

The Results of the External Evaluation and Rating

JICA is promoting external evaluations in order to improve the transparency and objectivity of evaluation results. Based on the project evaluation results, JICA is conducting the rating* based on the rating methods for ODA loan projects and technical cooperation.

The Results of Ex-post Evaluation Rating for ODA Loan Projects

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.

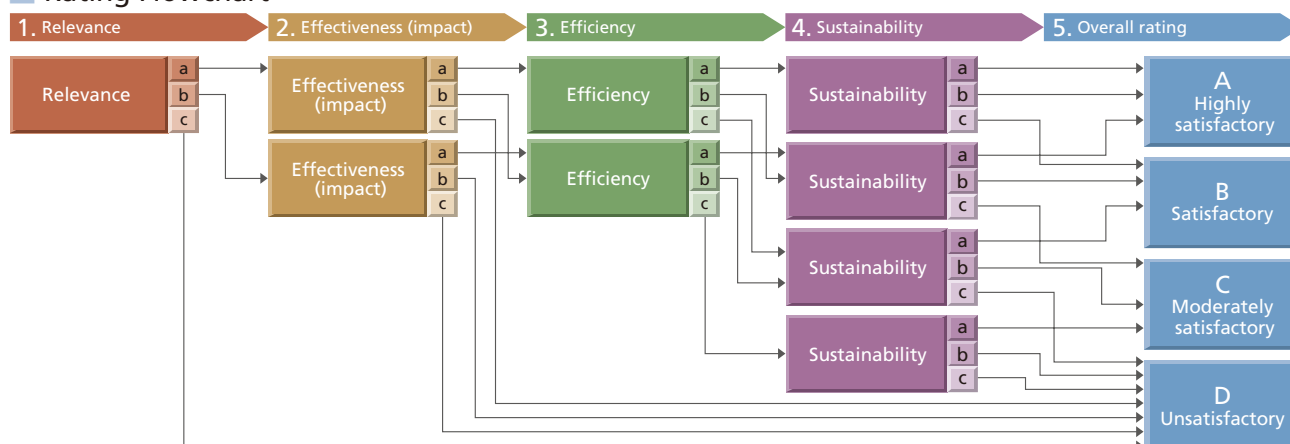
Ratings are not only to show evaluation results in an easy to un-

derstand way, they are also useful for investigating measures to improve the development of projects based on those results.

However, because ratings do not reflect everything there is to know about a project, their importance should not be overemphasized. The rating should be considered as one indicator.

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 (see next page). For outlines of the ex-post evaluations for the 40 projects, refer to pages 49-93.

Rating Flowchart



Rating Method

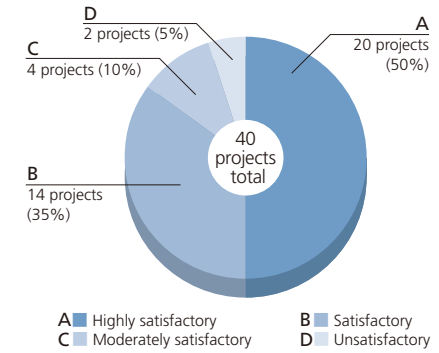
Item	Points	Criteria	Notes
1. Relevance	Evaluate the relevance to development needs at the time of the appraisal and at the time of the ex-post evaluation and evaluate the project's consistency with development policies.	Consistent with needs and policies	a
		Some problems in consistency	b
		Serious problems in consistency	c
2. Effectiveness (impact)	Compare planned and actual figures to measure effectiveness.	80% or more of target	a
		50% - 79% of target	b
		Below 50% of target	c
3. Efficiency	Compare the planned content and the actual content, in terms of project outputs, project period, and cost. Based on the results of each comparison, rate the overall efficiency of the project.	1. Outputs Not reflected in the ratings, but is taken into consideration when rating the items below. (Outputs)	
		2. Project period (Input)	
		100% or less of target	a 3 points
		Between 100% and 150% of target	b 2 points
		Exceeding 150% of target	c 1 point
		3. Project costs (total project costs in foreign currency) (Input)	
		100% or less of target	a 3 points
		Between 100% and 150% of target	b 2 points
		Exceeding 150% of target	c 1 point
		4. The points for the two items above are tallied together (a = 3 points, b = 2 points, c = 1 point)	
[aa] → Efficiency is a (a+a = 6 points)	a		
[ab, ba, ac, ca, bb] → Efficiency is b (4 - 5 points)	b		
[bc, cb, cc] → Efficiency is c (2 - 3 points)	c		
4. Sustainability	Evaluate sustainability based on the financial situation, and by considering technical capacity, operational system and the status of facilities.	Highly sustainable	a
		Some concerns but no major problems	b
		Major concern at the time of ex-post evaluation	c
5. Overall rating	Perform an overall rating.	See the flowchart above.	

