

Impact Evaluation Study Group

Preface

Impact Evaluation generally refers to the evaluation that precisely measures change that occurs as the result of a project. For projects conducted in social and economic sector, the various changes that arise during project implementation or after project completion are subject to the impact of macroeconomics, politics and the activities of private corporations. Impact evaluations try to remove all such external factors and biases as much as possible through particular evaluation methods and data collection techniques, in order to assess the net effects caused by the operation and the project imple-

mentation.

Donor countries now have higher expectations to utilize the results from Impact Evaluation in search of better assistance targets and methodologies to conduct assistance more effectively and efficiently, in the context of greater concern on development outcomes. As a result, Impact Evaluation is beginning to receive more attention. Not only in Japan, but also in international organizations such as OECD, there is greater emphasis on the development of Impact Evaluation methods.

Purpose

Previously, (the former) JBIC had performed Impact Evaluation on the developmental impact of Japanese ODA Loan projects on a trial basis. Aiming at developing a system and guidelines that utilize Impact Evaluation and its results more constantly to be reflected in the project cycle, the "Impact Evaluation Study Group" has been established. In order to incorporate Impact Evaluation within the project

cycle, it is necessary to decide the purpose of the evaluation, selection of target projects, and evaluation design, while considering the constraints, such as data and budget for evaluation. This study group is thus tasked to share the knowledge and discuss the issues in greater depth among Impact Evaluation experts and those involved with ODA work.

Content

The Impact Evaluation Study Group consists of the following experts and staff from the Evaluation Department in JICA.

Committee of Impact Evaluation Study Group

- Hiromitsu MUTA (Team leader)
..... Executive Vice-president, Tokyo Institute of Technology
- Seiro ITO
..... Senior Research Fellow, Institute of Developing Economies
- Satoshi OHIRA
..... Associate Professor, Keio University
- Ryo SASAKI
..... Senior Research Fellow, International Development Center of Japan
- Yasuyuki SAWADA
..... Associate Professor, University of Tokyo
- Yoshio WADA
..... Professor, National Graduate Institute for Policy Studies
(Listed in Japanese syllabic order. Titles omitted.)

In the study group, based on examples of Impact Evaluation on Japanese ODA Loan projects, such as the Social Infrastructure Development Project in Peru and the Irrigation Project in Sri Lanka, as well

as experiences from committee members, the committee discusses lessons learned, issues and points of improvement that are recommended to JICA for its future Impact Evaluation. Through these discussions, the importance of creating an implementation guideline for Impact Evaluation, and the selection of projects that qualify for Impact Evaluation were highlighted. At the same time, the committee recognized the necessity of enhancing the efforts, such as obtaining accurate and thorough baseline data from project planning and implementation stages.

3 types of Impact Evaluation (Proposed)

- Thoroughly equip the baseline data and conduct standard comparison between ex-ante and ex-post.
- Set clear assignments and conduct thorough evaluation through the involvement of the evaluator from the stage where the project impact has not yet appeared, if possible.
- Involve the evaluator at the project planning stage and perform a randomization (experiment analysis method) on a trial basis.

Case of Evaluation on Irrigation Project in Indonesia

Evaluators: Seiro ITO / Kazushi TAKAHASHI, Institute of Developing Economies

Prior to the launch of the Impact Evaluation Study Group, this was a trial Impact Evaluation conducted on the irrigation repair project implemented at the South Sulawesi state in Indonesia. In this evaluation, detailed measurements were taken to assess the impact on the yield from the irrigation repair work, by using the Regression-Discontinuity Model, a method used in Econometrics. From the analysis, it was found that the farmers at the lowest reaches of the river

did not receive enough benefit from the irrigation and their yields were not much different from the neighboring rain-fed farmers who were outside the project target area. Another finding was that the irrigation impact was subtle to the farmers whose original production rate was high; on the other hand, the farmers with lower original production rates received more benefits from the irrigation project as a whole.

