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Annual Evaluation Report Outline

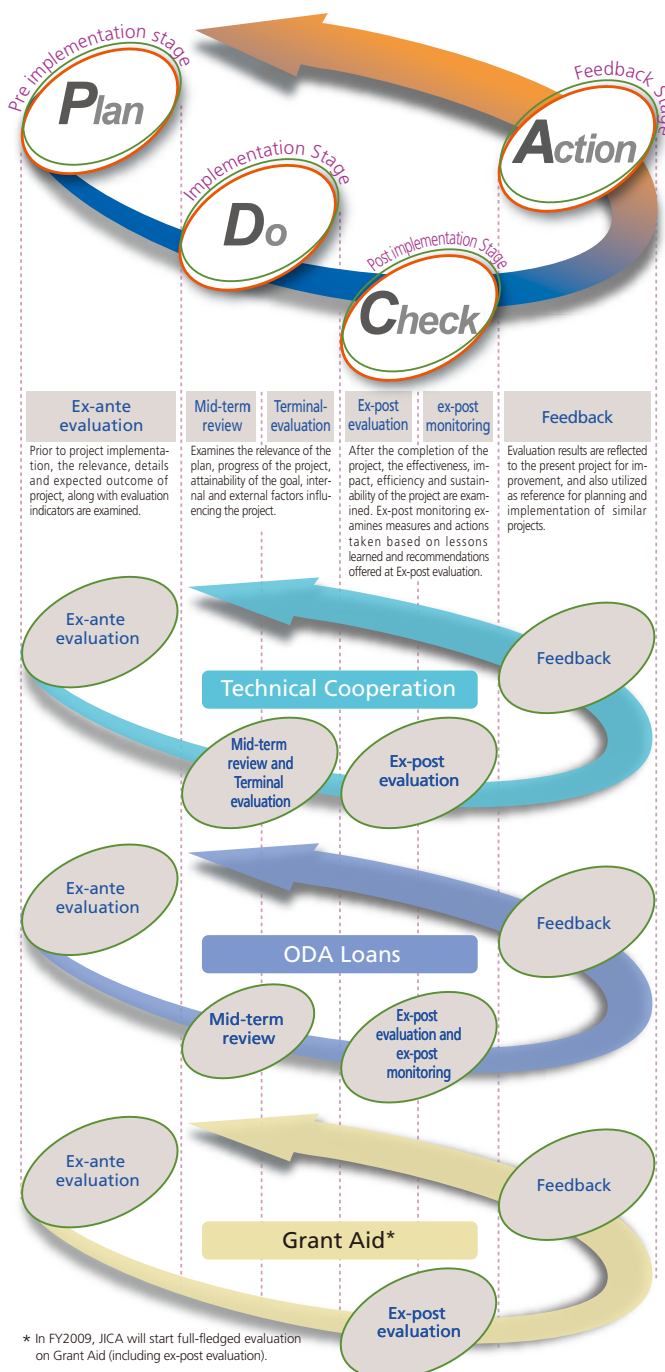
JICA

The Evaluation System in JICA (P.13)

In an effort to improve its projects and ensure accountability to the Japanese tax payers, JICA has introduced an evaluation system that will apply to each and every project, based on a PDCA (Plan, Do, Check and Action) cycle.

1 Consistent throughout the project by reflecting project's PDCA cycle

The PDCA cycle is a management cycle that promotes the continuous improvement of project activities. It has four steps; Plan, Do, Check and Action. For all projects, regardless of the schemes of the assistance, JICA's evaluation is conducted based on the PDCA cycle. Considering the characteristics of the scheme of assistance, such as the assistance period and timeframe for expected results, JICA conducts the evaluation within a consistent framework at each stage of the project (planning, implementation, post-implementation and feedback). By conducting the evaluation at each stage of the PDCA cycle, it aims to improve the development impact from the project.



* In FY2009, JICA will start full-fledged evaluation on Grant Aid (including ex-post evaluation).

2 Coherent methodologies and criteria for all three schemes of assistance (Technical Cooperation / ODA Loans / Grant Aid)

JICA has developed an evaluation system that provides cross-sectional methodologies and criteria applicable to all schemes of assistance. As JICA extends its coverage to Grant Aid and starts the evaluation, including ex-post evaluation of Grant Aid in 2009, it will continue to focus on establishing a consistent evaluation system applicable to all three assistance schemes.

JICA aims to conduct the evaluation and utilize the results based on a consistent philosophy and a standard evaluation framework, while it takes into consideration the characteristics of each assistance scheme. Specifically, an evaluation framework that reflects:

- 1) Project-level evaluation based on the PDCA cycle,
- 2) Evaluation applying the DAC criteria for evaluating development assistance introduced by OECD-DAC and internationally-accepted as ODA evaluation method, and
- 3) Publication of evaluation results based on a standard rating system.

Evaluation perspective applying the five DAC criteria

Relevance

Does the goal of the aid activity meet the needs of beneficiaries? Are the activities and outputs of the project consistent with the overall goal and the attainment of its objectives? Is the aid activity consistent with the recipient country's policy and donor assistance policy?

Effectiveness

Examines the degree to which the project attains its objectives.

Efficiency

Measures the outputs in relation to the inputs to determine whether the aid uses least costly resources possible to achieve the desired results.

Impact

Examines positive and negative changes in long-term, extensive effects and attainment of overall goal as a result of the development intervention.

Sustainability

Measures whether the activities and effects of the project likely to be maintained after the termination of the project.