* Evaluation results will be shown in a more easy to understand way in the future by developing a consistent rating system for each aid scheme. Refer to page 28 for details.

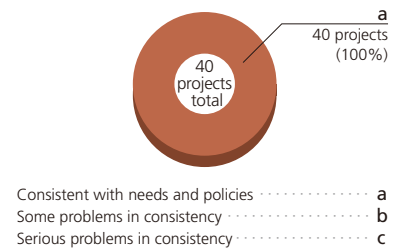
Rating

Country	No.	Project name	Rel- evance	Effec- tiveness	Effi- ciency	Sustain- ability	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 Hainan Development Project (Highway) (1) (2)	a	a	b	a	A
	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 Casablanca South Ring Road Construction Project	a	b	b	a	B
	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

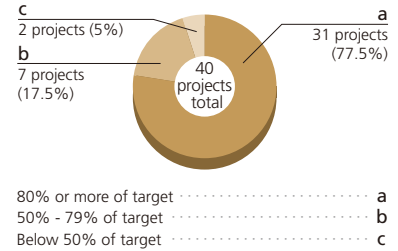
Overall rating



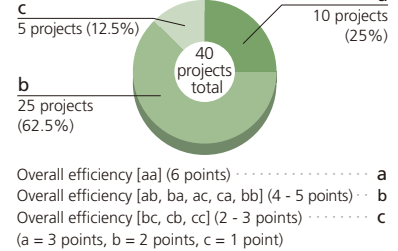
Relevance



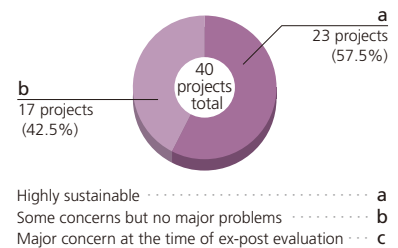
Effectiveness (impact)



Efficiency



Sustainability



The Results of the External Evaluation and Rating

The Results of the Secondary Evaluation for the Terminal Evaluation of Technical Cooperation Projects

The Advisory Committee on Evaluation*1 / the Secondary Evaluation Working Group

In order to increase the transparency and objectivity of evaluation, JICA has been conducting secondary evaluations since FY2003, in which the Advisory Committee on Evaluation checks the results of terminal evaluations for technical cooperation projects (primary evaluation) performed by JICA. In the secondary evaluation in FY2008, 50 projects' terminal evaluations conducted by JICA in FY2005 (10 projects), FY2006 (27 projects) and FY2007 (13 projects) were examined in terms of the "quality of terminal evaluations" and the "quality of projects based on terminal evaluation reports."

For the secondary evaluations, a working group was set up under the Advisory Committee on Evaluation in cooperation with the Japan Evaluation Society (JES). The working group was comprised of 10 JES experts in evaluation as evaluators. The following method was employed to conduct the secondary evaluations. Each terminal evaluation reports was appropriately allocated to four out of ten evalua-

tors who then read the reports. One evaluator read all the reports and two evaluators read half the reports each. Other evaluators read 19-20 reports each. In order to eliminate the evaluators' judgment variations, the judgment standard of the evaluator who read all the reports was used as the standard for the entire team and the values were calculated accordingly, so that all the evaluators' judgment standards could be calibrated. The values calculated by this method means that each report was evaluated by virtually 10 evaluators.

