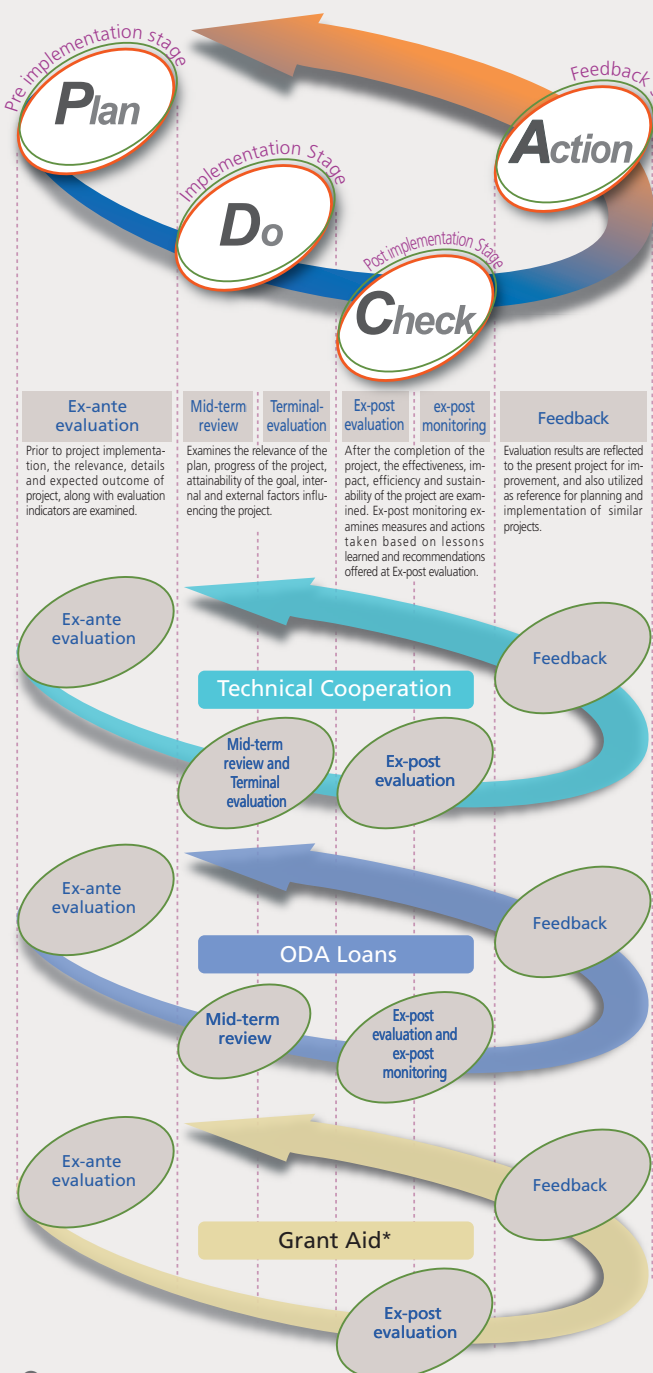


The Evaluation System in JICA

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. Evaluation details at each stage shall be introduced from page 10 onwards.



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. With JICA taking over the evaluation of Grant Aid in FY2009, 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 (Organisation for Economic Co-operation and Development/Development Assistance Committee) and internationally accepted as ODA evaluation method, and
- 3) Publication of evaluation results based on a standard rating system. (See page 19)

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.

*In FY2009, JICA started carrying out the evaluation of Grant Aid projects it took over, including ex-post evaluation.

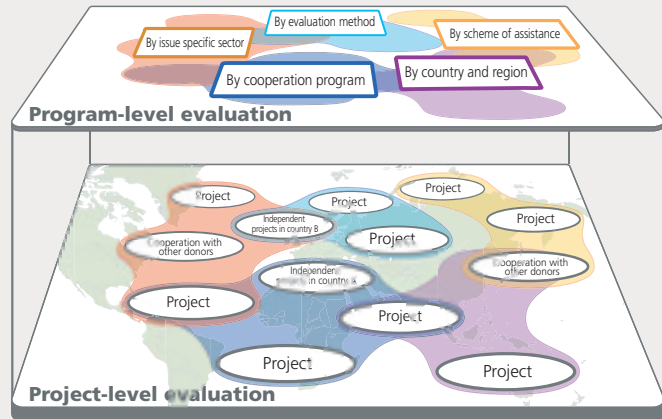
Evaluation system in JICA has 5 features shown on the right.