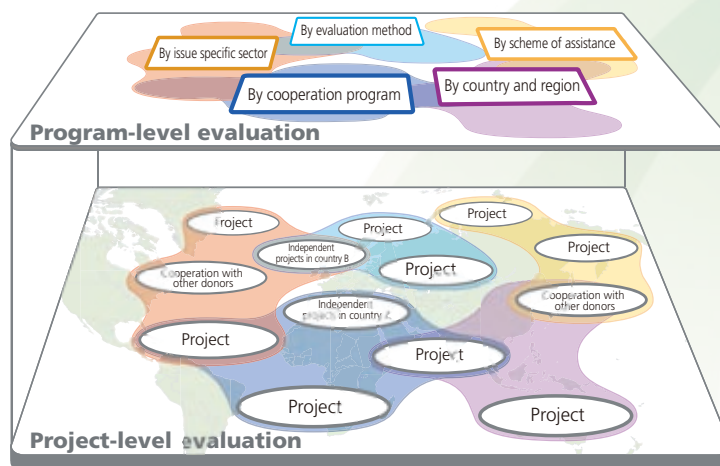
Evaluation system in JICA has 5 features shown on the right.



- 1 Consistent throughout the project by reflecting project's PDCA cycle
- 2 Coherent methodologies and criteria for all three schemes of assistance (Technical Cooperation / ODA Loans / Grant Aid)
- 3 Cross-sectional and comprehensive evaluation offered at program-level evaluation
- 4 Ensure objectivity and transparency
- 5 Emphasize utilization of evaluation results

3 Cross-sectional and comprehensive evaluation offered at program-level evaluation

A program-level evaluation focuses on a specific theme and development goal cross-sectionally, in order to evaluate and analyze JICA's cooperation comprehensively. This approach creates common lessons learned and recommendations to be shared across projects. "Thematic Evaluation" has been conducted based on development issues, region, country, assistance methodology and evaluation methodology. JICA will also review an evaluation method for "cooperation programs", which is a strategic framework to support developing countries achieve specific mid to long term development goals.



4 Ensure objectivity and transparency

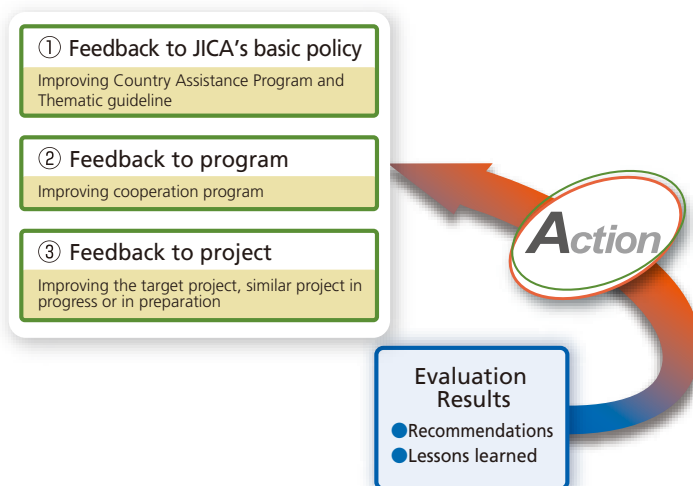
JICA aims to ensure objectivity and transparency in its evaluation. External evaluations are already conducted at ex-post evaluation stages where objectivity is required for all three schemes of assistance. JICA will further advance efforts toward better objectivity and increased transparency in the process of evaluation.

JICA has established an Advisory Committee on Evaluation, consisting of third party experts in order to improve the quality of evaluation and objectivity of evaluation results. The Advisory Committee also provides advice on evaluation policy and implementation, as well as on the evaluation structure and overall system. This ensures that the viewpoints of the external experts are reflected in the project evaluation.

5 Emphasize utilization of evaluation results

JICA's project evaluation not only offer evaluation results but also strengthen feedback system. The results from each evaluation stage are reflected to the "Action" phase within the PDCA cycle. This feedback is utilized as recommendations for improvement of the present project and/or lessons learned for similar projects that are in operation or in preparation. JICA intends to further reflect feedback to its cooperation program and JICA's basic structure of cooperation policy such as Country Assistance Program and Thematic Guideline.

At the same time, JICA makes efforts to reflect evaluation results to the project, program and precedent policy such as development policy of the recipient government, through offering the feedback of evaluation results to the recipient government or conducting joint evaluation.



All evaluation results are published at JICA's website.
<http://www.jica.go.jp/english/operations/evaluation/>

Case Studies: Project-level Evaluation and Program-level

Plan

Evaluation at pre implementation stage

Before the project implementation, ex-ante evaluation is performed to examine the relevance, effectiveness and content of the project.

The number of evaluations conducted in 2007

Technical Cooperation	83 projects
Japanese ODA Loan	58 projects
Grant Aid	18 projects (by Ministry of Foreign Affairs)

The Case for Technical Cooperation: Ex-ante Evaluation



Project for Capacity Enhancement of Chittagong Water Supply and Sewage Authority

Bangladesh

» Situation at the target area (Project background)

In Chittagong city, quality of water supply material and construction work on water pipe connections were low and inadequate. As a result, water leakage and water theft resulted in 33% (2007) of Unaccounted-For Water (UFW).