The working group also re-evaluated some of the projects for which secondary evaluations were conducted in the previous fiscal year so that the values from the previous fiscal year can be converted in accordance with the judgment standard used in FY2008. The values were then used to look at the year-to-year changes in the "quality of terminal evaluations" and the "quality of projects based on the terminal evaluation reports."

Quality of Terminal Evaluations

The quality of terminal evaluations was examined from various standpoints. As a result, the scores for all the evaluation items averaged 3.0 (the "medium" level) or higher on a five-point scale. Therefore, the quality of terminal evaluations is reaching the "medium" level.

The year-to-year changes show that the quality of the terminal evaluations has improved for the projects in FY2004-2007 when compared to the projects in FY2003. The overall quality for FY2007 was particularly high although the difference in values was not statistically significant. On the other hand, relatively low scores were assigned for "evaluation framework" in FY2006 and FY2007 because it was not clear to what extent the evaluators from the partner countries participated in some terminal evaluations.

It is recommended that terminal evaluation reports should state the extent to which the partner country's evaluators were involved in the terminal evaluation, in order to improve the quality of the primary evaluation.

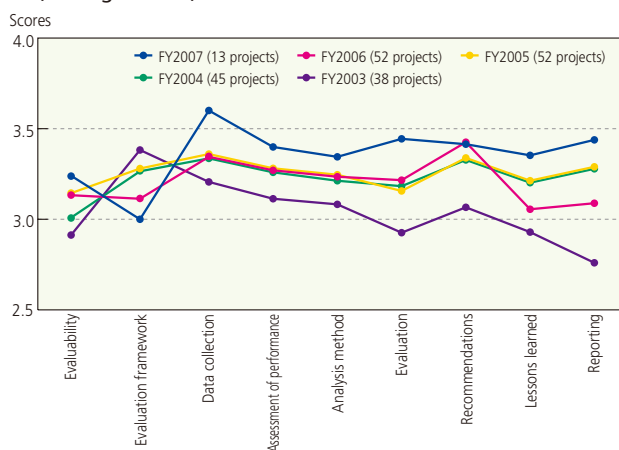
Quality of Projects Based on the Reports

The "medium" level (3.0) or above was achieved for all the five DAC evaluation criteria, namely, relevance, effectiveness, efficiency, impact and sustainability. "Relevance" achieved the highest mark while "efficiency" and "impact" were given relatively low marks. The scores for FY2004-2007 were higher than FY2003 in all the evaluated items.

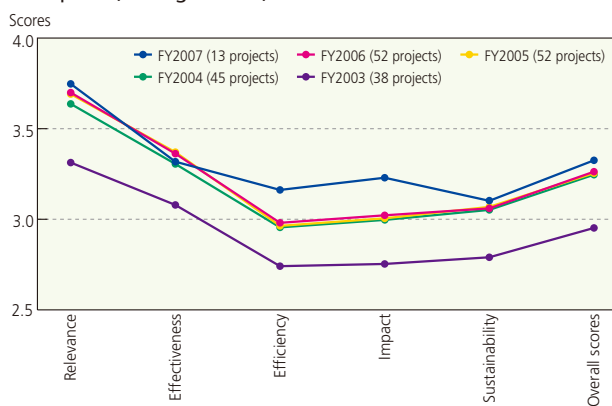
Four-grade ratings were also conducted based on the overall scores*2 which were calculated from the scores for the five evaluation criteria. The year-to-year changes showed that the number of projects with a grade D has decreased while the number of projects with a grade A has increased. A large difference in the scores between projects rated high and projects rated low was seen in the "achievement levels for the project purpose" in terms of their "effectiveness".

Therefore, it is recommended that appropriate approaches for project implementation should be selected at the planning stage in order to improve the quality of projects.

