

JICA's Operations Evaluation System

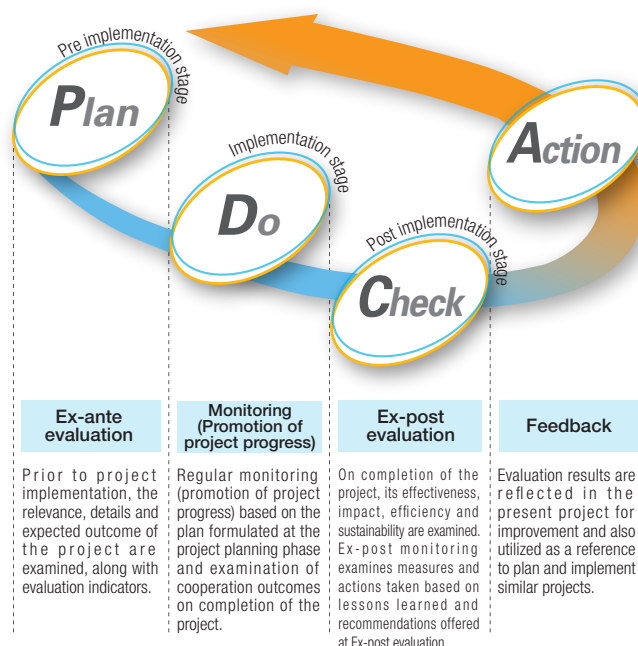
To improve its projects and ensure accountability to stakeholders, JICA implements operations evaluations and comprehensive and cross-sectoral thematic evaluations for Technical Cooperation, ODA Loans and Grant Aid projects.

1

Evaluation throughout the project's PDCA cycle

The PDCA cycle is a management tool that promotes continuous improvement of project activities and JICA's operations. It has four steps: Plan; Do; Check; and Action. For all projects, JICA's operations evaluation is conducted based on the PDCA cycle, regardless of the scheme of cooperation.

Considering the characteristics of the scheme of cooperation, such as the assistance period and timeframe for the expected results, JICA monitors and evaluates each project stage (planning, implementation, post-implementation and feedback) within a consistent framework. By evaluating each stage of the PDCA cycle, it aims to improve the project development results. Details of the evaluation conducted at each stage are introduced on pp.4-5.



2

Coherent methodologies and criteria for three schemes of cooperation

JICA adopts an evaluation system using cross-sectoral methodologies and criteria applicable to all schemes of assistance. For Technical Cooperation, ODA Loans, and Grant Aid, respectively, JICA aims to conduct the evaluation and utilize the findings based on a consistent philosophy and a standard evaluation framework, while taking the differences in characteristics among each assistance scheme into consideration.

Specifically, an evaluation framework that reflects: 1) Project level evaluation based on the PDCA cycle; 2) Evaluation applying the Five DAC Criteria for Evaluating Development Assistance as laid out by the OECD-DAC (Organisation for Economic Co-operation and Development/Development Assistance Committee) and internationally accepted as an ODA evaluation methodology (Table 1); and 3) Publication of evaluation results based on a uniform style and utilizing a rating system developed by JICA. For the Five DAC Criteria, JICA performs reviews to ensure a more appropriate evaluation judgment. The rating system and results are introduced on pp.10-12.

Table 1 Evaluation Perspectives Using the Five DAC Criteria for Evaluating Development Assistance

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.
Impact	Examines positive and negative changes as a result of the project. This includes direct and indirect effects and expected and unexpected effects.
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.
Sustainability	Sustainability relates to whether the benefits of the project are likely to continue after the closure of the project.