Transfer of Evaluation Techniques to Developing Countries

1 Efforts on Joint Evaluation and Evaluation Capacity Development in Vietnam

JICA has concentrated its efforts on helping governments of developing countries to develop their evaluation capacity. One of the measures JICA has undertaken is Joint Evaluations. Through conducting evaluation jointly with the recipient government, JICA aims to transfer evaluation techniques and share their evaluation results. So far, these joint evaluations have been conducted in many countries, and have produced definite outcomes in terms of transferring evaluation techniques, and have resulted in the implementation of more effective and efficient projects. In the following section, joint evaluations conducted on Japanese ODA Loans projects and the efforts in improving evaluation capacity in Vietnam since fiscal year 2007 will be introduced.

Background and Purpose

The memorandum of understanding (MOU) signed for three years between the former JBIC and the Ministry of Planning and Investment (MPI) in July 2007 established the basis of cooperation in evaluation between JICA and the Vietnam government.

In November 2006, the Vietnam government had adopted a policy to conduct evaluation of development projects at 4 stages; ex-ante, mid-term, termination and ex-post, following the evaluation system of Japanese ODA Loans. In order to conduct these evaluations, it was recognized that Vietnam needed to improve its evaluation capacity and equip itself with a proper

evaluation system. Reflecting the policy and needs in Vietnam, the MOU aimed to establish management methods of a project cycle in which the lessons learned and recommendations from the evaluations would be utilized in future development projects, by transferring the evaluation techniques to the Vietnam government and improving their evaluation capacity.

The MOU essentially comprises two pillars: 1) Perform Joint Evaluation, and 2) Assist in enhancing evaluation system and capacities. Finer details of the cooperation are drawn up by JICA and MPI in the annual implementation plan.

Content of the annual implementation plan

2007

Joint Ex-post Evaluations (See page.76~ for evaluation results)

- National Highway No.1 Bridge Rehabilitation Project (I)(II) (Rating: A)
- National Highway No.5 Improvement Project (1)-(3) (Rating: B)
- Hanoi - Ho Chi Minh City Railway Bridge Rehabilitation Project (1)-(3) (Rating: A)

Assistance in enhancing evaluation system and capacity

- Information-gathering on evaluation systems of Vietnam government and major donors
- Development of systems to arrange and collect information of ex-post evaluations

2008 (On-going)

Joint Ex-post Evaluation

- Ham Thuan - Da Mi Hydropower Project (1)-(4)
- South Coastal Communication System Project
- Phu My - Ho Chi Minh City 500 kV Transmission Line Project

Assistance in enhancing evaluation system and capacity

- Assist with establishment of the Vietnam Evaluation Association*
- Conduct ODA Evaluation training for stakeholders in the Vietnamese government
- Participate in the 9th National Meeting of The Japan Evaluation Society, and promote exchanges with Evaluation Associations of other countries

* What is the Vietnam Evaluation Association?

An initiative of the MPI, this Association is envisioned as an independent organization that serves as a focal point among domestic evaluation experts in the public, private and academic sectors in Vietnam. It also serves as the means to "improve evaluation expertise", which is listed in Vietnam's Five-year action plan for monitoring and evaluation drawn up by MPI. Activities of the Association will include information exchange, educating and supplying the human resources in evaluation. JICA's contributions toward the Association include advice offered in the establishment of this association by Japanese external evaluators and offering the lecture by the Japan Evaluation Society in June 2008 in Hanoi.

Joint Evaluation in FY2007

The Joint Evaluation of FY2007 was conducted jointly by the Vietnam evaluation team made up of representatives from the MPI, Ministry of Transport and the project implementation agency under Ministry of Transport, and the JICA evaluation team represented by two external evaluators from JICA, a local consultant and a research assistant (collectively called the "Core

Team"). The process of this evaluation was divided into 4 stages: 1) Plan and preparation, 2) Data collection, 3) Data analysis and reporting, and 4) Feedback. While the JICA team led the evaluation, there was participation and cooperation by the Vietnam team at every stage of the process.

1) Plan and preparation (August - December, 2007)
→Picture 1,2

After the core team was set up, an evaluation plan and guidelines were drawn up. Following that, a survey on beneficiaries from the pilot project was conducted as training for the Vietnam team. At the same time, as part of activities to improve Vietnam's evaluation capacity, a system to collect and arrange information was developed for them to be applied at this Joint Evaluation.