Year-to-Year Changes in the Quality of Terminal Evaluations (Average Scores)



Year-to-Year Changes in the Quality of Projects Based on Reports (Average Scores)



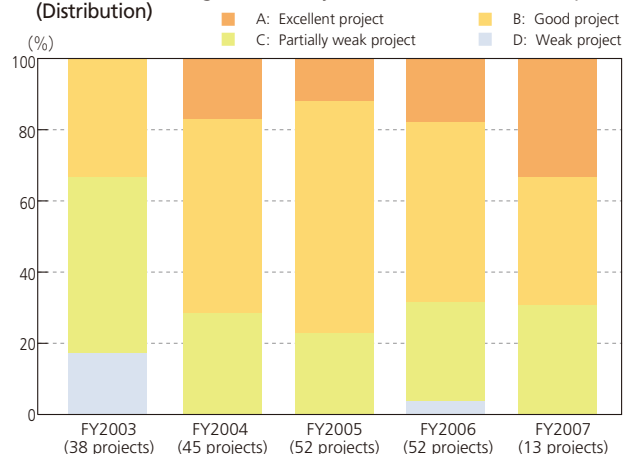
*1. Before the inauguration of the new JICA (in October 2008), the former JICA Advisory Committee on Evaluation decided on the evaluation framework and launched the evaluation work of the secondary evaluation for FY2008. Therefore, the Committee continued to conduct the evaluation after the inauguration.

*2. The overall scores were calculated by averaging the scores for the five evaluation criteria. The secondary evaluation in the previous fiscal year employed weighted scores based on the opinions of a small number of experts. However, weighting methods can be changed when the time and experts involved change. In addition, there was no substantial difference between the results of weighted scores and the results of simple averages due to the close correlation between the scores of the five items for the same project. Therefore, in this fiscal year, simple averages, which are stable in terms of the results, were used instead of using variable weighted scores.

Overall Evaluations of Projects by Secondary Evaluators Based on Terminal Evaluation Reports

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	Strengthening the Capacity of the Central Statistical Organization	2006	2.42

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



Reviewing Past Secondary Evaluations

Secondary evaluations are aimed at increasing the transparency and objectivity of internal evaluations through the involvement of external evaluators who are different from the primary evaluators. Based on the results of each secondary evaluation for the past five years, the Committee extracted issues that should be improved and showed good examples of high-quality terminal evaluation reports, in order to improve the quality of projects and terminal evaluations. In this way, secondary evaluations contributed to improving the quality of projects and their primary evaluations. JICA is expected to further improve its transparency and the objectivity of evaluations through reflection of the results and experiences of secondary evaluations in conducting ex-post evaluations of technical cooperation projects as external evaluations.

The Results of the External Evaluation and Rating

Third-Party Opinions about Ex-Post Evaluations of ODA Loan Projects

In order to ensure the objectivity of the evaluation, JICA asks experts in developing countries to review the ex-post evaluation report for all individual ex-post evaluations, then publishes their views for the report as a third-party opinion. Their opinions for each country are

shown on the JICA website. A third-party opinion on five ex-post evaluations of ODA loan projects in China is shown below as an example (see pages 60-64 for details of the ex-post evaluations).

Third-party Opinions about the Ex-post Evaluations of ODA Loan Projects in China

Projects which were evaluated in ex-post evaluations

The Hunan Yuanshui River Basin Hydropower Development Project, the Jiangxi Jiujiang Thermal Power Plant Project (I) (II), the Harbin Electric Network Construction Project, the Liangping-Changshou Highway Construction Project and the Hainan East Expressway Expansion Project

● Developing country's expert (China)

Mr. Lin Jiabin

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The five projects which were subject to the ex-post evaluations were infrastructure development projects which have essentially been completed during the Chinese Tenth Five-year Plan period (2001-2005). The five projects include: two projects for constructing power plants [the Hunan Yuanshui River Basin Hydropower Development Project and the Jiangxi Jiujiang Thermal Power Plant Project (I) (II)]; one project for electric network construction (the Harbin Electric Network Construction Project); and two projects for highway construction (the Liangping-Changshou Highway Construction Project and the Hainan East Expressway Expansion Project). They can be categorized into electric power projects and highway projects.