» Content of project

- Overall goal: To reduce Non-Revenue Water in Chittagong City
- Project purpose: To enhance Chittagong Water Supply and Sewage Authority's capacity to reduce Non-Revenue Water
- Project activities:
 - To develop capacity to formulate Non-Revenue Water reduction plans
 - To strengthen management and techniques in implementing Non-Revenue Water reduction activities

» Necessity and relevance of JICA's assistance

Safe water supply and water hygiene are listed in Bangladesh's mid-term strategic plan. At the same time, JICA Country Program places importance on technical cooperation to improve government's handling skill. Therefore the assistance is relevant.

The Case for Japanese ODA Loan: Ex-ante Evaluation



Panama City and Panama Bay Sanitation Project

Panama

» Situation and issues at the target area

In the Panama Metropolitan area, sewerage and sewage plants are not adequately developed, and untreated water flows into Panama Bay. This has resulted in poor water quality, unpleasant odors, ban on the consumption of fish and shellfish. This has caused significant impact on the citizens' lifestyle and the tourism industry.



Sewage pipe in Panama Metropolitan area

» Necessity and relevance of the project

In the National Developmental Plan drawn up by the current administration, it is pledged to implement this project. At the same time, this project is consistent with JICA's policy, therefore this project is necessary and relevant.

» Content of project

- Construction of wastewater treatment system: treatment capacity of 190,000m³/day
- Construction of intercepting sewer: gravity system
- Construction and repair of collection system: total extension 90km
- Consulting service: bidding assistance, construction supervision

Do

Evaluation at implementation stage

During the project implementation phase, mid-term review and terminal evaluation are performed, in order to examine the relevance of plan, the attainability of the goal, the internal and external factors affecting the project.

The number of evaluation conducted in 2007

Technical Cooperation (Mid-term Review)	38 projects
Technical Cooperation (Terminal Evaluation)	73 projects
Japanese ODA Loan (Mid-term Review)	4 projects

The Case for Technical Cooperation: Terminal Evaluation



Project for Strengthening Cluster-based Teacher Training and School Management

Vietnam

» Project Purpose

- Overall goal: A developed Model through technical cooperation project will be applied to other provinces as the national model.
- Project purpose: An effective model to apply new curriculum will be developed in the pilot province.

» Results from Terminal Evaluation

- Relevance: This issue of teacher training has been identified as a key element by the Vietnamese government, so this project is highly relevant. At the same time, it is consistent with the needs of the target group.
- Effectiveness: An integrated training model has been successfully developed at province, district and school levels and has started to produce results. However, project effectiveness is limited because no mechanism to promote the model to other schools has been established.

The Case for Japanese ODA Loan: Mid-term Review



Small Scale Irrigation Project

Indonesia

» Project Purpose

This project aims to increase rice production and to improve the living conditions of the eastern region through the construction and improvement of irrigation systems, while enhancing the management system.

» Results from Mid-term Review

- Re-examine the relevance: This project ranks high both in the country's policy as well as in JICA's Country Assistance Program.
- Factors impacting effectiveness:
 - Cooperation with NGO, local university and others: Through cooperative efforts with NGO, consulting services were provided to establish a Water Users Association. In order for the project effect to last longer, it would be necessary to encourage local government to take ownership of the activities to enhance the capacity of the Water Users Association.
 - Cooperation with other donors: It is expected to have coordination and cooperation with the "Participatory Project in Irrigation Sector" performed by the ADB (Asian Development Bank).

Evaluation consistent with PDCA cycle

Check

Evaluation at post implementation stage

JICA performs Ex-post Evaluation and Ex-post Monitoring for the terminated project, in order to evaluate the project comprehensively and examine if the project effect and impact are continued after its termination.

The number of evaluation conducted in 2007

Technical Cooperation (Ex-post Evaluation)	27 projects
Japanese ODA Loan (Ex-post Evaluation)	40 projects
Japanese ODA Loan (Ex-post Monitoring)	12 projects
Grant Aid (Ex-post Evaluation)	115 projects (by MOFA)

The Case for Technical Cooperation: Ex-post Evaluation



Regional Development Policy Assistance Project

Indonesia

» Project Purpose

- Overall Goal: Capacity of local governance is improved in Central Government and Selected Provincial Governments.
- Project Purpose: Capacity of local government in the management of regional development is improved in order to support regional autonomy in Central Government and Selected Provincial Governments.

» Results from Ex-post Evaluation

- Impact: The project has spearheaded an effort to draw up a master plan for three targeted Indonesian states. A textbook has been published, compiling the best practice cases from this project, which is now used as a guidebook. At the same time, the promotion of organic farming, sericulture and farm tour have vitalized the regional economy.
- Sustainability: On the technical side, the improved skills of local government staff have contributed to increased capability of the regional development management agency. On the financial side, the Ministry of Home Affairs and local governments have allocated budgets for the implementation of the Master Plan, thereby guaranteeing its sustainable development.

The Case for Japanese ODA Loan: Ex-post Monitoring



Railway Passenger Transport Improvement Project

Uzbekistan

» Reason why this was selected for Ex-post Monitoring

- Effectiveness at the time of ex-post evaluation: The repair workshop built by the project had not yet reached its goal in terms of number of repair jobs. And future demand for repairs was not certain.
- Sustainability at the time of ex-post evaluation: It was pointed out that the financial management system of the repair workshop was not well developed or organized.

» The results from Ex-post Monitoring

- Effectiveness: After the repair workshop expanded the range of repair services, repair income has increased further than originally planned. Better results are expected once production of passenger carriage begins at the new manufacturing plant.
- Sustainability: A financial management system has since been upgraded.