- 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

DAC defines program evaluation as “evaluation of a set of interventions, marshaled to attain specific global, regional, country, or sector development objectives.” Program evaluation is a comprehensive and cross-sectional evaluation and analysis of multiple projects, grouped together according to a specific development issue (e.g., primary education, maternal health) or type of cooperation (e.g., community empowerment program, emergency disaster relief program). The goal of evaluating individual projects under a common theme by specific viewpoint is to derive recommendations and lessons learned which can be shared across projects. In addition to specific development issues and type of cooperation, in future evaluations JICA will evaluate projects based on country, region, and assistance methodology. JICA will also be taking steps to evaluate “cooperation programs”, which are part of a strategic framework to support developing countries achieve specific mid- and long-term development objectives.



4 Ensure objectivity and transparency

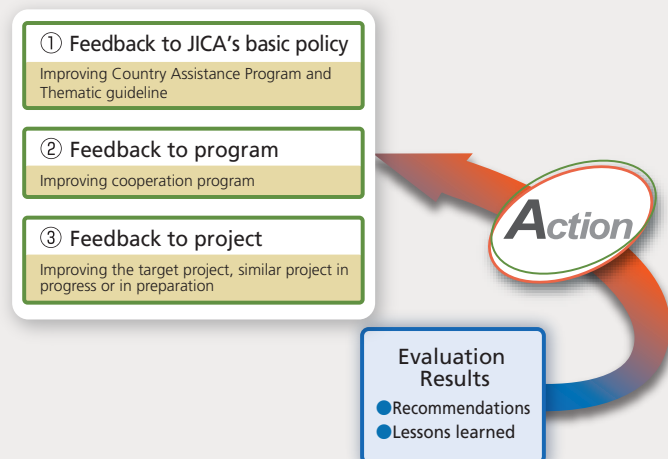
JICA aims to ensure objectivity and transparency in its evaluation. Ex-post evaluations which require objectivity for all three schemes of assistance are already conducted by JICA's external evaluators (external evaluations), and the findings are made available on the JICA website. JICA will further 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, 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 system. (See page 18)

5 Emphasize utilization of evaluation results

JICA's project evaluation not only offer evaluation results but also strengthens the 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/>

Pre implementation stage (Ex-ante Evaluation)

In order to determine the necessity of the project as well as to set targets for outcome, JICA conducts ex-ante evaluation and publishes the results in "Ex-ante Evaluation Report".

Evaluation at pre implementation stage

JICA conducts "Ex-ante Evaluation" prior to project implementation, in which it examines the relevance and effectiveness of the project as well as the content of project.

Using Evaluation Results

The results from Ex-ante Evaluation will be reflected to the decision-making for project implementation and project contents. Once the project starts running, subsequent evaluations are conducted using the evaluation design and indicators set at the time of the Ex-ante Evaluation.

Ex-ante Evaluation


An Ex-ante Evaluation is conducted for all projects to reflect past lessons learned and confirm the relevance of projects prior to their implementation, as well as to formulate a plan for evaluating the projects after their commencement. These evaluation results are published on JICA's website as soon as project is adopted (URL: http://www.jica.go.jp/english/operations/evaluation/oda_loan/economic_cooperation/index.html).*

Comparison of evaluation at pre implementation stage

	Technical Cooperation	ODA Loans	Grant Aid*1
Evaluation Scheme	Ex-ante Evaluation		
Timing	Prior to project implementation		
Target	All projects*2	All projects	Based on Policy Evaluation Act, project with size of 1 billion yen and over.
Evaluator	Internal evaluation	Internal Evaluation	Internal Evaluation
Evaluation Method and Viewpoint	Based on the five DAC evaluation criteria, examine necessity and relevance of projects as well as the basic cooperation plan drawn up earlier.	Using the five DAC evaluation criteria check necessity, relevance, purpose, content, impact and risk in order to examine appropriateness of project plan comprehensively.	Based on the five DAC evaluation criteria, check necessity and expected impact as well as examine basic project plan drawn up earlier.
Number of Evaluation performed in 2008	86 projects	53 projects	27 projects (by MOFA)

*1. Projects conducted by MOFA as of FY2008. JICA will start evaluation from FY2009.

*2. Brief evaluation is applied to projects smaller than JPY200M.

