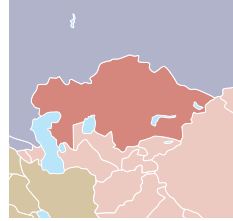




Asia Kazakhstan



Project for the Improvement of Health Care Services in the Semipalatinsk Region

Assisting the residents of the region of nuclear bombs testing area through improvement of regional health care services

[External Evaluator]

Akira Maekawa, INTEM Consulting, Inc.

Rating

Effectiveness	4	Overall Rating A
Impact	5	
Relevance	5	
Efficiency	4	
Sustainability	5	

Project Objectives

To improve accessibility of the residents of the targeted region in receiving diagnosis services by promoting understanding of the damage caused by radiation, developing health examination systems by phases, and utilizing examination data, and thereby improve the regional health care service system.

Outline of the Project

- Total Cost (Japanese Side): 373 million yen
- Period of cooperation: March 20, 2000 to June 30, 2005
- Partner country's implementing organization: Ministry of Health(MOH), Department of Health and Management of East Kazakhstan Oblast (EKS)
- The number of experts dispatched: 83 experts (short-term)
- The number of technical training participants: 13 participants
- Main equipment provided: diagnostic equipment, laboratory equipment, specialized books, etc.

《 Cooperation Framework 》

Overall Goal:

- Health care services around Semipalatinsk Region are improved.

Project Purpose:

- Systems for screenings, detailed health examination and diagnoses for the population in the project site are improved.

Outputs:

- Understanding by the public and the government in effects of radiation on health is promoted.
- Primary screening, detailed health examinations and conclusive diagnosis is conducted effectively and systematically, utilizing existing health care facilities and mobile examination by vehicles.
- Data gathered through primary screening, detailed health examinations and conclusive diagnosis are accumulated to be utilized by the administration.



Microscopes for cytological diagnosis to the State Medical Academy Hospital

Effects of Project Implementation (Effectiveness, Impact)

The project established a system for a series of health examinations from primary screening to conclusive diagnosis for the residents of the targeted region. 25,186 persons have gone through primary screening and 98 have been diagnosed as patients with targeted diseases including those who came after completion of the project. The "Papanicolaou" method, a highly accurate cytological diagnosis method which was introduced through this project, has been standardized through decree of the ministry in 2005. The improvements of detection rate of targeted diseases induced by radiation, after completion of the project, indicate that the method had contributed to the improvement of accuracy in diagnosis. Improvement in the speed of diagnosis has also led to improvement in treatment timeliness, producing effects such as a decrease in the average days of confinement. Rate of surgical operations have increased whereas the rate of aggravation after operations, mortality rate, mortality rate of pregnant women are decreasing respectively, indicating an improving trend in the general health care level of the region. In light of the above, the implementation of the project is evaluated to be improving the regional medical care. On the other hand, though health examination data are revised and added according to diagnosis results, utilization of such data is limited within the diagnosis center. This is due to the fact that other institutions have accumulated a database of nuclear bomb victims with a wider coverage of items.

Relevance

The Kazakhstan government has placed the promotion of health of its people to be one of its prior targets. In the "International Conference on Semipalatinsk Region" held in 1999, Japan, having suffered nuclear bomb attacks, has committed to assist this region concerned. Therefore, this project is consistent with the policies of both countries.

Efficiency

The provided equipment were adequate in item and in quantity and are utilized, operated and maintained in good condition. Adequate dispatch approach was taken, such as to dispatch the same short-term expert repeatedly, as an alternative to dispatching long-term experts. Also, several personnel were appointed from the Kazakhstan side, as the counterpart to one Japanese expert, which improved the speed of transfer of technology.

Sustainability

The Kazakhstan government has decided to provide government guarantee for all medical services. Therefore, sustainability of this project is high in terms of policy. The Kazakhstan personnel working on the project have not changed, and the budget for primary screening has been increasing every year, therefore, sustainability of this project is high in terms of technological and organizational aspect as well.

Conclusion, Lessons Learned and Recommendations

The project has achieved its plan, and sustainability of this project is also high. Progressions in the unification of the examination data shall promise further improvement in the regional medical system. Lessons learned are that in aligning with other projects, flexible altering of plans is needed in accordance with the progress of the project concerned, etc.

*All ex-post evaluation reports including this can be referred to in JICA's website, "Evaluations"→"Ex-post Evaluation (Technical Cooperation)" ([URL:http://www.jica.go.jp/english/operations/evaluation/tech_and_grant/project/ex-post/](http://www.jica.go.jp/english/operations/evaluation/tech_and_grant/project/ex-post/))



Asia China



China-Japan Friendship Project on the National Center for Safety Evaluation of Drugs

Improving safety evaluation standard of drugs and contributing to the health of the people

[External Evaluator]

Naomi Okada and Rie Fusamae, Foundation for Advanced Studies on International Development (FASID)

Rating

Effectiveness	2	Overall Rating B
Impact	3	
Relevance	4	
Efficiency	2	
Sustainability	5	

Project Objectives

To capacitate the National Center for Safety Evaluation of Drugs, by complying with experimental standards within the Center, improving the level of experimental techniques, and facilitating equipment appropriately, and thereby strengthen the capability of the Center, so as to improve the safety of drugs in China.

Outline of the Project

- Total Cost (Japanese Side): 901 million yen
- Period of cooperation: July 1, 2000 to June 30, 2005
- Partner country's implementing organization: State Food and Drug Administration, National Institute for the Control of Pharmaceutical and Biological Products
- The number of experts dispatched: 8 experts (long-term), 92 experts (short-term)
- The number of technical training participants: 22 participants
- Main equipment provided: biochemical analyzer, blood coagulation analyzer, vehicles, etc.

《 Cooperation Framework 》

Overall Goal:

- To ensure the safety of drugs in China.

Project Purpose:

- The National Center of Safety Evaluation of Drugs to meet the international standards of "Guideline on performing non-clinical experiments regarding the safety of medicinal safety - Good Laboratory Practice (GLP standards)" is maintained and operated.