Repair workshop

Program-Level Evaluation

Through looking at the specific theme or development goal, Program-Level Evaluation offers comprehensive evaluation and analysis on JICA's cooperation, in order for more effective planning and implementation of future projects.

The number of evaluation conducted in 2007

Technical Cooperation (Evaluation on Cooperation Program)	4 projects
Technical Cooperation (Thematic Evaluation)	5 projects
Japanese ODA Loan (Thematic Evaluation)	7 projects

The Case for Technical Cooperation: Evaluation on Cooperation Program



Program for HIV Prevention

Kenya

» Evaluation Theme

It aimed to draw up recommendations and lessons learned for the planning and management of "Program for Prevention of HIV Transmission" in Kenya. This evaluation was conducted as a mid-term evaluation with the primary role to evaluate the ongoing cooperation program.

» Results from Evaluation, Recommendations and Lessons learned

- The evaluation assured that the program is highly consistent with the policies and strategies of Japan and Kenya, and the program area is of significant priority for both countries.
- On the other hand, it was revealed that to reflect Kenya's strategy it was important to set two separate program outcomes, one for the provider of the HIV tests and counseling services, and the other for the recipient of those services. As program outcome is tied to program goal, it was recommended to review the logic structure from program outcome to program goal.
- At the same time, as for the volunteer programs, it was concluded that it is necessary to divide them into two layers (direct contributors and indirect contributors) and improve their contributions toward the program goal by meeting the needs from the grassroots level.

The Case for Japanese ODA Loan: Thematic Evaluation



Evaluation of Impact on Environment by Mass Rapid Transit (MRT) System Project in Bangkok

Thailand

» Evaluation Theme

It aimed to quantitatively estimate the environmental burden and benefit from infrastructure development project.

» Evaluation Results

- ① It was found that the measure of environmental burden / benefit from infrastructure development project depended on the scope of the category of environmental impact. For instance, the environmental impact would vary greatly from local category directly affected by the project, compared to global category affected by the project on a global basis including all the industries.
- ② The operation of MRT in Bangkok does not generate a negative impact on the global environment.
- ③ In the case of infrastructure projects, the environmental burden tends to draw attention at the construction stage, but it is necessary to weigh out the environmental burden of the long-term operational stage. Therefore, evaluation of such project is required to consider both construction and operational stages comprehensively.

Results from Ex-post Evaluation on Japanese ODA Loans



Ex-post evaluations on Japanese ODA Loans are typically performed 2 years after the completion of the project. The purpose of the evaluation is to examine four aspects - the relevance of the project, the efficiency of implementation method(s), the effectiveness of planned impact, and the project's sustainability, like whether the project implementation organization has the capacity to follow through on the project. Just like ex-ante evaluations, ex-post evaluations are performed on every project conducted by JICA.

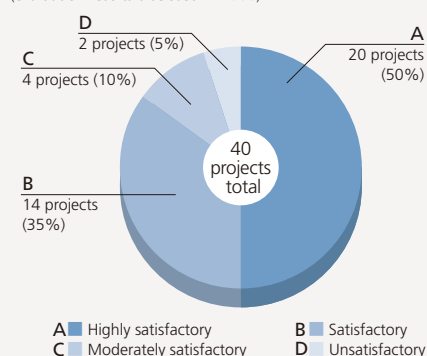
Results from Rating

The results of ex-post evaluation of ODA loan projects are rated using four grades - A (highly satisfactory), B (satisfactory), C (moderately satisfactory), and D (unsatisfactory). The rating started with the individual ex-post evaluation results published in FY2004. In assigning ratings, projects are first evaluated individually on: (1) relevance, (2) effectiveness (impact), (3) efficiency, and (4) sustainability. The result is inserted into the Rating Flowchart, and an overall rating is assigned.

Out of 40 projects for which results were released in FY2008, 20 (50%) achieved a rating of A, 14 (35%) were rated B, 4 (10%) were rated C, and 2 (5%) were rated D.

Distribution of Rating Results

(evaluation results disclosed in 2008)



Rating Results of Ex-post Evaluation on Japanese ODA Loan (P.41-42)

