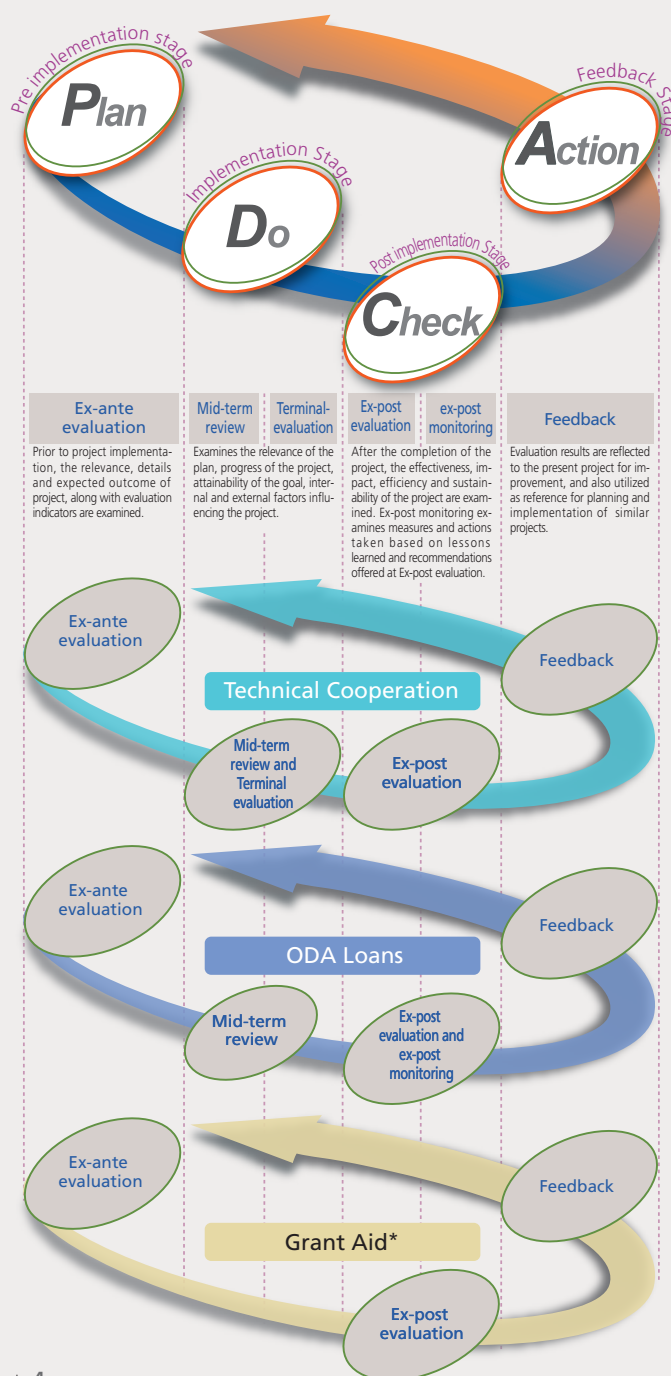


# The Evaluation System in JICA

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 results of the project. Evaluation details at each stage shall be introduced from page 6 onwards.



## 2 Coherent methodologies and criteria for all three schemes of assistance

JICA has developed an evaluation system that provides cross-sectoral methodologies and criteria applicable to all schemes of assistance. With JICA taking over a part of the evaluation of Grant Aid in FY2009, it continues to focus on establishing a consistent evaluation system applicable to all three assistance schemes.

JICA aims to conduct the evaluation and to utilize the findings 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 laid out by OECD-DAC (Organization 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.

### Evaluation perspective applying the five DAC criteria

#### Relevance

Examines the extent to which the aid activity is suited to the priorities and policies of the target group, recipient and donor: Does the goal of the aid activity meet the needs of beneficiaries? Are the activities and outputs of the program consistent with the overall goal and the attainment of its objectives?

#### Effectiveness

Measures the extent to which a program or a project attains its objectives.

#### Efficiency

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

#### Impact

Examines positive and negative changes as a result of the project. This includes direct and indirect effects and expected and unexpected effects.