Output:

- The GLP standard in management and operation is complied with.
- The level of experimental techniques through staff training is improved.
- Experimental equipment and materials are prepared and utilized appropriately.

Effects of Project Implementation (Effectiveness, Impact)

Since the commencement of GLP testing in 2003, the number of cases of GLP tests has increased. 79 tests were performed in 2008. Presently, through internal audit, audit by the State Food and Drug Administration, and external inspections, efforts are being made to assure the accuracy of the testing. Therefore, the Center is evaluated as an institution giving approval for authorized GLP study institutions. Furthermore, the Center, even after completion of the project, has been promoting the GLP concept and techniques through trainings, seminars, etc., resulting in the approval of 31 institutions as GLP complying institutions. Therefore the project is evaluated as to be contributing to the assurance of safety of drugs, which is the overall goal. However, effectiveness, and impact of the project is fair, due to the fact that the Center had not yet fulfilled GLPs international standard during the period of cooperation, and that the setting of the overall goal lacked to be specific enough to evaluate whether or not the goal had been achieved.

Relevance

China's pharmaceutical industry is growing at a significant pace, and it now exports drugs overseas. Thus, there is a high demand both domestically and abroad for the manufacturing and provision of safe drugs. The Chinese government developed drug-related regulations, placing the improvement of pharmaceutical drug safety as their policy target. The project has been in line with such government's policy directions. As for Japan's Economic Cooperation Program for China, the adoption of the international standard is being promoted as an assistance of market liberalization. Therefore, the project is also in line with the prioritized issues of both countries.

Efficiency

On the Japan side, the number of experts dispatched was less than planned, and their expertise was adequate. Regarding the equipment provided, all but two were utilized in good condition. Therefore, the contents and utilizing conditions of the inputs were adequate. On the other hand, because the outputs and objectives had been set too high, these goals were not sufficiently achieved within the duration of the project. For that reason, efficiency is somewhat low.

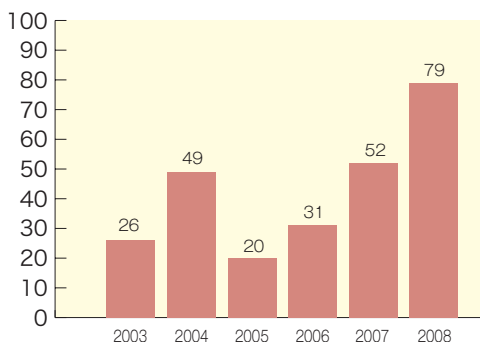
Sustainability

The importance of the project is increasing at policy level, as governmental guidelines regarding development of new drugs or safety assurance has been set forth, even after the completion of the project. The budget of the Center is being increased, and the payroll structure has improved as well, therefore staffs have taken root, and have increased. In light of the above the project is anticipated to maintain high sustainability.

Conclusion, Lessons Learned and Recommendations

Though the setting of the overall goals during the period of cooperation was too high, at the present, the targeted goals and the ripple effect is gradually being produced, such as the Center playing the center role in pharmaceutical drug safety evaluation and these effects are anticipated to be sustained. The lesson learned from this project is that adequate setting and modification of goals are necessary to improve project management.

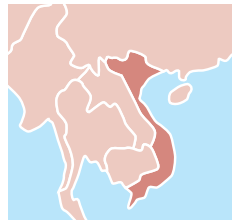
Trend of GLP testing records



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Asia Viet Nam



Project for Strengthening training capabilities for Road Construction Workers in Transport Technical and Professional School No.1

Assisting domestic road network maintenance through the strengthening of training capabilities of mechanics



[External Evaluator]

Takayuki Kojima, INTEM Consulting, Inc.

Rating

Effectiveness	4	Overall Rating A
Impact	4	
Relevance	4	
Efficiency	5	
Sustainability	5	

Project Objectives

To improve the training capability of the Central Vocational College of Transport by improving the training environment, strengthening the teacher's quality, and improving management capabilities, and thereby contribute to foster road construction workers within Viet Nam.

Outline of the Project

- Total Cost (Japanese Side): 1,266 million yen
- Period of cooperation: Jan. 22, 2001 to Jan. 21, 2006
- Partner country's implementing organization: Ministry of Transport, Central Vocational College of Transport No.1 (CVCT1)*
- The number of experts dispatched: 8 experts (long-term), 11 experts (short-term)
- The number of technical training participants: 28 participants
- Main equipment provided: road construction equipment, etc.

《Cooperation Framework》

Overall Goal:

- CVCT1 becomes the model school in Viet Nam for training for road construction workers.
- The skills of road construction workers in Viet Nam are improved.

Project Purpose:

- Training capabilities of CVCT1 are improved.

Output:

- Facilities and equipment for retraining courses are improved and modernized.
- The quality of teachers is improved.
- Retraining course is established.
- The quality of general training course is improved.
- The management of CVCT1 or its ability to plan trainings is improved.



Construction Equipment Maintenance Workshop

*Upon initiation of the project, the school was called the Central Transport High School No.1, but was later promoted to a college. The school is expressed as CVCT1 throughout this summary.

Effects of Project Implementation (Effectiveness, Impact)

The training course delivered in the project is continuously being delivered with a few moderations. In the 4 years after completion of the project, 370 persons have taken retraining courses. There is no data indicating the employment rate of the graduates of the general training courses, but the reputation of the courses among the relative institutions concerned are high. CVCT1 can be evaluated as having established a reputation of a model school, especially in note of the standard curriculum, which was developed by the General Department of Vocational Training based on the curriculum proposed by the project, being presently utilized in other colleges under supervision of the Ministry of Transport, etc. CVCT1 was initially a vocational high school and was promoted to a technical college, an educational institution of higher level, which the project also had contributed to. In light of the above, the effectiveness, and impact of this project is high.