Picture 1: Evaluation workshop for drawing the evaluation plan (November, 2007)



Picture 2: Researching the beneficiaries from the pilot project. Meeting conducted at the industrial estate in the National Highway No.5.

2) Data collection (November - December, 2007)
→Picture 3,4

For each project, the Vietnamese team arranged all field surveys and jointly visited the related agencies, inspected the project sites and collected information through interviews and questionnaire surveys.



Picture 3: Conference with People Committee of Binh Dinh Province (National Highway No.1 Bridge Rehabilitation Project)



Picture 4: Interview survey at Hue station (Hanoi - Ho Chi Minh City Railway Bridge Rehabilitation Project)

3) Data analysis and writing report (January - March, 2008)
→Picture 5

After the data-collection process, the Vietnamese team evaluated the relevance, efficiency and effectiveness of each project, and the external evaluators from the JICA team evaluated impact and sustainability. For each project, the core team discussed evaluation results and drew up a tentative evaluation report. Subsequently, it requested the Vietnam government and JICA to comment on the results and reflected those comments received.



Picture 5: Evaluation work meeting by core team.



Picture 6: Final reporting of Joint Evaluation, June 2008 at Hanoi

4) Feedback (June, 2008)
→Picture 6

At this session, the core team jointly presented the final evaluation results to the Vietnam government and donors.

Impression on the Joint Evaluation in Vietnam in FY2007

External evaluators: Keishi Miyazaki, OPMAC, Ltd.
Takako Haraguchi, International Development Associates, Ltd.

The Joint Evaluation program in fiscal year 2007, being the first of the three-year MOU to improve evaluation capacity between JICA and MPI, produced far-reaching results than anticipated. Representing the Vietnam government in the Joint Evaluation team were officials from MPI, which is the ODA coordination authority, Ministry of Transport and project implementation agency. They conducted a series of evaluation research activities; drew up the evaluation plan, performed data collection and analysis, finalized the evaluation results and reporting, literally "jointly" with the JICA team. Their attendance and eagerness to learn were demonstrative of their seriousness towards the ownership. We list below the contributory factors for this successful partnership.

First of all, let's consider the recent efforts by Vietnam to improve aid effectiveness. Vietnam has made great efforts to introduce the regulations on ODA monitoring and evaluation, and through this it is demonstrated that the ministries, agencies and implementation organizations related to ODA have raised their awareness toward the ownership of the evaluation. Secondly, we must acknowledge that the Joint Evaluation was conducted using the ODA Evaluation Manual drawn up by the Vietnam government in 2007 and we followed their evaluation methods and process. The methods were harmonized and adjusted to raise the relevance for them to conduct the evaluation work, and to provide them with experiences necessary for future evaluations. Thirdly, we laid out a structure to help the Vietnam evaluation team thoroughly, by utilizing local consultants to provide on-the-job-training and other supports. As team members attended the Joint Evaluation activities whilst still engaged with their primary operations, we made every effort to maximize the learning effect while drawing their enthusiasm. Together with local consultants, we developed practical training programs which we believed would be useful to the attendees, and offered coordination between stakeholders and the organizations, arranging for team building and regular meetings within the team.

On the other hand, there were some problems, such as the lack of human resources in the evaluation and difficulties in securing an evaluation budget from the Vietnam government. In the ongoing 2008 Joint Evaluation program, in addition to the Joint ex-post evaluation for Japanese ODA Loan, we have plans to continue our support in establishing the Vietnam Evaluation Association and offer evaluation training for stakeholders in the Vietnam government. We are committed to putting our effort to address the above issues.

Transfer of Evaluation Techniques to Developing Countries

2 Assistance toward the Development of Evaluation Capacity in Developing Countries –I (Nepal)

JICA offers individual Technical Cooperation projects, as an effort to improve the evaluation capacity in developing countries. Currently, one such project is undergoing in Nepal.