The JICA operations evaluation system has the following five features:

- 1 Evaluation throughout the project's PDCA cycle
- 2 Coherent methodologies and criteria for three schemes of cooperation
- 3 Comprehensive and cross-sectoral evaluation through a thematic evaluation
- 4 Ensuring objectivity and transparency
- 5 Emphasizing utilization of evaluation results

3

Comprehensive and cross-sectoral evaluation through a thematic evaluation

JICA conducts thematic evaluations to assess a group of projects comprehensively and cross-sectorally or analyze a specific development issue or assistance scheme. The thematic evaluation is conducted by selecting projects based on a specified theme and analyzing them from perspectives that differ from individual operations evaluations, to derive recommendations and lessons learned which can be used across projects.

Thematic evaluations in FY 2015 systematizes practical and universal lessons from four areas (waste management, sewerage management, local governance, and peace-building) by analyzing a number of projects evaluation results cross-sectorally and adding inputs from JICA staff and external experts through meetings. This is the effort to utilize evaluation results which was proposed in thematic evaluations in FY 2013: Analysis on the Improvement of Management System for Utilizing Lessons Learned in PDCA Cycle.

4

Ensuring objectivity and transparency

JICA has incorporated external evaluations according to its project size in the ex-post evaluations which require objective verification of project implementation results; the findings of which are provided via the JICA website. JICA will continue making efforts to increase objectivity and transparency in its operations evaluations.

To improve evaluations, JICA has established mechanisms allowing the viewpoints of external parties to be reflected in the operations 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 of third-party experts (refer to p.6).

5

Emphasizing utilization of evaluation results

JICA's operations evaluations focus on utilizing the results for improving the "Action" phase of the PDCA cycle, which is also utilized as recommendations to improve the project and lessons learned for ongoing and future similar projects. JICA intends to strengthen the feedback function further to reflect the evaluation results in JICA's fundamental cooperation strategies.

At the same time, JICA makes efforts to reflect the evaluation results in its development policies, sector programs and the respective projects of recipient governments by feeding back the evaluation findings and by other means.

- | |
|---|
| ① Feedback to JICA's basic strategies
Improving JICA Thematic Guidelines, cooperation programs, etc. |
| ② Feedback to projects
Improving the target project, similar projects in progress or in preparation |
| ③ Feedback to partner government's policies
Feeding back to partner government's project, program, development policy, etc. |



Results of the operations evaluation are available on JICA's website:

» http://www.jica.go.jp/english/our_work/evaluation/index.html

Pre Implementation Stage (Ex-ante Evaluation)

To determine the needs for the project as well as set targets for project outcomes, JICA conducts the ex-ante evaluation.

What is pre implementation stage evaluation?

JICA conducts the ex-ante evaluation prior to project implementation to confirm the needs and priorities of the project, verify the project outline and anticipated outcomes, as well as establish indicators to measure the outcomes from the perspective of the Five DAC Criteria. During the ex-ante evaluation, JICA also confirms the implementations of appropriate safeguards after reviewing environmental and social considerations, as well as

reflecting lessons learned from past projects.

Utilization of results of ex-ante evaluations

The results of the ex-ante evaluation are reflected in subsequent decision-making on project design and approach. Once the project commences, monitorings and evaluations are conducted based on the evaluation plan and indicators set at the time of the ex-ante evaluation.

Number of Ex-ante Evaluation Performed in FY2013^{*1}

Technical Cooperation	97 projects
ODA Loans	42 projects
Grant Aid	69 projects

^{*1} Published as the Ex-ante evaluations performed in FY2014 (as of February 2016).

Evaluation at Pre Implementation Stage by Scheme

Scheme	Technical Cooperation	ODA Loans	Grant Aid
Timing	Prior to project implementation		
Targets	All projects with contributions of 200 million yen or more		Projects with contributions of 200 million yen or more implemented by JICA ^{*2}
Principals of evaluation	Operational Departments of JICA, etc. (Internal Evaluation)		
Items evaluated and evaluation method	Confirming the needs and expected outcomes and verifying the plan of the project, in light of the Five DAC Criteria		

^{*2} Evaluation of projects collaborated with international organizations is conducted by such international organizations.