Relevance

The Viet Nam Development Plan recognizes the importance of strengthening the school system with the objective of providing training opportunities to the technical workers in the educational and training sector, simultaneous with the development and improvement of infrastructure. In the policies of the Government of Japan "Country Assistance Plan for Vietnam", development of human resources and systems, and development of infrastructure for electricity, transportation are the prioritized fields. Therefore, the project is consistent with both country's policies.

Efficiency

Through the provision of used equipment in the country, as training equipment, trainees were able to experience same repairs for malfunctions seen there. This resulted in higher efficiency because the training had become more practical. There were no material delays in dispatch of experts or provision of equipment in terms of achieving outputs.

Sustainability

The recognition of the importance of vocational training within a development policy is still standing. CVCT1 has also spontaneously realigned and is operating its own training course. Thus the capability to deliver training has set root. In terms of finance, though the tuition income is decreasing, government subsidy is increasing. Therefore, the sustainability of the project is high financially also.

• Conclusion, Lessons Learned and Recommendations •

The project is producing effect and there are no specific problems to be observed on sustainability. The lesson learned from this project is the importance of adequate administration of documents prepared in the project, and establishment of a survey and monitoring system that is sustainable both in terms of technique and budget.

Introduction

Japanese ODA and 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

Part 3. Program-level Evaluation

Program Evaluation

Thematic Evaluation

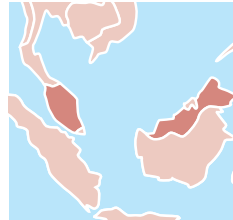
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List of Evaluations and Glossary

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Asia **Malaysia**



Project for the Capacity building of the National Institute of Occupational Safety and Health (NIOSH) in the Field of Occupational Safety Health (OSH)

Contributing to the decrease of occupational accidents by improving enforcement capacity of Occupational Safety and Health Law



[External Evaluator]

Takehiro Iwaki, IC Net Asia Co., Ltd

Rating

Effectiveness	5	Overall Rating A
Impact	3	
Relevance	5	
Efficiency	5	
Sustainability	4	

Project Objectives

To improve capacity of technical support, human resource development, and collection and dissemination of information of the National Institute of Occupational Safety and Health, and thereby decrease domestic occupational accidents and work related diseases.

Outline of the Project

- Total Cost (Japanese Side): 640 million yen
- Period of cooperation: Nov. 15, 2000 to Nov. 14, 2005
- Partner country's related organization: Department of Occupational Safety and Health (DOSH) Ministry of Human Resource, National Institute of Occupational Safety and Health (NIOSH)
- The number of experts dispatched: 9 experts (long-term), 37 experts (short-term)
- The number of technical training participants: 30 participants
- Main equipment provided: laboratory examination equipment, movable measuring equipment, etc.

Cooperation Framework

Overall Goal:

- Occupational accidents and diseases are decreased in Malaysia.

Project Purpose:

- Capacity of NIOSH is upgraded.

Output:

- Methods on working environment control are acquired, and preventive measures on occupational and work related diseases are developed.
- The system for work control from an ergonomic viewpoint is improved.
- OSH training programs and research and development activities are improved.
- Function of collection and dissemination of information for raising awareness on occupational safety and health are improved, and functions for providing necessary information for policy development is strengthened.

Effects of Project Implementation (Effectiveness, Impact)

Preparation and revision of guidelines and handbooks, provision of health check services at the NIOSH Occupational Health Center, and technical training regarding the improvement of working environment, are all continuously being performed after completion of the project respectively. Awareness creating activities regarding occupational health are continuously expanding, through training and website forums. Especially in 2008, 71,941 persons went through training. The occupational accidents in Malaysia show a significant decline both in number and incidence ratio in total. The actual outsets of work related diseases are also improving. Knowledge, skills and awareness of occupational safety is improving through the NIOSH training. Thus, it is presumed that the NIOSH activities are contributing to the improvement of the occupational accident situation. In light of the above, the project purpose and overall goal are evaluated high as both having been achieved.

Relevance

The National Development Plan of Malaysia, places priority on the curtailment of an increase in occupational accidents and diseases that accompany economic development. Therefore, this project is consistent with the policies of Malaysia.

Efficiency

The selection of themes for technical transfer and the order of transfer, which corresponded the dispatch of experts, was appropriate to a great extent. The equipment provided was evaluated highly from the Malaysian side and is being utilized appropriately. Therefore the efficiency of the project is very high.

Sustainability

The importance of NIOSH's role in promoting occupational safety and health is recognized, and therefore sustainability is high in terms of policies. Number of staff and annual income of the NIOSH are both increasing, resulting in the stabilization of both organization and finance. On the other hand, consultants in the private sector are beginning to grow. NIOSH's future challenge will be the preparation of a specific strategy as well as the improvement of competitiveness by further understanding of the cost structure.

Conclusion, Lessons Learned and Recommendations

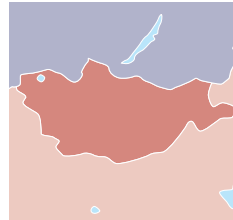
As a result of the project, the capabilities of the NIOSH have been strengthened and the social impact was significant as well. Lessons learned for other similar projects are that the need to consider, as much as possible, ways to keep the trained human resources in place through personnel systems such as human resource development systems and career paths.

Trend of Occupational Accident Occurrence

	2002	2003	2004	2005	2006	2007	2008
Number of Registered Workers (persons)	4,088,757	4,426,569	4,567,365	4,882,953	5,454,792	5,450,943	6,034,756
Number of Occupational Accidents (cases)	63,423	57,589	52,304	43,885	40,617	38,657	36,405
Number of Accidents per 10,000 persons	156	126	115	90	74	71	60

[Source]Malaysia Social Security Organization (SOCSO)

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Asia **Mongolia**

Project for Improvement of Technology on Diagnosis of Animal Infectious Diseases

Supporting development of livestock industry through improvement of technology on diagnosis of animal infectious diseases

[External Evaluator]

Miho Ito, INTEM Consulting, Inc.

Rating

Effectiveness	4	Overall Rating A
Impact	4	
Relevance	3	
Efficiency	4	
Sustainability	4	

Project Objectives

To introduce technology on animal infectious diseases, develop environment for sustainable research, and thereby improve the technology of diagnosis of animal infectious diseases.