Target country: Nepal, Project Name: Strengthening the Monitoring and Evaluation System, Term of cooperation: October 2006 - December 2009

Project Background

In Nepal's 10th National Five-Year Plan and Three-Year Interim Plan, poverty alleviation was recognized as the issue of greatest importance. To pursue this, Good Governance has been identified as one of the strategies for the implementation of effective developmental projects and the provision of effective administrative services. In response to this strategy, the policy to "enhance monitoring and evaluation" capabilities of central and local government was adopted, so that a reliable and transparent structure with regards to policy decision and public expenditure is established.

However, as the system and organization have not been well

arranged and training of human resources were not making progress at the central and local administration levels, effective monitoring and evaluation on development project and policy have not been conducted.

To resolve this matter, JICA has stepped in to offer a Technical Cooperation project that aims to strengthen the monitoring and evaluation system by providing training to staff involved in these operations at central and local administration levels, and to develop a manual and guidelines for them. The project structure is explained below.

Project Summary

- Overall Goal** : Results of monitoring and evaluation (M&E) are reflected in the process of policy formulation, project planning and implementation.
- Project Purpose** : M&E capabilities of National Planning Commission Secretariat (NPCS), sectoral ministries, and key projects and programs are strengthened.
- Outputs** : ① Human resources in M&E trained.
 ② Monitoring and evaluation tools (M&E guidelines, monitoring reporting formats, PDM (logframe) manuals) are prepared / improved.
 ③ Enhanced awareness and improved understanding and support for M&E from decision makers and officers.

Project Situation

Currently the project conducts the following: human resource development and training to improve the capacity of evaluation staff of National Planning Commission which is the evaluation body and ministries involved with poverty reduction, and developing guidelines and manual for monitoring and evaluation and revision of the format for monitoring reports.

As for the human resource development, training would first be offered to staff who will become trainers within the National Planning Commission Secretariat and related ministries. These trained staff would in turn train those within the government. This method would thus enable a wider coverage range.

As a matter of fact, the trainees graduated from this project have now progressed to the level of planner or facilitator for the monitoring and evaluation training within their own organizations; some have even been invited as a guest lecturer in evaluation-related training organized by other donors. As such, the outputs from the human resource development have been successfully realized. At the same time, the high-level forums and similar efforts have served to highlight the importance of monitoring and evaluation for developmental projects to policy makers. In the future, it is expected that the monitoring and evaluation system delivered in this project will be systemized, and the publication and utilization of evaluation results will become a permanent activity to promote transparency and accountability of the government's future projects.



Training Session (1)



Training Session (2)

3 Assistance toward the Development of Evaluation Capacity in Developing Countries - II (Workshop on ODA Evaluation)

JICA co-hosted the Workshop on ODA Evaluation together with MOFA, for Evaluation Capacity Development in Asian developing countries.

The 7th ODA Evaluation Workshop

Dates	: November 28 th and 29 th , 2007
Place	: Malaysia (Kuala Lumpur)
Attendees	: About 70 people from 18 countries in Asia and Oceania, and International Organizations (UNDP, OECD, ADB)
Host	: Co-chaired by Japan and Malaysia (Japanese co-hosts from MOFA, JICA and JBIC)

Purpose of the Workshop

- To promote the understanding in Asia on the issues related to ODA evaluation methods and ODA evaluation, and to develop evaluation capacity.
- To aim for more efficient assistance by donors through evaluation capacity development, as well as to aim for more efficient development through improving governance and ownership of the recipient country.
- Through co-chairing this workshop, to share Malaysia's experience on evaluation and Japanese knowledge with other Asian nations, so that the evaluation capacity in Asian nations will be enhanced.

Workshop on ODA Evaluation has been held exclusively by MOFA since fiscal year 2001, but in fiscal year 2007, the seventh year of the workshop, it was co-chaired by Japan and Malaysia governments as part of "Japan-Malaysia Friendship Year 2007". MOFA, JICA and old JBIC represented Japan in partnership.

In this workshop, JICA led the section meeting with the theme "human resource development for enhanced evaluation capacity". In the section meeting, the discussions were focused on issues of "where to look for the future evaluator candidates?" and "what are the pros and cons of having various evaluators?"