Technical Cooperation	Example of Ex-ante Evaluation-1
 Irrigation Management and Development Capacity Building Project	
	Cambodia

► Situation at the target area (Project background)

In Cambodia, agriculture is a key industry. Approximately 30% of its GDP is derived from it and 65% of its workforce is engaged in agriculture. Poverty reduction through rural economic growth is one of the priorities of the Cambodian Government. However, due to prolonged civil war, the number of irrigation technicians with practical skills and experience has been declining markedly, and the nation's only irrigation department which had been established at an engineering university was abolished. As a result of the structural and organizational weakness of technician training, many of the irrigation structures essential for agricultural production are faced with inadequate maintenance and functional decline.

► Results from the Ex-ante Evaluation: Necessity and relevance of JICA's assistance

● Consistency with recipient's country policy and Japan's policy

The Cambodian Government's development policy identifies water resources and irrigation management as a high priority issue. The Strategy for Agriculture and Water 2006-2010 of the agriculture and water task force, comprised of the government, donors, and aid organizations, also attaches importance to land and water utilization planning based on a river basin approach, as well as irrigation management and development.

Agricultural and rural development and improved agricultural productivity are part of Japan's aid policy for Cambodia, and as such, Japan places importance on cooperation for irrigation structural maintenance and water management system improvements. This project is also in line with JICA's Country Assistance Program.

Therefore, the implementation of this project is highly relevant.

*Ex-ante evaluation results only for ODA Loans are published on JICA's english website.

► Objectives of project

● Overall Goal

Agricultural productivity in the target area is stabilized through efficient water resource management realized by improved technical capacity of the Ministry of Water Management and Meteorology and Provincial Department of Water Resources and Meteorology in agricultural river basin management and development

● Project Purpose (Outcome)

Irrigation projects are properly planned, implemented and operated in the target area of the Project

► Content of project

● Some of the main activities to enhance the functions of the Technical Service Center (TSC)


- ① Train TSC technicians on basin irrigation management and development
- ② Train TSC technicians on irrigation infrastructure
- ③ Plan, launch, and implement training course for technicians of the Ministry of Water Resources and Meteorology (MOWRAM) and provincial departments of water resources and meteorology (PDWRAM)
- ④ Formulate MOWRAM mid- and long-term human resources development plan for irrigation and water resources management

● Some on the main activities to establish TSC technical assistance mechanism

- ① Select sites for the model irrigation projects in the targeted area
- ② Support DWRAM in model districts to plan, design, establish, maintain, and manage model irrigation program
- ③ Support DWRAM in model districts to conduct participatory irrigation management including farmers and others
- ④ Draft irrigation program manual for PDWRAM
- ⑤ Create manual on water supply pipe linkage and repair



Farmers participating in construction and maintenance of water channel

ODA Loans	Example of Ex-ante Evaluation-2
	Guwahati Water Supply Project
	India

► Objectives of project

To provide safe and stable water supply service that will meet the surging demands for water by expanding existing and constructing new water supply facilities in the South Central and North wards of Guwahati, Assam state, thereby contributing to improvement of the living conditions of local residents.

► Content of project

1 Development of water supply facilities: Construction of water intake facilities / treatment plants / distribution reservoirs / transmission network and placement of water meters and SCADA (supervisory control system), etc.

2 Consulting services: Support for construction of water supply facilities and organization capacity development of Guwahati Jal Board (to be newly founded)

► Relevance and necessity of project

● Current situation and issues of target region and sector

Guwahati, the project site, is the main city in Assam state in the North-East of India, and is developing rapidly around the oil and tea industries. Additionally, the population is expected to double by 2025. There is a profound supply-demand gap in the city's water supply, and improvements in the tariff structure and collection frameworks, as well as the introduction of appropriate operation management methods for water supply facilities are imperative.

● Consistency with India's policy

In its Eleventh Five Year Plan (2007–2012) the Indian Government has outlined a goal of providing water supply and sanitation facilities to all the urban population by 2011-2012.

● Consistency with Japanese policy

This project, for the supply of adequate and safe drinking water and the remediation of public sanitation conditions taking into account the rapidly growing urban population, is in line with the priority goal of Japan's Country Assistance Program for India of "improvement of the poverty and environmental issues".

Therefore, this project is highly necessary and relevant.

► Project impact and evaluation indicators

The project will be implemented from March 2009 to January 2017, and will be completed at the termination of the consulting services. Performance indicators (operation and effect indicators) are listed in the table below.