Country	No.	Project name	Relevance	Effectiveness	Efficiency	Sustainability	Overall rating
India	1	Calcutta Transport Infrastructure Development Project	a	a	c	a	B
	2	Eastern Karnataka Afforestation Project	a	a	a	b	A
	3	Tamil Nadu Afforestation Project	a	a	a	a	A
Indonesia	4	Kupang and Bitung Port Development Project	a	a	b	a	A
	5	Bili-Bili Irrigation Project	a	a	b	b	B
	6	Rural Areas Infrastructure Development Project (3)	a	a	a	b	A
Sri Lanka	7	Kukule Ganga Hydroelectric Power Project	a	a	b	a	A
	8	Small and Micro Industries Leader and Entrepreneur Promotion Project (1) (2)	a	a	a	a	A
Thailand	9	MRTA Initial System Project (Blue Line) (1) - (5)	a	a	b	b	B
	10	Traffic Planning and Management Sector Loan	a	a	b	b	B
	11	Regional Development Program (2)	a	b	b	b	C
China	12	Jiangxi Jiujiang Thermal Power Plant Project (1) (2)	a	a	b	a	A
	13	Hunan Yuanshui River Basin Hydropower Development Project	a	a	b	a	A
	14	Liangping-Changshou Highway Construction Project	a	b	a	a	A
	15	Hainan East Expressway Expansion Project	a	a	b	a	A
		Hainan Development Project (Highway) (1) (2)					
	16	Harbin Electric Network Construction Project	a	a	b	a	A
Pakistan	17	Rural Roads Construction Project	a	a	b	b	B
Bangladesh	18	Paksey Bridge Construction Project (1) (2)	a	b	b	a	B
Philippines	19	Agno and Allied Rivers Urgent Rehabilitation Project	a	a	b	b	B
	20	Local Government Units Support Credit Program	a	a	b	a	A
	21	Pinatubo Hazard Urgent Mitigation Project	a	a	b	b	B
	22	Metro Manila Interchange Construction Project (4)	a	a	b	b	B
	23	Industrial and Support Services Expansion Program (2)	a	a	a	a	A
	24	Environmental Infrastructure Support Credit Program (2)	a	a	a	a	A
	25	Special Economic Zones Environment Management Project	a	c	c	a	D
Vietnam	26	Phu My Thermal Power Plant Project (1) - (4)	a	a	b	a	A
	27	Pha Lai Thermal Power Plant Project (1) - (4)	a	a	b	a	A
	28	National Highway No.1 Bridge Rehabilitation Project (I) (II)	a	a	a	b	A
	29	National Highway No.5 Improvement Project (1) - (3)	a	a	b	b	B
	30	Hanoi-Ho Chi Minh City Railway Bridge Rehabilitation Project (1) - (3)	a	a	a	b	A
	31	Third, Forth and Fifth Poverty Reduction Support Credit	a	a	a	b	A
Malaysia	32	Hospital Universiti Kebangsaan Malaysia (HUKM)	a	a	b	a	A
Tunisia	33	Irrigation Perimeters Improvement Project in Oasis in South Tunisia	a	b	b	b	C
	34	Treated Sewage Irrigation Project	a	c	b	a	D
Morocco	35	Expressway Construction Project	a	b	b	a	B
		Casablanca South Ring Road Construction Project					
Jordan	36	Second Human Resources Development Sector Investment Project	a	b	b	b	C
Brazil	37	Jaiba Irrigation Project II	a	a	c	a	B
Peru	38	Rural Highway Rehabilitation and Improvement Project (2)	a	a	c	a	B
Fiji	39	Nadi-Lautoka Regional Water Supply Project	a	a	b	b	B
Albania	40	Power Transmission and Distribution Project	a	b	c	a	C

Indonesia: Kupang and Bitung Port Development Project (P.52)

» Project Summary

To strengthen the port capacity by developing the port facilities of Kupang Port in East Nusa Tenggara Province and Bitung Port in North Sulawesi Province, thereby contributing to the regional development of Eastern Indonesia through enhanced maritime transport.

» Results from Evaluation

The number of ship calls at both Port and their total gross tonnage increased 56% and 26%, respectively (Kupang port), 13% and 10%, respectively (Bitung Port) from 2000. The growth rate for container cargo was remarkable, 163% for Kupang Port and 51% for Bitung Port. The average waiting time for ships dropped by over 70 hours for Kupang Port and 10 hours for Bitung Port. According to a beneficiary survey, 80% of the respondents said that port safety and service had improved after the project.



Vietnam: Hanoi – Ho Chi Minh City Railway Bridge Rehabilitation Project (1) – (3) (P.78)

» Project Summary

To provide safe and reliable train services and to improve the transport efficiency by replacement or reinforcement of nine deteriorated railway bridges along the Hanoi-Ho Chi Minh City railway line which need urgent safety countermeasures, thereby improving the transport of goods between the north and south and contributing to the development of regional economies.

» Results from Evaluation

After the completion of this project, the speed limit for the target bridges increased significantly, from 15 to 30 km/h to 60 to 80 km/h. The project increased the structural strength of the target bridges, enhancing the safety and reliability of railway services. The travel time between Hanoi and Ho Chi Minh was reduced 20% or by 7 hours from 36 hours to 29 hours. The passenger traffic volume rose significantly; 60% in terms of the number of passengers and 210% in terms of passenger-kilometers. Likewise, the freight traffic volume grew 60% in terms of tons and 140% in terms of ton-kilometers. The number of trains per day on the same section in both directions increased three-fold, from four in 1993 to 12 in 2007.



Projects (D-Rated) that need improvement

Philippines: Special Economic Zones Environmental Management Project (P.73)

» Problem

The sewage treatment plants in Mactan, Baguio, and Bataan that have been constructed or renovated under this project are underused due in part to the fact that the drainpipe network is not completed at some points. The rate of plant operation in 2007 was low; 21% at Mactan, 37% at Baguio, and 7% at Bataan. Also, due to reduced outputs resulting from legislative revisions and policy changes within PEZA, changes in the project scope led to changes in the procurement components, resulting in a prolonged process for bidding preparation, and it took much longer than planned period (196% of planned period). Therefore, the evaluation for efficiency was low.

» Recommendations and Lessons learned

PEZA, the executing agency of the project, should revise the project plan, including components required to produce the planned effects (preventing pollution by installing and operating the drainage treatment and recycling facility, improving the welfare of surrounding residents and promoting its investment). JICA should do so in the appraisal process as well.