Main Discussion Points

Vivid discussions were conducted on the following points over both days.

- **Evaluation capacity development through working on the evaluation system**
 - The importance of enhancing the feedback system to utilize evaluation results strategically and reflect it in policy was discussed.
 - The difficulty of balancing learning from evaluation results and fulfilling accountability was addressed. In response to that, it was agreed that it is crucial to respond to the demand for evaluation without differentiating the two, although a balance of the two is important.
 - The importance of building an international evaluation network among evaluation experts in Asia to secure evaluation quality was examined.
- **Evaluation capacity development through working on human resources**
 - Discussions around the following issues of training for evaluation analysis which should be offered by government agencies or academic organizations, measures to promote cooperation among evaluation organizations, and securing human resources to become evaluators.
 - Establishment of the evaluation society in each country and the importance of their international network were discussed.
- **"Paris Declaration on Aid Effectiveness" ("Paris Declaration")**
 - Among the 5 principles in the "Paris Declaration"*, the least developed principle is sector for harmonization. The importance of evaluation was stressed to promote the implementation of "Paris Declaration".
 - It was agreed that it is important to pay more attention to greater development impact, by implementing the evaluation that contributes to improvements in assistance impact.



* See page 31 on this report.

Ms. Mayo Shono, singer and the founder of NPO, “Musicians without Borders” toured JICA’s ODA projects in Bangladesh and Indonesia.



Ms. Mayo Shono

Born in Osaka, 1954. Debuted as a singer in 1976, her “Tonde Istanbul (Fly Away Istanbul)” became a huge hit-song. Triggered by her round the world trip in 1980, she became interested in international issues. In 2000, she began studies at the Faculty of Humanity and Environment in Hosei University, and in 2004, started on her Masters degree in the Graduate School of Asia-Pacific Studies in Waseda University. From 2005, she hosted “The September Concert JP”, the citizens’ concert for peace. In 2006, she founded “Musicians without Borders”.

“Way to go, Japanese ODA!!
Japanese ODA Loan project is certainly ‘creating a pathway!’”

To spread the message of JICA’s evaluation efforts, the effect 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.

This year, JICA invited Ms. Mayo Shono to tour the ODA projects including Japanese ODA Loan projects and Technical Cooperation projects in Bangladesh and Indonesia between June 22nd and July 1st, 2008.

Visited projects	
● Bangladesh	(Japanese ODA Loan Projects) Jamuna Multipurpose Bridge Project, Northern Rural Infrastructure Development Project, Rural Electrification Project, Bangladesh Rural Development Credit Program (Grameen Bank) (Technical Cooperation Projects) Project for Strengthening of Solid Waste Management in Dhaka City, Program for Strengthening Primary Teacher Training on Science and Mathematics (JOCV) (Others) Yuriko Angel School, (NGO, International Angel Association)
● Indonesia	(Japanese ODA Loan Projects) Improvement And Construction Of Jabotabek Area Railway Project, Development Project Of Institute Of Technology In Bandung, Upland Plantation and Land Development Project at Citarik Sub-Watershed, Jakarta Fishing Port-Market Development Project (Technical Cooperation Projects) Improving Mother and Child Health Services with MCH Handbook, Promoting Indonesia’s Civilian Police Force Activities (Others) KDM (Christian orphanage) (Volunteer Network J2Net)

—You have visited several Japanese ODA Loan projects, what is your impression? And what was the most impressive event?

Shono: As I’ve learned many things from each project, it is hard to pick just one; but it was impressive to me that the assistance from ODA Loan does not end at infrastructure development to support the economic development. Instead, it awakens the citizens of developing countries to take ownership of the program and be enabled to run it themselves.

To build bridges and roads for local residents to support their economic and social development literally means to realize their hopes and dreams, and it is certainly a “creating a pathway”, I thought. Most projects offer various outcomes, such as roads in the farming villages in Bangladesh, afforestation and basic irrigation systems in Indonesia, through which, I felt, JICA intended to connect the local people together, and build their paths to the future alongside them. To help the local residents enlarge their possibilities based on the outcomes from Japanese ODA Loan projects may also be its important role.