Performance Indicators (Operation and Effect Indicator)

Indicator	Baseline (Actual Value in 2008)	Target (2019) Expected value 2 years after completion
Population served (1000 persons)	289	930
Percentage of population in target areas served	Roughly 30%	100%
Water supply (m ³ /day)	44,900	186,000
Rate of facility utilization	South central: 57% North: 43%	South central: 81% North: 79%
Water quality (at the tap)	—	Less than or equal to contamination level 1 Less than or equal to color level 5
Water leakage ratio	South central: 38% North: 15%	South central: 10% North: 10%
Available water per capita per day (ℓ)	South central: 135 North: 70 - 100	South central: 135 North: 135

Implementation stage (Mid-term review and Terminal Evaluation)

During the project implementation period, JICA performs a mid-term review and terminal evaluation in order to assess relevance of the project plan, attainability of goals and effectiveness, and to examine internal and external factors affecting the projects.

Evaluation at implementation stage

JICA conducts "Mid-term Review" and "Terminal Evaluation" for on-going projects. These are intended to examine the relevance, progress, attainability of goals and the internal and external factors.

Using Evaluation Results

The results from these will be utilized in revising the project plan and project management system, and decision-making on the termination or continuation of projects. Lessons learned from the evaluation will be utilized for the improvements of similar projects in the future.

The following are evaluations for on-going projects. These evaluation results are available on JICA's website as below.

Mid-Term Review: http://www.jica.go.jp/english/operations/evaluation/oda_loan/review/index.html

Terminal Evaluation: http://www.jica.go.jp/english/operations/evaluation/tech_and_grant/project/term/

Mid-term Review


Typically conducted on relatively long-term projects after a lapse of time from the project launch, the purpose is to examine the relevance and to analyze attainability of its goals in terms of effectiveness and efficiency, as well as analyze the support factors and project obstacles and their respective trends. The results from this evaluation would be applied to project plan revisions. As regards ODA Loan projects including large and complex civil engineering work, a mid-term review (safety measure) to confirm the status of the safety measures is also conducted for special ODA Loan projects and Special Terms for Economic Partnership (STEP) projects.

Terminal Evaluation

This is usually conducted about six months prior to project termination. The purpose is to examine the attainability of project outcome, efficiency and sustainability, so that JICA can draw up the project plan of the remaining period with the recipient's government and decide the prospects of terminating the project and/or necessary follow-ups in the future. This is the evaluation and monitoring scheme unique to Technical Cooperation projects where effectiveness is examined during the implementation phase.

■ Comparison of evaluations at the implementation phase

Evaluation Scheme	Technical Cooperation		ODA Loans
	Mid-term Review	Terminal Evaluation	Mid-term Review
Timing	At mid-point of project	6 months prior to project termination	5 years after signing of loan agreement
Target	Technical Cooperation Project with term longer than 3 years	All projects	Projects that need to be checked at the mid point, that contain negative outcome factors or with less desirable progress.
Evaluator	Internal Evaluation (conducted jointly with recipient's government)		External Evaluation
Viewpoints and methods	Based on the five DAC evaluation criteria, evaluate the project impact. If necessary, results are used to revise original plan or improve management system.	Based on the five DAC evaluation criteria, evaluate the project impact comprehensively. Results will help to determine the termination of project and the necessity of follow-up.	Among the five DAC evaluation criteria, relevance, efficiency and effectiveness are examined. If necessary, results are used to revise original plan or improve management system.
Number of evaluation performed in FY2008	61	115	6

ODA Loans	Example of Mid-term Review
	Urgent Rehabilitation Project of Tanjung Priok Port
	Indonesia

▶▶ Objectives of project

This project aims to promote efficiency of shipping by widening and deepening the existing shipping lanes, thereby contributing to enhancement of Tanjung Priok Port's functions as an international hub port with capacity to meet future surges in demand.

▶▶ Reason why it was selected as a review target

To assess the impact on relevance and effectiveness of the changes being made to the workplan due to the delayed project's start, e.g., part of the improvement of Port Inner Roads included in the original scope of work was commenced with the Indonesian Government's own funds.

▶▶ The results from Mid-term Review


● Re-examine "Relevance"

Policy Level: The project is in line with Indonesia's national development policy (RPJM 2004-2009) and with the Ministry of Transportation's Rencana Strategis (RENSTRA 2000-2004 and 2005-2009) which aims to secure safety for marine navigation of vessels. Therefore, relevance remains high.

Development Needs: The container handling volume of Tanjung Priok Port (largest port in Indonesia) has been increasing year by year and has already exceeded its maximum capacity. Early commencement of the widening and deepening of an access channel is imperative to meet the increasing demand. Relevance is very high.