Post Implementation Stage (Ex-post Evaluation)

JICA conducts ex-post evaluations to evaluate completed projects comprehensively and monitor whether the project's effectiveness, impact and sustainability will continue to manifest after project completion.

What is post implementation stage evaluation?

JICA performs an ex-post evaluation on completion of the projects that cost 200 million yen or more, the results of which are immediately presented to the public in an understandable form.

While projects that cost over 200 million and under one billion yen are subject to internal ex-post evaluation by JICA overseas offices, those over one billion yen^{*3} are evaluated by third-party evaluators

(external ex-post evaluation) to ensure more objective evaluation. For external evaluation, a rating system^{*4} has been adopted to present the results in an easily understandable manner.

Utilization of results of ex-post evaluations

The recommendations and lessons learned gathered from these ex-post evaluations will be applied toward improving the project, as well as planning and implementing similar projects in future.

Number of Ex-post Evaluation Performed in FY2013^{*5}

Technical Cooperation	(External Evaluation) 20 projects (Internal Evaluation) 24 projects
ODA Loans	(External Evaluation) 53 projects (Internal Evaluation) None
Grant Aid	(External Evaluation) 27 projects (Internal Evaluation) 17 projects

^{*3} For projects less than 1 billion yen but those are a high likelihood of gaining valuable lessons, ex-post evaluation is conducted.

^{*4} Refer to p.10 for the rating system.

^{*5} Project which its evaluation was conducted from FY 2014 and the result was confirmed in FY 2015 (as of February 2016). Such results were published as "Evaluation Results in FY 2014" on the JICA website.

Evaluation at Pre Implementation Stage by Scheme^{*6}

Scheme	Technical Cooperation	ODA Loans	Grant Aid
Timing	In principle, by 3 years after project completion		
Targets	All projects with contributions of 200 million yen or more		Projects with contributions of 200 million yen or more implemented by JICA
Principals of evaluation	Third party (External Evaluation), JICA Overseas Office, etc. (Internal evaluation)		
Items evaluated and evaluation methodology ^{*7}	Based on the Five DAC Criteria		

^{*6} Matters to be noted

○ For projects continuously implemented and related to ODA Loans, relevant projects are integrally evaluated in principle.

○ For projects which their outcome-based evaluation is not rational in terms of their implication and cost effectiveness, such projects are evaluated through output-based monitoring. Specifically, this applies to Grant Aid for Human Resource Development Scholarship, for example.

○ For projects provide financial assistance or collaborated with international organizations under the scheme of ODA Loans and Grant Aid, JICA's ex-post evaluation is not conducted, in principle, from the perspective of development partnerships.

^{*7} For projects over 1 billion yen and those are considered to be a high likelihood of gaining valuable lessons, external evaluations are conducted. Internal evaluations are conducted by JICA's overseas offices for projects over 200 million yen and under 1 billion yen.

Thematic Evaluation

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

JICA conducts a thematic evaluation based on a specific theme, such as region, sector and assistance methodology, for projects that are relevant to the theme and using an evaluation criteria established for each theme. This includes comprehensive analysis, which extracts tendencies and problems common to particular issues or compares and categorizes projects to extract common features and good practices. Furthermore, JICA also endeavors to develop a new evaluation methodology. In the thematic evaluation in FY 2015, Comprehensive analysis and examination of the evaluation results elicit recommendations and lessons learned relating to the specific theme. This is one of the efforts to facilitate the utilization of lessons learned responding to the thematic evaluation "Analysis of the

Improvement of Management System for Utilizing Lessons Learned in PDCA" in FY 2013.

■ FY 2015 Thematic Evaluation (refer to p.48)

- A cross-sectoral analysis of lessons learned (extraction of "knowledge lessons")
 - Cross-sectoral analysis of lessons learned from waste management projects
 - Cross-sectoral analysis of lessons learned from sewerage management projects
 - Cross-sectoral analysis of lessons learned from local administration projects
 - Cross-sectoral analysis of lessons learned from peace-building projects

Impact Evaluation*⁸

To further enhance project effectiveness and quality, JICA has been promoting evidence-based practice and emphasizing the application of impact evaluation as a major tool for this purpose.