When looking at these projects from a macro-standpoint, they greatly contributed to the economic development of China in recent years. China entered into a new growth period from 2001 which was the first year of the Tenth Five-year Plan, and some bottlenecks emerged regarding coal, electric power, oil and transport from

around the end of 2002. The elimination of these bottlenecks became an important macro-control issue. The five projects mentioned above were completed and put into use in the period of the Tenth Five-year Plan and therefore they greatly contributed to the elimination of bottlenecks.

When looking at these projects from a local development standpoint, these projects are highly consistent with China's regional development strategies. Historically, the country has introduced its regional development strategies in stages including: the Coastal Development Strategy in the 1980s; the Great Western Development Strategy at the end of the 1990s; as well as two strategies which were introduced in the 21st century, namely the Northeastern Development Strategy and the Central Region Development Strategy. The following table shows the locations of the above-mentioned five projects, and the relationship between the projects and the regional development strategies.

Relationship between the Projects and the Regional Development Strategies

Project name	Location	Importance of the location in the regional development strategy	Role of the project
Hainan East Expressway Expansion Project	Hainan Province	The area was the largest special economic zone in China in 1988. It is now a province which is famous for its tourism and ecology.	The project is an important part of tourism and agricultural development in the areas along the route.
Liangping-Changshou Highway Construction Project	Chongqing City	It was an important area for the Great Western Development Strategy.	The project contributes to improvements in the structure of industry and the quality of residents' lives by improving mobility.
Harbin Electric Network Construction Project	Harbin City, the Heilongjiang Province	It is an important area for the Northeastern Development Strategy.	The project contributes to improvements in the efficiency of industry and the quality of residents' lives by improving the dependability and efficiency of the electricity network.
Hunan Yuanshui River Basin Hydropower Development Project	Hunan Province	The province is subject to the Central Region Development Strategy.	The project contributes to the development of the regional economy by improving electricity supply and demand.
Jiangxi Jiujiang Thermal Power Plant Project	Jiujiang City, the Jiangxi Province	The province is subject to and an important part of the Central Region Development Project.	The project contributes to the development of the regional economy by improving electricity supply and demand.

As shown in the above table, the locations of the five projects are highly relevant to China's regional development strategies. The facilities subject to the five projects are extremely important social infrastructure facilities for the areas. Therefore, the projects play an important role in regional development and in turn greatly contribute to the implementation of China's regional development strategies.

It is particularly noteworthy that the Liangping-Changshou highway played an important role in earthquake relief operations for the 2008 Sichuan earthquake (May 12, 2008) because the road was located in the affected area. The Sichuan earthquake hit the Liangping District particularly hard in the area around Chongqing City. In Liangping District, a school collapsed in a government designated cultural village, and 40 pupils were buried alive and 4 pupils died. The Chongqing-Changshou and Liangping-Changshou highways were hardly affected by the earthquake. They exhibited their social importance as emergency transport roads for urgent relief supplies and proved to be very useful in the government's response to the emergency. Therefore, the Liangping-Changshou highway was highly praised by the local government and the public.

The five projects were designed, constructed and run after taking into account environmental considerations and one of the projects was given an award by the local government (the Liangping-Changshou Highway Construction Project which received the "Best Green Award" by Chongqing City). ODA loan projects established good examples of construction project processes which sustain environmental conservation in China where environmental problems are becoming severer and environmental measures are increasingly being focused on.

At the time of writing this article, it is the 30th anniversary for the Chinese reforms. It will also soon be the 30th anniversary of the launch of ODA loans to China. ODA loan projects have been conducted side-by-side with the high economic growth in China since the Chinese reforms. Their focus has shifted from infrastructure development to agricultural development, and to environmental conservation. ODA loan projects should be highly praised since they have provided what China needed at each stage in time (and sometimes anticipated future needs) and they have contributed to Chinese national development over the past 30 years.