojima
Vice-President
Japan International Cooperation Agency

Country Targeted for Evaluation Study Published in Annual Evaluation Report 2005





Preface	3
Part 1 Evaluation in JICA	9
Chapter 1 JICA's Evaluation Activities and Efforts for Expanding and Enhancing Evaluation	10
Chapter 2 Improving JICA's Cooperation Using Evaluation Results	22
Part 2 Project-level Evaluation	29
Overview of Evaluations of Individual Projects in Fiscal 2004	30
Part 3 Program-level Evaluation	51
Thematic Evaluation	
Chapter 1 Assistance that Reaches People in Need	54
1 Gender Evaluation of Participatory Community Development	54
2 Volunteer Program (Japan Overseas Cooperation Volunteers) —Cases of Malawi, Vanuatu, and Honduras—	63
Chapter 2 Achieving Greater Impact	76
1 Thematic Evaluation on Communicable Disease Control in Africa	76
2 Program Evaluation (Basic Education Sector in Honduras)	87
Review	
Chapter 3 Effective Implementation of Peace-building Assistance	103
Peace-building Assistance: Review of Assistance to Afghanistan	103
Part 4 Secondary Evaluation by the Advisory Committee on Evaluation	113
Secondary Evaluation by the Advisory Committee on Evaluation	114
Chapter 1 Results of Secondary Evaluation Fiscal 2005	115
Chapter 2 Improving JICA's Evaluations and Projects (Recommendations)	143
Appendix	147

Figures, Tables, and Box Articles

Figure

1-1	ODA System and JICA's Evaluation	10
1-2	Position of Evaluation within JICA's Project Cycle	11
1-3	JICA's Evaluation System	13
1-4	Patterns of Utilization of Evaluation Results	22
1-5	"The Approaches for Systematic Planning of Development Projects"	25
3-1	Framework of Gender Evaluation in the Thematic Evaluation	55
3-2	Implementation Process and Activities Based on Gender Perspective in the Xeatzan Bajo Region	58
3-3	Implementation Process of Community Development Project in Nepal	59
3-4	Interrelationship between Organizations Related to Communicable Disease Control in a Developed Country (Japan)	78
3-5	Conceptual Chart of Evaluation Method	79
3-6	Relationship of Organizations Related to Infectious Disease Control in Kenya	80
3-7	Framework of Evaluation	89
3-8	Flow Chart of the Development Strategy Related to the Education Sector	90
3-9	Structure of JICA Basic Education Enhancement Program	95
3-10	Comparison of Rate of Correct Answers in Teachers' Academic Tests	95
3-11	Teachers' Academic Test Result in Guinope District	95
3-12	Conceptual Flow Chart of the Process to Contribution	98
3-13	Framework of Review	104
4-1	Secondary Evaluation System	116
4-2	Average Scores by Evaluation Criterion	118
4-3	Distribution of Scores by Evaluation Criterion	119
4-4	Average Scores for Viewpoints under Each Evaluation Criterion	120
4-5	Top Four Terminal Evaluation Reports Rated as High Quality	124
4-6	Worst Four Terminal Evaluation Reports Rated as Poor Quality	124
4-7	Year-to-Year Changes in the Quality of Evaluations	125
4-8	Transition of the Quality of Terminal Evaluations over the Years	126
4-9	Project Evaluation by Secondary Evaluators	128
4-10	Distribution of Evaluation Scores for Projects by Secondary Evaluators	129
4-11	Project Evaluation by Secondary Evaluators: Viewpoints	129
4-12	Year-to-Year Changes for Project Evaluation by Secondary Evaluators	130
4-13	Evaluation by Sector	131
4-14	Evaluation by Region	131
4-15	Overall Project Evaluation by the Secondary Evaluators	131
4-16	Top Four Projects	132
4-17	Worst Four Projects	132
4-18	Relationships between Project Evaluation by the Secondary Evaluators and Evaluation of the Quality of Terminal Evaluation	134
4-19	Evaluation of the Quality of Terminal Evaluation (By Group)	134