—You visited JICA’s assistance project, Grameen Bank which was the Nobel Peace Prize Laureate and met Muhammad Yunus, the President of the Bank. What was your impression?

Shono: I was shocked when I learned about Grameen Bank five to six years ago while in the university. I thought it was amazing to make supporting the poor directly as a business opportunity rather than a charity. When I heard that the presi-



Meeting with the President Yunus of Grameen Bank

dent of the Bank received the Noble Peace Prize, I thought it was obviously right.

At the farm village I visited, a lady told me her success story. In the beginning, she borrowed 2,500 taka (about 4,000 yen) to operate her farm-related business. After repaying the loan from her business profits, she borrowed more than 10,000 taka to expand the business further. Afterwards, she renovated her house with a housing loan from the bank. With her vivid expressions, I confirmed the reliability of the assistance from Grameen Bank and that Japanese ODA Loan which supported Grameen Bank’s loan has been utilized effectively.

Introduction	Japanese ODA and Birth of New JICA
	What is JICA's Evaluation System?
Part 1. Project Evaluation in JICA	Efforts to Improve its Evaluation
	Topics
Part 2. Project-level Evaluation	External Evaluation by the Third Party
	Asia Middle East Africa Latin America Oceania Europe Terminal Evaluation of Technical Cooperation and Ex-post Evaluation of ODA Loans
Part 3. Program-level Evaluation	Program Evaluation
	Thematic Evaluation
Reference	List of Evaluations and Glossary

—Other than Japanese ODA Loan projects, you visited Technical Cooperation projects and the projects by NGO, how was visiting those projects?

Shono: Personally, I have a better understanding of assistance based on humanitarianism, rather than imaging the scale of construction and the outcome of assistance in figures. In that sense, it was easy for me to understand, and I felt familiar to the Technical Cooperation projects and NGO's activities. When I met the people involved in the projects that deal with the issues closely related to daily life of the citizens, such as Strengthening Science & Math Primary Education, Improving Mother and Child Health Services with MCH Handbook, and Promoting Indonesia's Civilian Police Force Activities, I was touched by their enthusiasm. At the same time, I had an impression that people were working hard for the poor, female and children, who are socially weak. It was a great privilege and benefit for me to visit not only the Japanese ODA Loan projects but also the other project sites.

—What is your overall impression on Japanese ODA? Is it changed after your tour?

Shono: First of all, I saw and felt people moving, not just money. It made me realize that Japanese ODA Loans contribute to various sectors. In the Northern Rural Infrastructure Development Project in Bangladesh, and the Upland Plantation and Land Development Project at Citarik Sub-Watershed in Indonesia, although the assistance target was infrastructure in the farm village, it was evident that instructions were provided for community development at the same time, and it resulted in the improvement of farmers' capabilities to maintain and control the projects independently. These projects not only reduced the damages by flood, but also increased farmers' income due to the effective production of agriculture products. JICA should be proud of these new outcomes.



Farmers' group engaged in afforestation for Riverbank Protection Work on Chitalik River Project.

—In October 2008, New JICA was born. We would like to hear your expectations on New JICA as well as your opinions on what is necessary to succeed in projects and assistance.

Shono: As a NGO activist, I hope the assistance will be expanded, those that provider and receiver of the assistance understand and sympathize each other. In that sense, I have big expectations on New JICA to offer comprehensive operations

in Technical Cooperation, Japanese ODA Loan, and Grant Aid. It would be ideal if JICA provides custom-made assistance to perfectly match the needs of developing countries. I hope New JICA will provide the cooperation offering various schemes of assistance flexibly, so that it could be called in the international society, "the New JICA is a promoter of international assistance and development assistance."



Jamuna Multipurpose Bridge which has power line and gas pipeline attached to the road

—Through this tour, what message would you like to convey to the Japanese people?

Shono: Japan ODA is doing a great job!

During this tour, I viewed the projects from the perspective of the developing countries, and I could fully enjoy the Japanese contribution which is "full of humanity". I wish to let the Japanese people know more about these people who are engaged in aid activities with all their enthusiasm.