Impact evaluation enables to assess effects of project more rigorously and JICA and many other donor agencies have recently introduced this evaluation method. Using statistical and econometric methods, impact evaluation assesses the changes in target society achieved by specific measures, projects, or development models to improve and solve development issues.

Traditional methods to measure effects are generally to assess effects achieved by comparing pre- and post-project status or to compare a post-project phase only by comparing project site and non-project site. In fact, the status may be changed by external factors other than those brought by the project (project effects). Thus, it was not sufficient to distinguish project effects and external factors by the traditional methods.

To grasp project effects properly, comparison between situations actually observed (Factual) and counterfactual situations which would have happened in the absence of the project. By analyzing these two situations using econometric method, proper comparison is available.

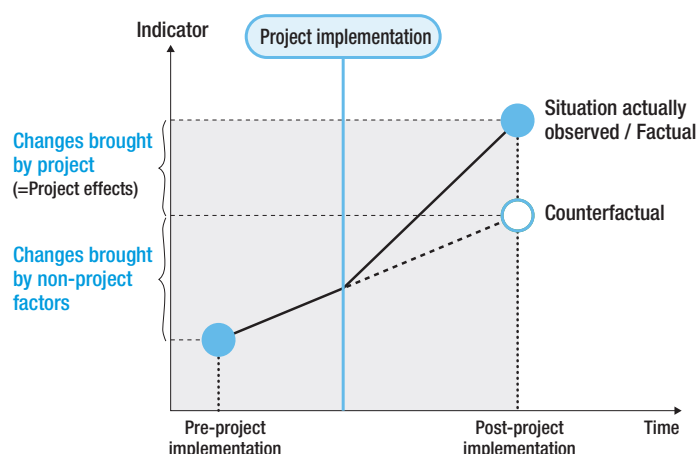
On the other hand, impact evaluation requires additional costs and high expertise for analysis. Thus, JICA considers the evaluation purpose and needs and conducts impact evaluation for specified projects. In addition to those evaluation results from those traditionally used to measure effects, reliable evidence obtained from impact evaluation can be utilized by JICA for project management and by partner countries for policy-making.

In FY 2015, impact evaluations were conducted for same

projects, including the Technical Cooperation Project to Safe Motherhood Promotion Project Phase 2 in Bangladesh, and ODA Loans to ARMM Social Fund for Peace and Development Project in the Philippines. Moreover, JICA conducted a capacity enhancement training course, Impact Evaluation: Toward Evidence-Based Practice, for those who related to JICA projects to develop human resources who promote the implementation of impact evaluation, as described on p.57.

*8 Note that the definition of the term "impact" in impact evaluations differs from "impact" used in the Five OECD-DAC Evaluation Criteria. The latter is defined as "positive and negative, primary and secondary long-term effects produced by a development intervention, directly or indirectly, intended or unintended" (overall concept of "outcomes") while the former refers to effects produced by a project more directly including the "outcomes" described in the Criteria.

■ Conceptual Diagram of the Impact Evaluation: Comparison of situation actually observed and counterfactual situation



Advisory Committee on Evaluation

JICA established the Advisory Committee on Evaluation to enhance evaluation quality, strengthen feedback of evaluation results and ensure evaluation accountability.

The Committee, chaired by Motoki Takahashi, Professor at the Graduate School of International Cooperation Studies, Kobe University, includes experts in international cooperation and evaluation from international organizations, academia, NGOs, media and private sector groups.

Two meetings were held in FY 2015. The main points discussed in the meetings were outlined as below.

Other discussions in the meetings have also been reflected on various efforts to sophisticate JICA's evaluation.