Outline of the Project

- Total Cost (Japanese Side): 781 million yen
- Period of cooperation: July 1, 1997 to June 30, 2002
- Partner country's implementing agency: Institute of Veterinary Medicine (IVM) of Mongolian State University of Agriculture – Immunological Research Center (IRC)
- The number of experts dispatched: 10 experts (long-term), 38 experts (short-term)
- The number of technical training participants: 22 participants
- Main equipment provided: laboratory equipment, vehicles, etc.

《 Cooperation Framework 》

Overall Goal:

- The diagnostic techniques for animal diseases are improved in Mongolia.

Project Purpose:

- The immunological and immunopathological research for the diagnosis techniques of infectious diseases is reinforced through basic and applied research activities.

Output:

- The researchers of the Institute of Veterinary Medicine and the faculty of Veterinary Medicine acquire basic and applied research techniques for immunological diagnosis of animal infectious diseases.
- The research techniques for immunological diagnosis of targeted infectious diseases are introduced and established.
- Laboratory management and research environments are improved.
- Methodology of field application trial of immunological diagnosis is improved.



Laboratory of Veterinary Medicine in Ulaanbaatar City

Effects of Project Implementation (Effectiveness, Impact)

The techniques such as the isolation and incubation of the disease agent introduced to the IRC are being applied in treatment and diagnosis, as of ex-post evaluation. The technique was assessed highly, and has been approved to meet the national diagnosis criteria since 2006. IVM has been continuously presenting scientific literature even after completion of the project, indicating that the research capacity has been reinforced. IVM has also published a manual on diagnosis techniques, which is now introduced and used widely from Department of Veterinary and Animal Breeding to other related institution, and also utilized in university lectures, etc. Furthermore, upon the outset of an infectious disease, a reporting system from municipalities to the government is functioning and the Department of Veterinary and Animal Breeding is instructing countermeasures. Therefore, the effect of the project is contributing to the improvement of diagnosis techniques within Mongolia.

Relevance

The Mongolian people's everyday lives depend on livestock industry. Thus, from an economical development standpoint, the improvement of diagnosis techniques for livestock and reinforcement of a disease control system is important. As for JICA's assistance strategy for Mongolia places priority in the advancement of agriculture and livestock industry. In this context, the project is highly relevant to the policies of both countries. However, it is considered that some aspects of the framework lacked relevance, such as lack of involvement of the authority to actually perform diagnosis of infectious diseases of livestock, insufficient consideration on the organizational and management aspects of IRC, etc.

Efficiency

No delay in input or process that gave serious impact to the project's effect was to be seen. Equipment provided contributed to the progress of the activity and is presently still being utilized in good condition. The human resources on the Mongolian side were also allocated appropriately, and have taken root after the completion of the project.

Sustainability

The importance of the policy to control diseases of the livestock still stands. Functions, staff, and equipment, newly established by this project to IRC has all been succeeded to IVM, which is stable as an organization. As for financial aspects, the government subsidy is to be allocated until 2015. Therefore the sustainability is high.

Conclusion, Lessons Learned and Recommendations

The project has achieved the initially planned purpose and its sustainability is also high. Preparation of equipment of machinery for diagnosis of diseases of livestock in some local municipalities, and reinforcement in support to local veterinary medicine laboratories by the IVM on diagnosis techniques is recommended. Setting indicators of the overall goals expressed with detailed numerical value, etc, which all related persons can share and recognize the present situation, would be the lesson learned for future projects.

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Program Evaluation

Thematic Evaluation

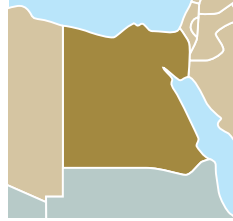
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Middle East **Egypt**



Project on Improvement of Science and Mathematics Education in Primary Schools

Implementing student centered classes, and contributing to the improvement of science and mathematics education in primary schools

[External Evaluator]

Yukiko Sueyoshi, Global Link Management Inc.

Rating

Effectiveness	2	Overall Rating C
Impact	2	
Relevance	3	
Efficiency	3	
Sustainability	2	

Project Objectives

To revise and disseminate guidebooks to promote change from a rote learning centered learning method to a student centered teaching method in Egypt where modernization of education was aimed, and thereby improve science and mathematics education at primary schools in the targeted governorates and other governorates.

Outline of the Project

- Total Cost (Japanese Side): 370 million yen
- Period of cooperation: April 1, 2003 to March 31, 2006
- Partner country's implementing organization: National Center for Educational Research and Development (NCERD)
- The number of experts dispatched: 9 experts (long-term) , 28 experts (short-term)
- The number of technical training participants: 19 participants
- Main equipment provided: equipment for science experiments, etc.

《 Cooperation Framework 》

Overall Goal:

- The new teaching method using the new guidebooks in science and mathematics in primary schools in Cairo governorates and other governorates is implemented.

Project Purpose:

- The new teaching method in science and mathematics using guidebooks education takes root at the model schools and forms a solid base for further dissemination.

Output:

- NCERD staff can give accurate instructions to teachers on the new teaching methods.
- The teachers at the model schools master the new teaching methods and practices them in class.
- The guidebooks are revised.
- The new teaching methods are recognized by the people in the education field and they are introduced in existing teachers training courses.

Opinion regarding the evaluation by the department responsible for this project

After the ex-post evaluation, the Ministry of Education prepared and made public the teaching method guidebook and class textbooks based on the effects of the JICA project. Such are currently being used in public primary schools as the official educational material in Egypt. Therefore the impact and sustainability is evaluated high. Such production of project effect is due to the contribution of the trainings carried out by JICA in Japan targeting the Ministry of Education to disseminate the teaching methods after completion of the project.