Tunisia: Treated Sewage Irrigation Project (P.82)

» Problem

Although the project planned to build the infrastructure for irrigation that is designed to use sewage water treated at treatment facilities in ten regions in Tunisia, implementation of the project was cancelled in two regions. Therefore, the total area irrigated with treated sewage water has far decreased from planned targets. The total number of farmers that have benefited from the project remains at about 61% of the original plan. It was found that the effects produced by the project included wide range of changes such as the diversification and qualitative improvement of crops in the areas where project implemented. However, the evaluation concluded that the effectiveness of this project is low as its effects and impact were limited compared with those that were planned.

» Recommendations and Lessons learned

As the recommendation and lessons learned from this project, the National Sanitation Utility (ONAS), the project's executing agency, should work together with Ministry of Agriculture and Water Resources to monitor water quality and develop plans for water quality improvements in an effort to convince farmers of the safety of the treated sewage water. They should also mount information campaigns directed at farmers before launching any similar projects to gain their understanding of and participation in such projects.



Results from Terminal Evaluation on Technical Cooperation



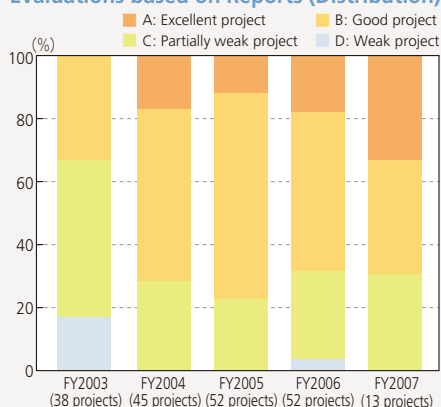
Terminal evaluation on technical cooperation is typically performed six months before the termination of the project. The objective here is to evaluate if

project goals will be attained and to examine the efficiency and sustainability of the project. Based on the evaluation results, JICA will draw up the project plan for the remaining term in consultation with the recipient country government, and decide on project termination timelines (whether project to end on schedule or extension required) and any necessary follow up steps. This evaluation is conducted to all technical cooperation projects.

Results from Rating

- Since the fiscal year 2003, a secondary evaluation was introduced, in which the Advisory Committee on Evaluation reviews the results from the terminal evaluation performed mainly by JICA.
- In fiscal year 2008, secondary evaluations were performed on 50 terminal evaluations conducted by JICA in FY2005 (10), FY2006 (27) and FY2007 (13) respectively. After reviewing the "quality of project based on the report", it rated them in 4 levels; A=Outstanding, B=Good, C=Needs partial improvement, D=Problem(s) noted.
- Of the 50 projects, 12 projects (24%) received A, 24 projects (48%) received B, 13 projects (26%) received C and 1 project (2%) received D.
- Based on the historical data, the number of projects that received D-ratings has declined whilst the number of projects receiving A-ratings is on the rise.

Year-to-Year Changes in the Project Evaluations based on Reports (Distribution)



The Results of the Secondary Evaluation for the Terminal Evaluation of Technical Cooperation Projects (P.43-44)

Rank	Country	Project name	FY	Overall score
1	Ecuador	Project on the Improvement of Vocational Training	2006	3.97
2	Vietnam	Strengthening of the Food Industries Research Institute	2007	3.87
3	Afghanistan	Strengthening of Non-Formal Education	2006	3.71
4	Thailand	Project on Assistance for Public Health Insurance Information System Development 2005	2005	3.66
5	Laos	Project for Strengthening Medical Logistics	2007	3.63
6	Timor-Leste	Project on Capacity Building for Periodic Road Maintenance	2007	3.62
7	Afghanistan	Strengthening of the Teacher Education Program	2007	3.57
8	Senegal	Project for the Development of Human Resources in Health	2006	3.57
9	Laos	Capacity Development for Water Supply Systems	2006	3.55
10	Cambodia	Project on Capacity Building for Water Supply Systems	2006	3.55
11	Pakistan	Punjab Literacy Promotion Project	2006	3.54
12	Tanzania	Kilimanjaro Agricultural Training Centre (Phase 2)	2006	3.54
13	Kenya	Research and Control of Infectious Diseases Project	2005	3.45
14	Kenya	Strengthening of Wildlife Conservation Education	2007	3.39
15	Mexico	International Course on the Prevention of Uterine Cervical Cancer	2007	3.37
16	Nepal	Community Tuberculosis and Lung Health Project	2005	3.32
17	Chile	Project on the Institutionalization of Mine Pollution Control	2006	3.31
18	Egypt	Improvement of Science and Mathematics Education in Primary Schools	2005	3.30
19	Cambodia	Capacity and Institution Building in the Electric Sector	2006	3.30
20	Argentina	Natural Environment Conservation Project in Iguazu Region	2006	3.29
21	Philippines	Strengthening of Flood Forecasting and Warning Administration	2005	3.27
22	Panama	Water Quality Monitoring Techniques	2006	3.26
23	Ghana	Project for the Promotion of Farmers' Participation in Irrigation Management	2006	3.24
24	China	The Dairy Farming and Industry Development Project in Heilongjiang Province	2005	3.23
25	Indonesia	The Project on Enhancement of Civilian Police Activities	2006	3.23
26	Cambodia	Battambang Agricultural Productivity Enhancement Project	2005	3.22
27	Indonesia	Human Resources Development for Local Governance (Phase2)	2006	3.22
28	Armenia	Technical Educational Assistance in the System of Obstetrical Services	2006	3.19
29	Philippines	Improvement of Earthquake and Volcano Monitoring System	2005	3.18
30	Thailand	HIV/AIDS Center for Collaboration among GMS countries	2007	3.13
31	Indonesia	Development of Appropriate Technology for Multi-storey Residential Buildings and their Environmental Infrastructure for Low Income People II	2007	3.12
32	Malawi	Strengthening Mathematics and Science in Secondary Education through In-service Training	2007	3.10
33	Uzbekistan	Uzbekistan-Japan Center for Human Development	2005	3.08
34	Indonesia	Training of Agricultural Extension Officers on the Improvement of Farm Management	2006	3.06
35	Ecuador	Project for the Enhancement of Volcano Monitoring Capacity	2006	3.05
36	Serbia and Montenegro	Small and Medium-sized Enterprises Supporting-Agency Reinforcement Project	2006	3.02
37	Vietnam	Project for the Improvement of In-Service Training	2007	2.98
38	Kyrgyzstan	IT Human Resources Development (National IT Center)	2007	2.96
39	Mexico	Coastal Wetland Conservation in the Yucatan Peninsula	2007	2.94
40	Kenya	International Parasite Control Project	2005	2.93
41	Bulgaria	Project on the Development of a Business Management Skills Training Center for Small and Medium-sized Enterprises Managers	2006	2.92
42	Palau	Palau International Coral Reef Center Strengthening Project	2006	2.85
43	Cambodia	Legal and Judicial Cooperation Project (Phase 2)	2006	2.85
44	Bolivia	Mining Environmental Research Center Project	2006	2.78
45	Vietnam	Reinforcement of the SME Technical Assistance Center	2007	2.77
46	Pakistan	Improvement of Public Administration for Local Government in the Punjab	2006	2.70
47	Nicaragua	Rural Community Development Project for Vulnerability Reduction against Natural Disasters in the Municipality of Villa Nueva	2006	2.65
48	Laos	Project on Riverbank Protection Works	2006	2.65
49	Saudi Arabia	Technical Education Development and Training Center	2006	2.52
50	Myanmar	Myanmar: Project on Strengthening the Capacity of Central Statistical Organization (CSO)	2006	2.42