● Performance indicators for measuring "Effectiveness"

Regarding cargo amount, it is suggested that the relevant indicators available be referred to at the ex-post evaluation stage to supple-

Technical Cooperation	Example of Terminal Evaluation
	Healthy Municipalities Project in the Northeast Brazil
	Brazil

▶▶ Project background

Northeast Brazil has a high infant mortality rate due to inadequate public health infrastructure and local inhabitants' lack of basic knowledge about sanitation. From 1995 to 2000 JICA conducted the "Public Health Development Project for Northeast Brazil in Pernambuco" and contributed to lowering the infant mortality rate in the pilot area. Nevertheless, the health and social development indices for the pilot area remain low, and a technical cooperation project aimed at developing a model of social mechanism necessary for improving human development indices in the area, based on the experience and know-how obtained from the aforementioned project, was requested.

▶▶ Objectives and summary of project

● **Overall Goal:** To improve the quality of life of the participating municipalities' inhabitants within the State of Pernambuco, where "Healthy Municipalities" activities are implemented.

● **Project Purpose (Outcome):** To establish a mechanism in the State of Pernambuco by which local people and administrative authorities work together to implement "Healthy Municipalities".

● **Project Summary:** The quality of health and life of people living in the targeted area will be improved through a health promotion approach jointly implemented by the Federal University of Pernambuco

Examples of safety measure mid-term review

Turkey "Seismic Reinforcement Project for Large Scale Bridges in Istanbul": The review recommended that the implementing agency continuously attend monthly safety patrols and implement first aid training. Lesson learned was that since subcontracting firms will be utilizing certified integrated management systems in future projects, Japanese companies as prime contractors will also need to be able to do this.

Uzbekistan "Tashguzar-Kumkurgan New Railway Construction Project": The review recommended updating manual and operating procedure. Lesson learned was that achievable goals and harm-minimizing measures need to be established as it is statistically impossible to have "zero disaster".

ment existing operation and effect indicators. Regarding the number of passengers, since foreign passenger vessels may call the port, it is appropriate to continue to monitor these indicators. Qualitative impacts expected at the appraisal stage (improved efficiency of ship traffic and safety, and improved access) were still considered valid at the mid-term review stage.

● Factors impacting its "Effectiveness"

Coordination with technical assistance: During 2002-2003, a master plan for the port was created based on JICA's development study. During 2005-2006, detailed designs and bidding documents were prepared for the port's urgent rehabilitation project, and some master plan design concepts were modified.

and State Government of Pernambuco.

▶▶ The results from Terminal Evaluation

● **Relevance:** This project is highly relevant because the project purpose corresponds with the development strategy of the State of Pernambuco that aims to alleviate poverty and improve the people's quality of life, with the local needs in the pilot municipalities, and with Japan's assistance policy for Brazil.

● **Effectiveness:** The ability of the supporting agencies to support a "Healthy Municipalities" mechanism has improved, as well as the implementing ability at the municipal executive level. As a result, a mechanism for "Healthy Municipalities" is being established, and this mechanism is spreading to other regions. This project is highly effective.

● **Efficiency:** The equipment provided is being fully utilized. The attendance of promoters at the training in Japan, including both policymakers and mayors from the administrative side as well as local people, had a synergy effect and contributed to project implementation. The project inputs have had a large impact; the efficiency of the project is high.

● **Sustainability:** The mechanism for "Healthy Municipalities" has been established, the roles of individual agencies have been identified, and the foundation for sustainable activities has been built. Since the ideal of "Healthy Municipalities" corresponds with the State development strategy, there is high policy sustainability (contingent on the continuation of the current administration).

Post implementation stage (Ex-post Evaluation and Ex-post Monitoring)

JICA performs Ex-post Evaluation and Ex-post Monitoring in order to evaluate terminated projects comprehensively and monitor if effectiveness, sustainability and impact continue to materialize after the project termination.

Evaluation at post implementation stage

JICA performs “Ex-post Evaluation” and “Ex-post Monitoring” after project termination. Comparing with other evaluation schemes, evaluations at post implementation stage place more importance on the aspect of accountability, therefore “External Evaluation” is encouraged.

Using Evaluation Results

The lessons learned and recommendations gathered from these evaluations will be applied towards improving the target project, as well as to the planning and implementation of similar projects in the future.

The followings are types of evaluations.

These evaluation results are available on JICA's website as below.