Effects of Project Implementation (Effectiveness, Impact)

The teachers at model schools who received training of the student centered science and mathematics teaching method have evaluated the method positively because it inspires the teachers and students to participate in class. On the other hand, due to the fact that the curriculum formulated by the Ministry of Education and the contents of examinations are still rote learning centered, the teachers realize that practice of the teaching method is difficult. Therefore systematic or organizational utilization in the actual class sites could not be observed. 400 guidebooks have been distributed to education related institutions and schools, and later 500 were additionally distributed in CD-ROM form. However, the spill-over effect is limited, because the number of primary schools counts more than 17,000 schools nationwide. In light of the above, this project has somewhat achieved its objectives, therefore its effectiveness and impact is fair.

Relevance

Egypt aims at improvement of quality of education and of teachers, strengthening of school activities and curriculum, and improvement of tests and evaluation system through school reform. On the other hand, Japanese Policy in Egypt places priority in the field of enhancement of fostering human resources and education. Thereby the project is in consistency with the policies of both countries. However, some problems in the approach, such as lack of involvement of the Ministry of Education, who is to bear responsibility of the taking root of and dissemination of the guidebook.

Efficiency

Approximately 70% of the items of anticipated outputs were achieved, but the achievement rates of certain outputs were only partial. Most of the Japanese experts were University staff, which limited their dispatch period to the length of their school holidays. Thus the Egyptian counterparts did not have enough time to engage in the project activities. Due to such causes, the efficiency was limited.

Sustainability

The contents of the guidebook are anticipated to be reflected in the guideline which the Ministry of Education is to prepare. Personnel turnover rate of the NCERD is low, therefore no problems will arise regarding the personnel system. However, in terms of finance, problems on autonomous development are observed.

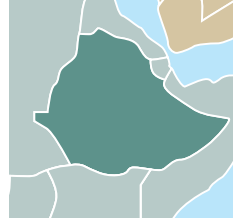
Conclusion, Lessons Learned and Recommendations

The project objective was to form a technical base to disseminate a student-centered teaching method. However, the production of the effect was limited, because the project was implemented though lacking in sufficient coordination with the Ministry of Education, who were responsible for the development of a systematic base. NCERD is recommended to consider effective utilization of the teaching method established in this project in the educational reform presently being pursued by the Ministry of Education. Lessons for future project operations are that projects must be designed so as to be consistent with the existing systems or policies to achieve the overall goal.

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Africa Ethiopia



Project for Capacity Building of the Alemgena Training and Testing Center of ERA

Fostering road technicians, to contribute to the restitution of the roads and transportation

【External Evaluator】

Shinichi Mori, IMG Ltd.

Rating

Effectiveness	3	Overall Rating A
Impact	4	
Relevance	5	
Efficiency	2	
Sustainability	4	

Project Objectives

To improve the training delivering capacity of the Alemgena Training and Testing Center by establishing a training and management framework, developing curriculum and teaching material, and improving instructor's capacity, and thereby contribute to satisfy the domestic demand for road technicians.

Outline of the Project

- Total Cost (Japanese Side): 872 million yen
- Period of cooperation: April 1, 2002 to March 31, 2006
- Partner country's implementing organization: Ethiopian Roads Authority (ERA)–Alemgena Training and Testing Center (ATTC)
- The number of experts dispatched: 5 experts (long-term), 7 experts (short-term)
- The number of technical training participants: 14 participants.
- Main equipment provided: construction machinery, etc.

《 Cooperation Framework 》

Overall Goal:

- The qualitative and quantitative needs for human resources in mechanized construction field required for road construction and maintenance work in Ethiopia is met.

Project Purpose:

- The Alemgena Training and Testing Center delivers appropriate training for mechanized construction.

Output:

- An effective framework is in place for training management.
- Efficient training courses are prepared.
- Instructors improve their technical skills and teaching capacity.
- Training equipment and teaching materials are prepared and managed appropriately.

Effects of Project Implementation (Effectiveness, Impact)

The implementation of the project increased the number of trainees from around 70 persons per annum to 745 persons, and the number of technicians actually graduating increased from 68 persons to 664 persons per annum. The Equipment Operation Section is especially accepting trainees far beyond its capacity. Though the technical skill level and improvement of training capacity initial set as output could not be directly confirmed. However, training highly satisfying for the trainees through the use of the initially introduced training equipment, curriculum and teaching material, is being delivered. Training mainly targeted the government staff initially, but many of the graduates changed jobs to private construction companies. Therefore, as a result, the project met the human resource need of the overall road sector. In light of the above, the project's effectiveness and impact is comparatively high.

Relevance

The Road Sector Development Program performed since 1997 in Ethiopia recognizes the importance of training human resources in the road sector. Therefore the project is consistent with the government's development policies. The other educational institutions for road construction technology (universities, vocational training schools) did not own large scale construction machinery, and were at a lower technical skill level than that required by the ERA. Therefore, the needs for training at the ATTC were high.

Efficiency

Due to insufficient communication between the participants of the project, some inefficiency was observed because the experts of the anticipated technical field were not dispatched. On the other hand, the provided equipment, except for some equipment of which operation and maintenance is difficult, are being utilized appropriately.

Sustainability

Assistance in policy building is consecutively being continued, the managerial budget for the ATTC, allocation for training expense are both sufficient, and the instructors have mostly taken root. Therefore the sustainability is high. However, there is a concern of a risk that the procurement of spare parts may become difficult due to shortage of foreign currency.

Conclusion, Lessons Learned and Recommendations

Except for some parts of the technical sector, the human resources that have gone through training at ATTC have enlarged in both quality and quantity. Thus the project is highly contributing to the training of technicians in the road construction sector. Lessons learned are that the establishment of a system to detect issues at an early stage by strengthening monitoring is important.