Legend: A: Excellent project (Orange), B: Good project (Yellow), C: Partially weak project (Light Green), D: Weak project (Light Blue)

The Case for Evaluation Result

Afghanistan: Strengthening of the Teacher Education Program (P.46)

» Project Summary

The project was set up to develop a "Teacher's Manuals" that explains the content of textbooks, shows how to conduct classes and provides guidance pointers, as well as to conduct teacher training, in order to improve the standard of elementary education.

» Results from Evaluation

In the target area, 10,000 teachers, which comprise half the entire teaching population who teach grades 1 to 3 in the area, received the training based on the Teacher's Manuals developed through this project. Also recognized was an improvement in lesson content due to the Teacher's Manuals and teacher training sessions. At the same time, the project was highly approved by stakeholders, as the Teacher's Manuals and training manual developed by this project were subsequently used by NGOs in dealing with similar issues; and other donors also used this project as reference.



Ghana: Project for the Promotion of Farmers' Participation in Irrigation Management (P.85)

» Project Summary

The project was undertaken to strengthen the function of Ghana Irrigation Development Authority (GIDA) in its irrigation farming technology, and to install a legal system that promotes farmers' participation in issues of irrigation management.

» Results from Evaluation

With the developments of legal system such as the Irrigation Development Authority Act, joint irrigation system management has begun to show signs of improvements. Joint irrigation system management by GIDA and Farmer's Association has been launched in ten project areas. At the same time, 95% of participants in the GIDA staff-training sessions displayed satisfaction. As both GIDA and Farmer's Association are highly motivated to promote the project, and the improvement in technology is seen to support and sustain the project, joint irrigation system management can be expected to prevail more. In the regions that introduced FAPIM in the past, farmers' income has increased 70% more than other regions. This number shows that appropriate management and operation of irrigation systems have contributed to improve the living standard in Ghana.



Projects (D-Rated) that need improvement

Myanmar: Project on Strengthening the Capacity of Central Statistical Organization (CSO)

» Problem

A main contributory factor to the problem in this project should be noted in the relocation of Myanmar's Capital from Yangon to Nepido in November 2005, shortly after the project began. As a result of this move, most of the CSO staff relocated to Nepido. Since the project had been implemented in Yangon, the Directors of each department were stationed in Yangon while the experts were dispatched to the project sites. However, from time to time, communication difficulties were experienced for the project implementation and decision making phases. On top of this relocation, the wide coverage of the project posed greater difficulty in conducting detail guidance and follow-ups, as it was necessary to dispatch many short term experts in a wide range of fields.

» Recommendations and Lessons learned

It was recommended to build better communication channels between experts and the Directors of the implementation organization, in order to reduce the inconveniences experienced at the time of communication and decision-making. At the same time, there was also a lesson learned about focusing or narrowing the project target(s) while drawing up plans for short-term cooperation.

Efforts to Improve its Evaluation

In the past, JICA and JBIC had worked on their own evaluation systems. Since the merger of both organizations, new JICA will focus on the following 5 points as a new organization operates three schemes of assistances; Technical Cooperation, Grant Aid and Japanese ODA Loan.

Approach • 1 Conduct evaluation on the cooperation program among different schemes of assistance (P.26)

- JICA is designing a cooperation program that maximizes the integration effect in order to achieve greater development effectiveness. The cooperation program is based on a strategic framework that assists the recipient country to achieve its specific mid to long-term developmental goals. The program promotes cooperation relevant to the assistance policies in both recipient country and Japan and operates various schemes in the most appropriate way to support the achievement of specific development goals, and through these it aims to maximize the impact from the assistance.
- JICA intends to perform evaluations on past cooperation projects where different schemes of assistance were provided, so as to examine the evaluation methodologies for the cooperation program.