#### Sustainability

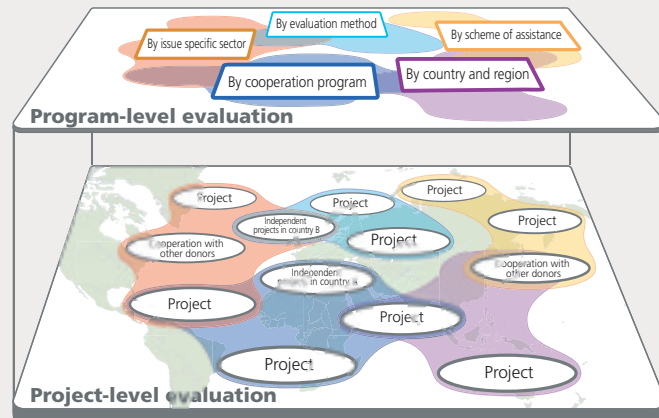
Relates to whether the benefits of the project are likely to continue after the closure of the project.

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

- 1 Consistency throughout the project by reflecting the PDCA cycle
- 2 Coherent methodologies and criteria for all three schemes of assistance
- 3 Cross-sectoral and comprehensive evaluation offered at program-level evaluation
- 4 Ensuring objectivity and transparency
- 5 Emphasizing use 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 into 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 Ensuring objectivity and transparency

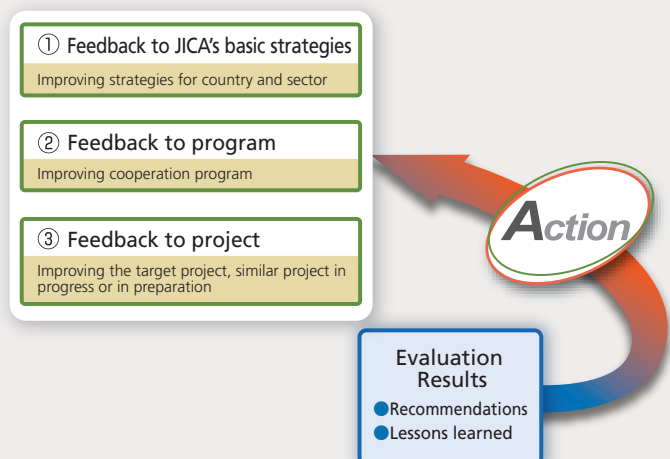
JICA has incorporated external evaluations in the ex-post evaluations which require objective verification of project implementation results for all three schemes of assistance, and the findings are made available on the JICA website. JICA will continue its efforts for increasing objectivity and transparency in its evaluations.

JICA has set up mechanisms by which the viewpoints of external parties are reflected in the project evaluation system. In this context, JICA receives advice on evaluation policy, as well as on the evaluation system and methodology from the Advisory Committee on Evaluation consisting third-party experts. (See p.8)

### 5 Emphasize utilization of evaluation results

JICA is strengthening its feedback system. The findings from each evaluation stage are reflected in the “Action” phase within the PDCA cycle. This feedback is utilized as recommendations for improvement of the present project and lessons learned for similar projects that are in operation or in preparation. JICA intends to reflect evaluation results on the cooperation programs as well as JICA’s basic strategies for country and sector.

At the same time, JICA makes efforts to reflect evaluation results to the project, program and upper level plan, such as the partner government’s development policies, through providing feedback of evaluation findings to the partner government and conducting joint evaluation.



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

What is JICA's Evaluation System?

Part 1. Project Evaluation in JICA

Efforts to Improve its Evaluation

Topics

Overview of Ex-Post Evaluation Results

Part 2. FY2009 Evaluation Results

Ex-post Evaluation Evaluation Results

Impact Evaluation

List of Evaluations

Reference

## ■ Pre implementation stage Evaluation (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".

JICA conducts ex-ante evaluations prior to project implementation to verify the relevance and effectiveness of the project as well as the content of project.

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.

JICA conducts ex-ante evaluation for all projects to confirm the relevance of projects prior to their implementation, as well as to formulate the future evaluation plans. At this stage, JICA ensures that past lessons learned are being applied appropriately. These evaluation findings are published on the JICA website following the conclusion of the respective project agreement with the partner country.