Number of Training Graduates from ATTC

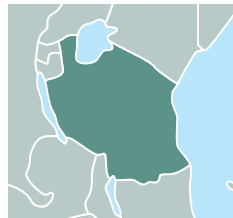
Section	Capacity	2002/2003	2003/2004	2004/2005	2005/2006	2006/2007	2007/2008	Total
Equipment Operation for Road Construction	250	48	205	175	418	911	437	2,194
Trades and crafts	249	20	91	201	183	56	179	730
Civil Engineering	246	0	19	174	63	55	77	388
Total	745	68	315	550	664	1022	693	3312

[Source] Data provided by ATTC

*All ex-post evaluation reports including this can be referred to in JICA's website, "Evaluations"→"Ex-post Evaluation (Technical Cooperation)" ([URL:http://www.jica.go.jp/english/operations/evaluation/tech_and_grant/project/ex-post/](http://www.jica.go.jp/english/operations/evaluation/tech_and_grant/project/ex-post/))



Africa Tanzania



Project on Sokoine University of Agriculture Center for Sustainable Rural Development

Strengthen regional support capacity of a university institution, and contributing to the rural development

[External Evaluator]

Tsutomu Nishimura and Reiko Fukuda, IMG Ltd.

Rating

Effectiveness	3	Overall Rating B
Impact	3	
Relevance	4	
Efficiency	3	
Sustainability	3	

Project Objectives

To strengthen capacity of the Sokoine University of Agriculture Center for Sustainable Rural Development by implementing rural development in the model areas, and thereby contribute to the enlargement of the rural development to other regions.

Outline of the Project

- Total Cost (Japanese Side): 733 million yen
- Period of cooperation: May 1, 1999 to April 30, 2004
- Partner country's implementing organization: Sokoine University of Agriculture (SUA)–Sokoine University of Agriculture Center for Sustainable Rural Development (SCSRD)
- The number of experts dispatched: 8 experts (long-term), 28 experts (short-term)
- The number of technical training participants: 15 participants
- Main equipment provided: laboratory equipment, vehicles, etc.

《 Cooperation Framework 》

Overall Goal:

- Sustainable rural development method (SUA method) is applied to other areas by the SCSRSD and other organizations.
- Standard of livelihood in the model areas is improved.

Project Purpose:

- SUA method is developed in two model areas through capacity building of SCSRSD.

Output:

- SCSRSD is established and appropriately functioning
- Database of total development in and outside Tanzania is surveyed and established.
- The development plans of the community are formulated based on the understanding of the practical reality of the two model areas.
- The implementation of community development plan is facilitated.
- The achievements and outputs of SCSRSD are communicated in and outside Tanzania.

Effects of Project Implementation (Effectiveness, Impact)

The SCSRSD has been developed and strengthened in both quality and quantity in terms of facilities and human resources, while in terms of finance, they are not yet at a level where autonomous research activities can be conducted. The SUA method contributed to the practical development of the SUA method in activities that were implemented in the two model areas such as identification of rural issues and problem coping abilities jointly with the residents and the local administration. On the other hand, presently, the University staff assess that the SUA method has not been established as of yet. In one of the model areas, activities by the resident groups are continuous and enlarging. Thus, the living standard has improved such as the diversification of income source, decrease in household expenditure. On the other hand, no particular increase in living standard was observed in the other model area. In light of the above, the effectiveness and impact is moderate.

Relevance

Poverty alleviation in rural areas was given high priority in the national poverty reduction strategy, and since higher education institutions are anticipated to take a leading role in the development of human resources in the field of rural and agricultural development. The project is in consistency with these strategies.

Efficiency

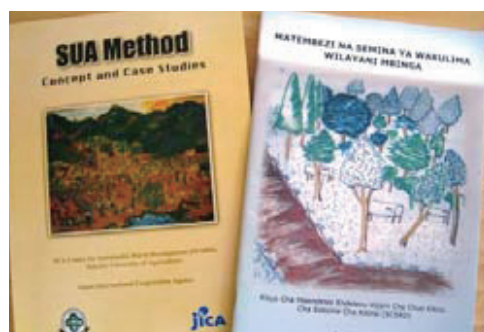
The equipment provided had been properly utilized except for laboratory equipment. The efficiency of the implementation of the project was heightened by the linkage with other domestic activities. However, no tangible activities have been carried out in cooperation with the African Institute for Capacity Development, except for presentations of workshops.

Sustainability

Due to the implementation of the Local Government Reform Program (LGRP), the importance of capacity development with participatory planning of the residents is emphasized. Therefore, the sustainability is high, in terms of policy. The SCSRSD has human resources with sufficient knowledge and experience that are continuously working with the SCSRSD. Therefore the sustainability is high in terms of human resources. However, survey and research budget is not continuously procured. Therefore in attaining the sustainability in terms of finance is an issue.

Conclusion, Lessons Learned and Recommendations

As a result of the project, facility and human resources have been strengthened both in quality and quantity. However, in terms of finance, it has not yet reached a level where autonomous research activities can be conducted. The SUA method completed by the project is only a summarization of the outputs produced in one of the model areas, while it has not been established to a level where it can be applied to other areas. Lessons learned from the project are that even in the event a research institution is involved in the rural development, it is important to have a collaborative relationship with the administrative institution of the area.



Publications by the Project (Case studies on the SUA method)

*All ex-post evaluation reports including this can be referred to in JICA's website, "Evaluations" → "Ex-post Evaluation (Technical Cooperation)" ([URL: http://www.jica.go.jp/english/operations/evaluation/tech_and_grant/project/ex-post/](http://www.jica.go.jp/english/operations/evaluation/tech_and_grant/project/ex-post/))

Latin America
Dominican Republic

Technology Improvement Project for Irrigated Agriculture

Building capacity of the administration and the Water Users' Associations, and promoting management of irrigation facilities to be performed by the Water Users' Association

[External Evaluator]

Masafumi Ikeno, KRI International Corp.

Rating

Effectiveness	4	Overall Rating A
Impact	4	
Relevance	5	
Efficiency	3	
Sustainability	4	

Project Objectives

To improve the skills and knowledge for water management, facility operation and maintenance, and cultivation by developing training materials and system, and thereby promote the irrigation facility management by the Water Users' Associations.