Approach • 2 Develop an evaluation system relevant to all three schemes of assistance (P.27)

- JICA is developing an evaluation system that will be consistent across all three schemes of assistances it offers, while considering the unique characteristics of each assistance scheme. Ex-post external evaluation has already been introduced in Technical Cooperation projects, which followed the case of Japanese ODA Loans. JICA will continue to develop the evaluation system consistent with the three assistance schemes including Grant Aid, which JICA will take over.

Approach • 3 Displaying the outcome objectively (P.28)

- A rating system has been applied to the secondary evaluations at terminal evaluation of Technical Cooperation and ex-post evaluation of Japanese ODA Loan. At the same time, the ex-post evaluation of Grant Aid projects which used to be conducted by Ministry of Foreign Affairs (MOFA) uses a similar rating system. JICA aims to develop a standard rating system that can be applied to three assistance schemes, in order to display more consistent and standardized evaluation results.
- For ex-ante and ex-post evaluations of Japanese ODA Loan projects, evaluation is performed based on "operation and effect indicators" and "Internal Rate of Return (IRR)", which outline the costs and benefits from the projects objectively. To maintain and improve the standard of these evaluation systems, JICA has completed the evaluation manual, and regularly reviews to find out how strictly the manual is followed, and identify areas of improvement and how to deal with them. Following this path, for both Technical Cooperation and Grant Aid projects, JICA plans to encourage the use of more quantitative indicators and set clearer goals in order to define project achievement objectively.

Approach • 4 Develop and try new evaluation method (P.29)

- JICA regularly develops and tests various evaluation methods with a view to improving quality. For example, new evaluation methods for those schemes of assistance previously not subject to evaluation, and modifying evaluation methods for projects that are difficult to conduct appropriate evaluation under current system due to its characteristics and situation. Specific cases are seen in the ex-post evaluation on Africa's Third Country Training Program (the South-South Cooperation project), and the evaluation on General Budget Support projects.

Approach • 5 Joint evaluation with other organizations (P.30 • 31)

- JICA has been conducting joint evaluations with other organization, such as the government of the recipient country and other donors. Especially in cases involving the recipient government, the goal is to improve their recipient's evaluation capabilities by transferring evaluation techniques and sharing evaluation results. As for the cases involving other donors, the goal is to achieve higher quality following the international trend seen in the "Paris Declaration on Aid Effectiveness".

Topics

Topic 1 Impact Evaluation Study Group (P.32)

- Impact Evaluation is intended to measure precisely the changes occurred as a result of program and/or project implementation. JICA has used Impact Evaluation on a trial basis to assess the development effectiveness of Japanese ODA Loan projects. Aiming at introducing Impact Evaluation as a permanent feature and installing a methodology and system to reflect the results on a project cycle, JICA has since December 2007 conducted "Impact Evaluation Study Group" inviting experts and those involved with ODA work. Currently, this workshop is in the process of developing guidelines for introducing Impact Evaluation and the selection criteria for target projects.

Topic 2 Transferring the evaluation technique to developing countries (P.33-36)

- Besides providing assistance to developing countries through individual technical cooperation, JICA also conducts joint evaluation and workshops for ODA evaluation with them, in order to improve the evaluation capacity in these countries. Below is the case of Technical Cooperation with Nepal.

» Nepal: Strengthening the Monitoring and Evaluation System

- Nepal puts emphasis on "Good governance" as part of the strategy in the National Development Plan, and indicates a policy to enhance monitoring and evaluation capacity in the central and local governments.
- To meet this need, JICA launched the project of "Strengthening the Monitoring and Evaluation System". This project aims to enhance the monitoring and evaluation function by providing training to staff in the related ministries and local governments who are involved in the monitoring and evaluation functions, and offering assistance in drawing up evaluation manuals.
- Currently, the human resource training has progressed to the stage where the related ministry staffs have begun coaching at the training sessions for evaluation improvement. Also, the evaluation manual and guidelines are being prepared and monitoring reports are being formatted.



Training Session

Topic 3 Tour on JICA's ODA projects in Bangladesh and Indonesia by Ms. Mayo Shono, the singer and the founder of NPO "Musicians without Borders" (P.37-38)

- To spread the message of JICA's evaluation efforts, the effectiveness of ODA projects and the importance of international cooperation, JICA has, since fiscal 2004, invited journalists and celebrities on ODA project tours and published their experiences to the Japanese public. In fiscal year 2008, JICA invited Ms. Mayo Shono to tour the ODA projects in Bangladesh and Indonesia.

» Impression of the ODA project

- "In Japanese ODA Loan project, I was impressed that the assistance did not just focus on installing infrastructure for economic development, but also aimed at transferring ownership to the recipient country, till local residents eventually took over the program."
- "In Technical Cooperation project and the projects by NGOs, I was touched by the enthusiasm of the people in dealing with the issues affecting local residents."

» Expectations of JICA

- "I hope there will be further assistance efforts to which the voices of the citizens on the both sides are better reflected in harmony. As new JICA operates Technical Cooperation, Japanese ODA Loan and Grant Aid altogether, there will be higher expectations of JICA. I hope JICA will provide custom-made assistance that is perfectly tailored to the needs of respective developing countries."



Meeting with the President Yunus of Grameen Bank