Ex-post evaluation (Technical Cooperation): http://www.jica.go.jp/english/operations/evaluation/tech_and_grant/project/ex_post/

Ex-post evaluation (ODA Loan): http://www.jica.go.jp/english/operations/evaluation/oda_loan/post/

Ex-post monitoring (ODA Loan): http://www.jica.go.jp/english/operations/evaluation/oda_loan/monitoring/

Ex-post evaluation (Grant Aid): http://www.jica.go.jp/english/operations/evaluation/grant_aid/index.html

Ex-post Evaluation

All three assistance schemes are subject to ex-post evaluation. Aiming for a comprehensive evaluation after the completion of each project, JICA conducts evaluation using DAC's five evaluation criteria. One characteristic of this evaluation is the application of a standardized rating system*1 for all three schemes in order for the published results to be easily understood. As all three schemes were using different methods for the ex-post evaluation, JICA is now developing an integrated rating methodology.

Ex-post Monitoring

This is usually conducted 7 years after project completion of Japanese ODA Loan projects, where there were concerns in project effectiveness and its sustainability as the results from ex-post evaluation. Ex-post monitoring re-examines the effectiveness, impact, and sustainability as well as monitors the progress from recommendations drawn from the ex-post evaluation phase. Through these, it aims to extract lessons learned and recommendations necessary for the project impact to be sustained and improved as a whole.


■ Comparison of evaluations at the post implementation stage (FY2008*2)

	Technical Cooperation	ODA Loans		Grant Aid
Evaluation Scheme	Ex-post Evaluation	Ex-post Evaluation	Ex-post Monitoring	Ex-post Evaluation*3
Timing	3 years after project termination	2 years after project completion	7 years after project completion	4 years after project completion
Target	Projects with input of JPY200M and more	All projects	Projects with concerns on effectiveness and sustainability	General Grant Aid projects and all Fisheries Grant Aid projects
Evaluator	External Evaluation			Mainly Internal Evaluation (External Evaluation on some projects)
Viewpoints and methods	Based on the five DAC evaluation criteria, evaluate the ripple effects and sustainability of project impact. From 2008, rating system is introduced on a trial basis.	Based on the five DAC evaluation criteria, evaluate comprehensively and apply 4 level ratings on results.	Among the five DAC evaluation criteria, effectiveness and sustainability are examined to improve project.	On top of the five DAC evaluation criteria, publicity impact is added. 12 level ratings are applied to the results.
Number of evaluation performed in FY2008	31	52	11	66 (by MOFA) 2 (trials by JICA)

*1. See pages 19~ for outline and method for rating system.

*2. See page 19 for description of FY2009 ex-post evaluation system.

*3. Conducted by MOFA (excluding trials by JICA). From FY2009, JICA officially began evaluation of General Grant Aid.

Technical Cooperation	Example of Ex-post Evaluation
 Project on Energy Conservation	
Turkey	

►► Project background

As of 1997 Turkey's energy self-sufficiency ratio was below 50%. Coupled with the rapid surge in energy consumption, the ratio continued to decline year after year. The Turkish Ministry of Energy and Natural Resources required factories with large plants to appoint energy conservation managers, and to this end increased the training capacity of the National Energy Conservation Center (NECC).

►► Objectives of the project

● Overall Goal

To reduce energy intensity*1 at plants whose energy consumption levels were audited.

● Project Purpose (Outcome)

To strengthen the training, plant audit, policy formulation, and Information, Education, and Communication (IEC) capacity of NECC.

►► Project content

To enable NECC to promote energy conservation efforts, necessary facilities and equipment were provided and capacity for the training of energy managers and plant audit were transferred. A broad spectrum of IEC activities was conducted.

►► The results from Ex-post Evaluation

● Effectiveness

- Improvement of NECC's training and IEC capacity contributed to the appointment of energy managers at 78% of targeted plants.

● Impact


- It was confirmed that NECC's plant audit led to reductions in the plants' energy consumption and improved attitudes towards energy conservation.
- 86% of participants of energy manager training responded that the training was beneficial and 69% are practicing energy conservation measures. Cases were also reported that simple energy conservation efforts made by training recipients are leading to changes in attitudes and actions of other workers.

● Sustainability

- The enactment of the Energy Efficiency Law in 2007 led to more plants being required to appoint energy managers and a larger budget. The shortage of NECC trainers is a challenge.
- New trainers are being trained and some training is being outsourced. Therefore, the issue is expected to be resolved.
- Increased demand for energy conservation is requiring the introduction of technologies for engaging in new fields of energy conservation (e.g., energy conservation in the construction and transport sectors, Energy Service Companies [ESCO]*2 projects, partnerships with SMEs).