Outline of the Project

- Total Cost (Japanese Side): 612 million yen
- Period of cooperation: March 2001 to Feb. 2006
- Partner country's implementing organization: Instituto Nacional de Recursos Hidraulicos (INDRHI) Secretaria de Estado de Agricultura (SEA: Cooperation Partner)
- The number of experts dispatched: 8 experts (long-term), 5 experts (short-term)
- The number of technical training participants: 22 participants
- Main equipment provided: mini-sized excavator, vehicles, etc.

Cooperation Framework

Overall Goal:

- The skills of the Water Users' Associations are improved and irrigation facilities are transferred smoothly from the State.

Project Purpose:

- Leaders of Water Users' Association and staff of INDRHI/SEA improve their skills and knowledge in water management, operation and maintenance of facilities, and cultivation.

Output:

- Examples of technical improvements are presented on the pilot farm.
- Training programs and training materials for water management, operation and maintenance and cultivation are prepared.
- Trainers are trained.
- Training curricula are prepared and training courses are delivered.



Training being delivered continuously by SEA after completion of project

Effects of Project Implementation (Effectiveness, Impact)

Through the training of the project, water management skills and cultivation skills were acquired and utilized, resulting in an increase in the average yield of rice in the project target irrigation area, an increase in the water user fee collection ratios, etc. Therefore improvement in the management capacity of the Water Users' Association in the targeted irrigation areas was observed. After completion of the project, INDRHI individually conducted training and instructions aimed at transferring, etc. the irrigation facilities to the Water Users' Association nationwide. As a result of such continuous activities, among the 32 Federations of Water Users' Associations nationwide, 31 federations are now able to independently manage irrigation facilities, and those such irrigation facilities were transferred. The last federation is also considering having facilities transferred shortly. In light of the above, the effectiveness and impact is high.

Relevance

In the Strategy and Mid-term Development Plan of the Agricultural and Livestock Sector (2001-2010) of the Dominican Republic, policies such as the improvement in the productivity in the agricultural sector through repair of the existing irrigation facilities, and establishment of an irrigation management system aimed at the transfer of the management of irrigation facilities to Water Users' Associations were set forth. JICA has also presented agricultural development as one of the priority cooperation areas for the Dominican Republic. Therefore, the project is in consistency with the policies of both countries and the relevance is high.

Efficiency

Though no major problems were caused to the achievement of the project output, compared to the plan, partial delays were observed, such as the dispatch of experts, assignments of the counterparts' government staff and delay in the construction due to bad weather, therefore the efficiency is moderate.

Sustainability

The training curriculum and teaching materials developed in the program are successively being updated on the basis of the needs of the farmers, and requests for trainings are also continuously being made from the Water Users' Associations nationwide. Therefore the project is anticipated to produce sustainable effect. The INDRHI and the SEA, after the completion of the project, are spontaneously making effort to expand the technologies established through the project nationwide by implementing such at other areas. Therefore the sustainability of this project is high.

Conclusion, Lessons Learned and Recommendations

The project was implemented appropriately in accordance with the initial plan, and it has contributed to the achievement of the country's government policy goals. Adoption of the technologies used by exemplary local farmer and of applied technologies, and the establishment of low-input agricultural technologies with reduced production cost aiming at the nationwide expansion of the technologies were the lesson learned that can be applied to other similar projects.

*All ex-post evaluation reports including this can be referred to in JICA's website, "Evaluations"→"Ex-post Evaluation (Technical Cooperation)" ([URL:http://www.jica.go.jp/english/operations/evaluation/tech_and_grant/project/ex-post/](http://www.jica.go.jp/english/operations/evaluation/tech_and_grant/project/ex-post/))

Latin America **Brazil**

Cerrado Ecosystem Conservation Project

Improving the management of the integrated ecosystem management, and contributing to the sustainable use of natural resources

[External Evaluator]

Mitsue Mishima, Hisami Nakamura and Kiyoko Hitsuda, OPMAC Corporation

Rating

Effectiveness	2	Overall Rating C
Impact	2	
Relevance	3	
Efficiency	1	
Sustainability	2	

Project Objectives

To improve the integrated ecosystem management in the Ecological Corridor area by strengthening the collaboration of the relevant organizations and the local communities, and strengthening the capacity of the relevant organizations to educate and to create awareness.

Outline of the Project

- Total Cost (Japanese Side): 260 million yen
- Period of cooperation: Feb.1, 2003 to Jan.31, 2006
- Partner country's implementing organization: The Brazilian Institute of Environment and Renewable Natural Resources (IBAMA)
- The number of experts dispatched: 2 experts (long-term), 8 experts (short-term)
- The number of technical training participants: 6 participants
- Main equipment provided: vehicles, GIS equipment, etc.

《 Cooperation Framework 》

Overall Goal:

- The integrated ecosystem management in the Parana / Pireneus Ecological Corridor Area that contributes to the sustainable use of natural resources is promoted.

Project Purpose:

- The integrated ecosystem management in the Parana / Pireneus Ecological Corridor Area through the activities in the pilot areas is improved.

Output:

- Coordination among the relevant organizations and local communities is promoted.
- The technical orientation regarding sustainable natural resource management is clearly presented to the relevant organizations.
- The capacity of relevant organizations for implementing environmental education and social awareness programs is improved.



Environmental education kit prepared in the project

Effects of Project Implementation (Effectiveness, Impact)

In the pilot areas, Integrated Center for Environmental Education and Activities were established, and many activities including those undertaken by the federal government institutions and the local relevant organizations such as the local autonomies and the NGOs were conducted. Activities were jointly undertaken to promote environmental education and create awareness, where more than 3,000 residents participated. As a result, this enhanced knowledge and changed the awareness of many in and outside the pilot areas, further projecting various spill-over effects such as the commencement of union activities by the people who make a living of extracting natural resources, etc. However, due to the organizational reform of the IBAMA and the changes in personnel involved, and to the reduction of the budget allocated to the relevant activities of the project, activities regarding the integrated ecosystem showed a set back simultaneously with the completion of the project. Thus, the project purpose has not been achieved. In light of the above, some problems have been observed in the effectiveness and impact of this project.