Each project is like a living creature. Even after the physical construction of roads through ODA Loan is over, so long as the road connects people and goods, the ODA project remains active. The completion of facilities' construction is not the end of the project, as the operations and maintenance management require significant amount of work and energy. I found that Japanese people have great capability in management. I am proud of such characteristic of the Japanese nationality, such as patient, accurate, friendly and filled with of a sense of justice.

—How have you been applying your experience from this trip to your activities?

Shono: Music, in fact, is another form of activity that creates a pathway. Lyrics and melody will flow from person to person, from past to future, drawing many sceneries. Although the singer might merely be a guide, I wish I could convey the various dramas I met during this tour to many people. Mr. Bali, the person in charge of the orphanage run by the International Angel Association in Bangladesh, said "Continuity will open up the pathway". Keeping that word in my mind, I would like to take the next step. I really appreciate the wonderful opportunities for all my encounters.

Water Supply Sector: Thematic Evaluation for Operation and Maintenance Management

One of the targets listed in the Millennium Development Goal (MDGs) is “To halve, by 2015, the proportion of people without sustainable access to safe drinking water and basic sanitation” (Target 10). At the same time, supporting the facility development for water supply and sewage projects in developing countries is one of the focus sectors of the Japanese ODA Loan.

However, the water supply enterprises in developing countries do not often conduct adequate maintenance management. In some cases, the lack of revenue due to water leakage or theft raises concern about management. Most of the water supply used to be operated by the public sector, but recently there are more cases in which operation and maintenance management has been shifted to the private sector.

This thematic evaluation looked at the past water supply projects conducted by Japanese ODA Loans in Indonesia and the Philippines. It targeted the projects whose water supply authority is operated and managed by public corporations and projects where the operation and maintenance management were later shifted to private corporations to assess how appropriately the operation and maintenance management is conducted, as well as to assess if water supply service provided to the residents meet the appropriate standards. In the evaluation, it used Performance Indicator (PI) which was suggested by Japan for installing the ISO (International Organization for Standardization) standards for service activities relating to drinking water supply systems and wastewater systems, and analyzed results from the viewpoints of 1) Safety, 2) Stability, 3) Sustainability, 4) Environment, and 5) Management.

Based on the analysis results, JICA intends to clarify the future issues of the target projects to improve water supply services, as well as list the issues related to operation and maintenance management separately by public versus private corporations. Through these, it will examine the assistance methods of international cooperation, including the Japanese assistance toward operational and maintenance management for the water supply sector. Thereafter, JICA will make recommendations on the project planning and project management of water supply projects. At the same time, considering the evaluation results from this thematic evaluation, it intends to examine the evaluation standards of similar evaluations on water supply projects in developing countries.



Water supply project in Batangas City in the Philippines: Water Treatment Plant, precipitation system

Evaluation Target

Country	Research Target			
	Water Supply Corporation	Target Region	Operation and Maintenance Management Organizations	Operation Form
Indonesia	Jakarta Water Supply Enterprise (Regulatory body: Jakarta Water Supply Regulatory Body)	East region of Jakarta City	Aetra	Established by public sector and operated by private sector
		West region of Jakarta City	Palyja	
	Makassar (Ujung Pandang) Water Utility	Makassar City	Makassar Water Utility	Established and operated by public sector
Philippines	Metropolitan Waterworks and Sewerage System (Regulatory body: Regulatory Office)	East region of Metro Manila	Manila Water Company Inc. (MWCI)	Established by public sector and operated by private sector
		West region of Metro Manila	Maynilad Water Services, Inc. (MWSI)	
	Batangas City Water District	Batangas City	Batangas City Water District	Established by public sector and operated by private sector

Evaluation Viewpoints

Category	Viewpoints	
1) Safety	Is safe water provided?	: Protect water resource, water quality control
2) Stability	Is water supply stable?	: Water supply hours, protection of facility, risk management
3) Sustainability	Is management base solid?	: Financial foundation, inheritance and development of technology, water supply service
4) Environment	Is it contributing to environmental protection?	: Energy consumption, effective usage
5) Management	Is the management of water system appropriate?	: Operation management, facility maintenance management