### ■ Number of Ex-ante Evaluations Performed in FY2009

ODA Loans	60 projects	Technical Cooperation	139 projects	Grant Aid	85 projects
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More information is available on the JICA website:

<http://www.jica.go.jp/english/operations/evaluation/index.html>

## ■ Implementation stage Evaluation (Mid-term Review and Terminal Evaluation)

Mid-term reviews and terminal evaluations are conducted in order to assess relevance of the project plan, attainability of goals and effectiveness, and to examine internal and external factors affecting the projects.

JICA conducts mid-term review and terminal evaluation for ongoing projects. These are intended to examine the relevance, progress, attainability of goals and the internal and external factors. 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 used for the improvements of similar projects in the future.

Mid-term reviews are conducted on relatively long-term projects after a lapse of time from the project launch, the purpose is to examine the relevance and to verify attainability of its goals in terms of effectiveness and efficiency, as well as to analyze the promoting 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) is also conducted to confirm the status of the safety measures for special ODA Loan projects and Special Terms for Economic Partnership (STEP) projects.

Terminal Evaluation is 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 verifiable during the implementation phase.

### ■ Number of Mid-term Reviews and Terminal Evaluations Performed in FY2009

ODA Loans (Mid-term Review)	2 projects	Technical Cooperation(Mid-term Review)	75 projects
		Technical Cooperation(Terminal Evaluation)	114 projects

More information is available on the JICA website:

<http://www.jica.go.jp/english/operations/evaluation/index.html>

## Post implementation stage Evaluation (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.

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.

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.

All three assistance schemes are subject to ex-post evaluation, of which there are two types: detailed (in principle projects over 1 billion yen) and simplified (projects over 200 million yen and under 1 billion yen) (see p.18 and onwards for more information). After the completion of each project, JICA conducts a comprehensive evaluation using the DAC

Criteria for evaluating development effectiveness. One distinctive feature of the detailed ex-post evaluation is the application of a standardized rating system\* for all three schemes in order for the published results to be easily understood. Since FY2009, JICA has introduced an integrated rating methodology that used to be different by scheme.

Ex-post monitoring 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. It 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.

### Number of Evaluation Performed in 2009

ODA Loans	(detailed) 61 projects	Technical Cooperation	(detailed) 7 projects (simplified)39 projects	Grant Aid	(detailed) 17 projects (simplified)51 projects
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More information is available on the JICA website:URL:

Ex-post evaluation (Technical Cooperation): [http://www.jica.go.jp/english/operations/evaluation/tech\\_and\\_grant/project/ex\\_post/index.html](http://www.jica.go.jp/english/operations/evaluation/tech_and_grant/project/ex_post/index.html)

Ex-post evaluation (ODA Loan): [http://www.jica.go.jp/english/operations/evaluation/oda\\_loan/post/index.html](http://www.jica.go.jp/english/operations/evaluation/oda_loan/post/index.html)

Ex-post monitoring (ODA Loan): [http://www.jica.go.jp/english/operations/evaluation/oda\\_loan/monitoring/index.html](http://www.jica.go.jp/english/operations/evaluation/oda_loan/monitoring/index.html)

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

## 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 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".

"Cooperation program evaluation" is conducted on "Cooperation programs" which are strategic frameworks for JICA to assist developing countries achieving their specific mid to long term development goals.

"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. This includes "Comprehensive analysis", which extracts trends and problems common to a particular issue, or compares several projects and categorizes them to extract common features and good practices. 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.

ODA Loans	Technical Cooperation
<ul style="list-style-type: none"> <li>● Impact Evaluation on Small Scale Irrigation Project (Indonesia)</li> <li>● Impact Evaluation on Third Elementary Education Project (Philippines)</li> <li>● Impact Evaluation on Bohol Irrigation Project (Philippines)</li> <li>● Impact Evaluation of Pasak Irrigation Project (Thailand)</li> </ul>	<ul style="list-style-type: none"> <li>● Thematic Evaluation on JICA's role in Citizen Participation in International Cooperation</li> </ul>

More information is available on the JICA website:

[http://www.jica.go.jp/english/operations/evaluation/tech\\_and\\_grant/program/index.html](http://www.jica.go.jp/english/operations/evaluation/tech_and_grant/program/index.html)

\*See p.18 and onwards for outline and method for rating system.