*1. The amount of energy needed to carry out certain activities. It serves as an indicator to compare energy conservation efficiency.

*2. These projects provide comprehensive energy conservation services to plants and businesses, guarantee cost reduction, and receive remuneration from the achieved energy cost reduction.

ODA Loans	Example of Ex-post Monitoring
 Horticultural Produce Handling Facilities Project	
Kenya	

►► Objectives and outline of project

In Kenya, the export of horticultural produce is a vital source of foreign currency, and is a key industry vis-à-vis promoting and expanding the employment of small-scale horticultural farmers. To increase the incomes and alleviate the poverty of small-scale horticultural farmers, and develop Kenya's foreign exchange earning capacity through increased exports, quality preservation facilities were constructed to improve post-harvest processing of horticultural produce.

►► Reason why it became a target for Ex-post Monitoring

● Effectiveness at the time of Ex-post Evaluation

Due to substantial changes in the surrounding business environment of the horticultural industry during the period from the project's planning stages to the completion of the facilities, the pre-cooling/cooling facilities were not sufficiently utilized.

● Sustainability at the time of Ex-post Evaluation

The project's balance of payment needed to be improved.

● Recommendation at the time of Ex-post Evaluation

It was recommended that the Horticultural Crops Development Authority (HCDA) market to the export and domestic markets, secure

the trust of horticultural farmers, ensure own financial resources, develop human resources, and give consideration to leasing facilities to the private sector.

►► The results from Ex-post Monitoring

● Effectiveness

The executing agency HCDA modified the conventional business model of collecting produce from farmers, packaging, and selling it, to focus on leasing facilities to users. Ever since, the facilities are being used by multiple exporters and for the technical training of farmers (groups), and therefore, have higher levels of utilization.

● Sustainability

HCDA attaches priority to improving the facility utilization rate and is being operated through government subsidies.

● Recommendation

HCDA will need to continue to make efforts to further improve the utilization levels of the facilities, while taking into consideration that the market environment and the roles of exporters and middlemen vary across the regions, e.g., strengthening partnerships among farmer groups.

Program-level Evaluation

JICA conducts comprehensive evaluation and analysis on JICA's cooperation in relation to a specific theme or development goal, and the evaluation results are utilized for future cooperation planning and implementation to be more effective.

JICA's Program-level Evaluation

JICA performs "Program-level Evaluation" to comprehensively evaluate its cooperation in relation to specific themes or development goals. From this evaluation, the common recommendations and lessons learned are extracted by theme or goal and utilized for project implementation and future project planning. Program-level evaluation includes "Cooperation program evaluation" and "Thematic Evaluation".

Using Evaluation Results

Compared with the individual project evaluation, the recommendations and lessons learned from Program-level evaluation tend to be more general and provide more overall viewpoints. Therefore, it is applied to the improvement of extensive projects and/or overall plans and guidelines.

The followings are evaluations for program-level evaluations. These evaluation results are available on JICA's website (URL:http://www.jica.go.jp/english/operations/evaluation/tech_and_grant/program/index.html).

Evaluation on "Cooperation Program"

"Cooperation program" is provided as a strategic framework to assist developing countries achieving their specific mid to long term development goals. The New JICA intends to enhance the evaluation of these programs.

Thematic Evaluation

Thematic evaluation is conducted based on a specific theme, such as region, sector, and assistance methodology, and those of related projects are evaluated with the evaluation standard set for specific theme. Comprehensive analysis and examination of evaluation results make it possible to obtain the recommendations and lessons learned relating to the specific theme. Moreover, JICA conducts the evaluation based on evaluation methodologies in order to develop a new evaluation methodology.