Table

1-1	Perspectives of Five Evaluation Criteria	13
1-2	Members of the NGO-JICA Evaluation Subcommittee	18
1-3	Members of the Advisory Committee on Evaluation	20
1-4	Example of CD Assessment Check Sheet	24
1-5	Development Objectives and Relevant Recommendations/Lessons Learned (Sustainable Use of Fishery Resources)	27
2-1	Ex-ante Evaluation	30
2-2	Mid-term Evaluation	33
2-3	Terminal Evaluation	33
2-4	Project-level Ex-post Evaluation	35
3-1	Program-level Evaluations (Conducted in Fiscal 2004)	52
3-2	Projects Subject to the Study	55
3-3	Targets of the Field Surveys	56
3-4	Overview of JOCV Dispatches	64

Table

3-5	To what extent do you consider it important to share your JOCV experiences with Japanese and international societies after returning to Japan?	70
3-6	When you returned to Japan, did you think of utilizing your JOCV experiences for Japanese and international societies and the host country?	70
3-7	Changes in Values and Awareness	71
3-8	Changes in Attitude 1—Personal Attitudes and Social Contribution Activities where Ex-volunteers Act as Human Resources—	72
3-9	Changes in Attitude 2—Communicating One's JOCV Experiences to the Public—	72
3-10	Target Projects for the Noguchi Memorial Institute for Medical Research (NMIMR) in Ghana	77
3-11	Target Projects for the Kenya Medical Research Institute (KEMRI)	77
3-12	Target Projects for the Zambia University Teaching Hospital (UTH)	77
3-13	Functions of KEMRI in Communicable Disease Control	80
3-14	Examples of Joint Research by KEMRI	81
3-15	Major Component Projects of the Evaluation Target Program	88
3-16	Outline of Development Strategies in the Honduras Education Sector	91
3-17	Outline of the EFA-FTI Plan	92
3-18	Governmental and Donors' Efforts for the EFA-FTI Plan	94
3-19	Chair Ministry and Focal Point by Sector in CG System	106
3-20	Priority Issues and Project Examples by Sector	108
4-1	Comparison of Evaluation Viewpoints between Fiscal 2004 and 2005	117
4-2	Secondary Evaluation Criteria	118
4-3	Average Scores of the Top Four and Worst Four Projects in the Total Scores	124
4-4	Good Quality Terminal Evaluations	125
4-5	Poor Quality Terminal Evaluations	125
4-6	Year-to-Year Changes in the Quality of Evaluations	126
4-7	Year-to-Year Changes for Project Evaluation by Secondary Evaluators	130
4-8	Average Scores of Top and Worst Four Projects	132
4-9	Projects Rated "Excellent" by the Secondary Evaluators	133
4-10	Projects Rated "Poor" by the Secondary Evaluators	133
4-11	Correlation between Project Evaluation by the Secondary Evaluators and Evaluation of the Quality of Terminal Evaluation	134
4-12	Scores for Evaluation Criteria of the Reports	134

BOX

BOX 1	Development of Various Guidelines—Handbook for Selecting Outcome Indicators	15
BOX 2	Improving Evaluation Capacity in Developing Countries	16
BOX 3	Synthesis Study of Evaluations—Systematization of Lessons in the Past	17
BOX 4	Cooperation with NGOs—Aiming for Effective Implementation of Community-centered Development	18
BOX 5	Joint Evaluation with Other Donor Countries and Agencies—Assistance for the Great Sumatra Earthquake and Indian Ocean Tsunami Disaster (Emergency Assistance)	19
BOX 6	Secondary Evaluation by External Experts—Ex-post Evaluation of Individual Projects	21
BOX 7	Toward Implementation of More Effective South-South Cooperation Support—Thematic Evaluation on South-South Cooperation	28
BOX 8	Examples of Gender Empowerment Obtained from the Case Study	60
BOX 9	Evaluation of the Target Countries by External Experts	86
BOX 10	Summary of Other Thematic Evaluations	102

Appendix

Appendix 1	List of Projects Subject to Secondary Evaluation in Fiscal 2005	137
Appendix 2	Secondary Evaluation Check Sheet	138