Relevance

In the National Biodiversity Policy, Brazil emphasized the necessity to conserve the ecosystem. In Japan's Country Assistance Policy for Brazil, natural environment conservation was one of the priority areas. Therefore the project was in consistency with the policies of both countries.

Efficiency

Due to the change of structure on the Brazilian side following the presidential election held at the end of 2002, re-consultation became necessary for the implementation of the project. However, the project was commenced as initially planned. As a result, allocation of personnel and budget allotment on the Brazilian side were delayed, and there were certain periods of time where the Brazilian side counterpart personnel were changed frequently or not even allocated after commencement of activities. This led to a delay in the implementation of the plans. Therefore, the evaluation for efficiency is low.

Sustainability

In the presidential act "Federal Protection Area Plan" executed in 2006, the conservation of the ecosystem in a wide range was set forth to be strictly implemented. Thus the project continuously has high relevance with the national policies. On the other hand, in addition to the reform of the executing institutions, budget allotment has yet to be evaluated as sufficient, and so the sustainability of the activities is not high. However, the total amount of budget allocated to the Ministry of Environment is increasing, calling for further future monitoring.

Conclusion, Lessons Learned and Recommendations

Though activities were delayed in implementation due to political influence, the project has promoted understanding on the concept of the integrated ecosystem management. However, in addition to the ambiguous Project Purpose, the project activities were implemented in broader areas with various types of target groups. This resulted in the dispersion of activities, leaving room to improve effectiveness and efficiency. To thoroughly consider the risks of political influence and to specify the target to be achieved by clarifying the positioning of the project are the lessons learned for the management of future projects.

*All ex-post evaluation reports including this can be referred to in JICA's website, "Evaluations" → "Ex-post Evaluation (Technical Cooperation)" ([URL: http://www.jica.go.jp/english/operations/evaluation/tech_and_grant/project/ex-post/](http://www.jica.go.jp/english/operations/evaluation/tech_and_grant/project/ex-post/))

Oceania **Fiji**

Project of Information and Communication Technologies (ICTs) Capacity Building at the University of the South Pacific

Contributing to the incensement of higher education opportunities utilizing the Information Communication Technologies (ICTs) in the island country



Introduction

Japanese ODA and JICA

What is JICA's Evaluation System?

Part 1. Project Evaluation in JICA

Efforts to Improve its Evaluation

Topics

External Evaluation by the Third Party

Part 2. Project-level Evaluation

Asia Middle East Africa Latin America Oceania Europe

Program Evaluation

Part 3. Program-level Evaluation

Thematic Evaluation

Reference

List of Evaluations and Glossary

【External Evaluator】

Koichi Motomura, IC Net Limited

Rating

Effectiveness	3	Overall Rating B
Impact	2	
Relevance	4	
Efficiency	3	
Sustainability	4	

Project Objectives

To strengthen the capacity of the University of the South Pacific by improving Computer Science (CS) education, Distant and Flexible Learning and research studies both in quantity and quality.

Outline of the Project

- Total Cost (Japanese Side): 350 million yen
- Period of cooperation: July 1, 2002~June 30, 2005
- Partner country's implementing agency: University of the South Pacific (USP)
- The number of experts dispatched: 4 experts (long-term), 27 experts (short-term)
- The number of technical training participants: 8 participants
- Main equipment provided: networking equipment, computers, etc.

《 Cooperation Framework 》

Overall Goal:

- Through improved education service in quantity and quality, the USP undertakes the center role for human resource development.

Project Purpose:

- Through the improvement of ICT capacity of the USP, more students benefits from high quality education.

Output:

- More students take a variety of updated Computer Science courses.
- Through the utilization of the ICT, more students can receive the improved Distance and Flexible Learning (DFL) courses.
- Model training courses based on research on IT utilization and digital divide research studies are delivered.



Remote classes in USP Emalus extension campus (Vanuatu)

Effects of Project Implementation (Effectiveness, Impact)

The number of students attaining the computer science degree had increased throughout the period of the project and after its completion. The actual number for 2008 increased 123% compared to that of 2000. The USP has attained the necessary technology to develop DFL course media, and can now deliver more than 350 DFL courses. The graduates are highly appreciated in society, and the number of students and number of those working who are receiving the DFL courses are increasing also. However, this is mainly due to the increase in students in courses other than the computer science course. Eight IT research studies were conducted and presented at international conferences, though none led to a development of a training course. In light of the above, though the project purpose and overall goal was achieved, the interrelation between the two was remote.

Relevance

In the Pacific Islands Information and Communication Technologies and Strategic Plan, the development of human resources in the ICT sector is regarded to be of highest priority. Also at the G8 Kyushu Okinawa Summit, the active utilization of IT in terms of aid to developing countries was emphasized. Therefore, the project is highly consistent to the policies of both countries.

Efficiency

The equipment provided were appropriate in content and quantity, and are consecutively and effectively being utilized as of present. The dispatch of experts in the field of Computer Science was as planned. However, it would have been more efficient if the dispatch timing of the experts in instructional design of DFL had been earlier.

Sustainability

Sustainability in terms of policy in the ICT sector is high. The fiscal status of the USP which had once been deteriorating in 2006-07 has now been recovering due to reformation since 2008. The personnels trained through the project have taken root. Therefore, the sustainability of this project is high.

Conclusion, Lessons Learned and Recommendations

The project has high relevance upon implementation, and is now achieving its initial purposes. However, the interrelationship among the respective outputs and the logic to the achievement of the overall goal are not clearly designed. In the ICT sector, where innovation of technology is fast, flexible moderations in the activities or inputs must be assumed. However, the lesson learned is that it is important to prepare a plan as clear as possible beforehand.

*All ex-post evaluation reports including this can be referred to in JICA's website, "Evaluations"→"Ex-post Evaluation (Technical Cooperation)" ([URL:http://www.jica.go.jp/english/operations/evaluation/tech_and_grant/project/ex-post/](http://www.jica.go.jp/english/operations/evaluation/tech_and_grant/project/ex-post/))