Titles of Evaluation conducted (FY2008)

Technical Cooperation	ODA Loans
<p>Evaluation on Cooperation Program</p> <ul style="list-style-type: none"> ● Program on HIV Prevention (Kenya) ● Program for Water Resource Sector (Morocco) ● Arsenic Mitigation Program (Bangladesh) 	<p>Thematic Evaluation</p> <ul style="list-style-type: none"> ● Joint Evaluation on Four Donors' Assistance ~Transport Sector~ (Bangladesh) ● Thematic Evaluation on Operation and Maintenance Management in Water Supply Sector (Indonesia / Philippines) ● Impact Evaluation of Pasak Irrigation Project (1) (Thailand) ● Impact Evaluation on Walawe Left Bank Irrigation Upgrading and Extension Project Phase(1)(2) (Sri Lanka)
<p>Thematic Evaluation</p> <ul style="list-style-type: none"> ● Community Participation Approach Phase II (Panama / Honduras / Ghana) ● Distance Technical Cooperation (Philippines / Kenya) ● Long-term Technical Cooperation ~Technology and Education Sector~ (Indonesia / Thailand / Kenya / Senegal) ● Empirical Evaluation of Master Plan Study to Formulate Program Evaluation Method (China / Philippines / Zambia) 	

Example of Evaluation on Cooperation Program
Arsenic Mitigation Program*1
Bangladesh

» **Evaluation Theme**

To holistically examine the outcomes of JICA's support for Bangladesh's arsenic mitigation measures, and derive recommendations and lessons learned on the program's cooperation policy.

» **Outline of evaluation**

The evaluation confirmed the extent of contribution of JICA's Arsenic Mitigation Program in Bangladesh to its development objective, examined the program's strategy, and considered the program's realignment and JICA's cooperation policy.

» **The results from evaluation / recommendations and lessons learned**

The program is clearly aligned with the Implementation Plan for Arsenic Mitigation of Bangladesh and is consistent with international water and sanitation trends, Japan's international cooperation strategy, and JICA's guidelines. Therefore, the program is highly relevant.

The program also maintains consistency. The program scaled up its outcomes, while maintaining coordination with the Bangladeshi Government, donors, and NGOs. The scenario aimed at the achievement of the Implementation Plan is highly regarded. Efforts aimed at sustainable and positive spillover effects have been strengthened, and the program is expected to make further contribution.

It is advised that the program continues to focus on arsenic mitigation measures while mainstreaming the program into water and sanitation sector programs. The cooperation policy needs to shift from pilot assistance to a more highly versatile assistance centered on local resources. At the same time, it is necessary to restructure the cooperation approach to give further emphasis to policy assistance and consider cooperation activities that have an exit strategy.

Some of the lessons learned from the study are as follows. It is important to give careful consideration to external factors and to include the mechanism to secure the impact of the Program such as human resources development, and institution building within the Program itself. Other lessons mentioned were that the exit strategy should be discussed with the administrative agencies, local NGOs, and private organizations. Interdisciplinary techniques are also important for coping with issues.

Example of Thematic Evaluation
Empirical Evaluation of Master Plan Study to Formulate Program Evaluation Method
Zambia

» **Evaluation Theme**

To evaluate a group of projects proposed in a previously implemented regional integrated development master plan (hereinafter "M/P"), treating them as a pseudo program, and derive recommendations and lessons learned on program evaluation method.

» **Outline of evaluation**

The evaluation examined the strategy of projects which were proposed in the M/P of JICA's Study on the Project for Improvement of Living Environment for Unplanned Urban Settlements in Lusaka (2001) in Zambia, and also studied the results of the projects which were actually implemented. Additionally, it evaluated how the projects contributed to the achievement of the development objective using the "contribution" concept, and derived recommendations and lessons learned on future cooperation program design and program evaluation method.

Recommendations and lessons learned on program evaluation method

The longer the cooperation period and broader the scope of M/P or program, the greater the chances of deviation from initial predictions, due to, for example, changes in external factors and aging of the strategy, and motivational decline of the executing agency towards strategy achievement. At the cooperation program formulation phase, the strategy scenario should be considered, bearing in mind that such changes may occur. Nevertheless, it is difficult to envisage all of the changes at the planning phase. Therefore, by putting in place regular monitoring, a mechanism can be built into the program that enables it to react to changes in external factors and revise the strategy. In conducting the monitoring, it is desirable if the burden on the executing agency is taken into account and to consider conducting the study and evaluation collectively using the aid coordination framework.

» **The results from evaluation**

Lessons learned on similar cooperation and cooperation program design

The collection of baseline data before and during program implementation is critical. Assistance for the establishment of baseline data therefore needs to be incorporated into the program as part of capacity development. By incorporating regular monitoring into the program, it will be possible to react to changes in external factors and make revisions to the plan. If it is a regional integrated development program, predictions about population changes will be essential to the realization of the strategy.



N'gombe unplanned settlement in Lusaka (residents collecting water from communal tap developed with Japanese Grant Aid)

*1. For details, please refer to page 66, 67.
 *2. For details, please refer to page 70, 71.