List of Committee Members

(as of January 2016)

Chairperson	
Motoki Takahashi	Professor, Graduate School of International Cooperation Studies, Kobe University
Acting Chairperson	
Akifumi Kuchiki	Professor, College of Bioresource Sciences, Nihon University
Members	
Yasuyuki Sawada	Professor, Faculty of Economics, Graduate School of Economics, The University of Tokyo
Hisashi Takanashi	Executive Managing Director, Engineering and Consulting Firms Association, Japan (ECFA)
Toyokazu Nakata	Chairperson, Muranomirai (NPO)
Masaichi Nosaka	Senior Deputy Chief Officer, Yomiuri Research Institute, The Yomiuri Shimbun
Kunihiko Hirabayashi	Director, UNICEF (United Nations Children's Fund) Tokyo Office
Yoshiko Homma	Lawyer (Yoshiko Homma Law Office) / Professor, The Graduate School of Law, Soka University
Kiyotaka Morita	Senior Manager, International Cooperation Bureau, Keidanren (Japan Business Federation)
Kiyoshi Yamaya	Professor, Doshisha University Graduate School of Policy and Management

Suggestions and Recommendations from the Committee	Direction of Actions to Be Taken by JICA
Improvement of the ex-post evaluation methodology	
A deeper analysis on relevance For the external evaluation, most of the projects were rated as "fully relevant." In order to verify whether the assessment was made properly, the Committee recommended JICA to conduct a deeper analysis, for example, to examine the position of each project against the national and sectoral development plans and strategies.	A profound analysis on relevance was conducted on a trial basis for four external evaluations started in FY2014 (and completed in FY2015) (Refer to p.29 "Key Point of Evaluation" in "India: Rural Electrification Project"). Based on the results of these analyses, the methodology was improved for all external evaluations started in FY2015. For example, while keeping the principle that relevance should be assessed by comparing the results against the original plan, the aimed outcomes and the contribution to the development needs should be assessed after verifying the causal chain of the project in the evaluation framework. Moreover, the assessment for development needs of the borrower was improved to include a comprehensive analysis on the priority of the project as well as the appropriateness of the selection of beneficiaries and target areas.
Improvement of the evaluation methodology for efficiency Efficiency of each project should be assessed not only through a simple comparison of inputs and outputs but also through comparison with the outcomes produced by the project.	A cost-effectiveness analysis was conducted on a trial basis for a Technical Cooperation project in Central America as it had been expected that some data for the analysis would be available. This analysis, however, did not lead to satisfactory results because it was difficult to select comparison groups and to estimate non-project costs after project completion. In conclusion, JICA found it impossible to conduct a cost-effectiveness analysis for each and every Technical Cooperation project. JICA considers that it should select projects for which cost-effectiveness analysis will be carried out and prepare beforehand to ensure their evaluability before the project implementation (refer to p.22).
Strengthening of the strategy of ex-post evaluation	
In response to the suggestions from the review of administrative programs, the Committee reviewed JICA's ex-post evaluation procedure and found that accountability had been ensured with due care (refer to p.8). Therefore, the Committee recommended that going forward, JICA should shift its focus to in-depth and cross-sectoral analyses of specific issues.	JICA will strengthen the learning aspects of evaluation by promoting in-depth and cross-sectoral analyses while ensuring accountability on all evaluations.
Projects to be evaluated should be selected strategically.	JICA is working to develop its evaluation system for two purposes: (i) to make evaluation easier to understand in order to fulfill its accountability to the public; and (ii) to strengthen the learning aspects of evaluation. As for the latter purpose, JICA is cooperating with experts in the specific fields.
The evaluation results should be published strategically. They should be presented to experts at international conferences and other meetings as well as to the public in an easy way for them to understand.	In order to deliver the information in an easy way for anyone to understand, JICA will explore the best means and media for communication. Meanwhile, JICA will continue to share the results of impact evaluations and other academic reports with experts.
It is desirable for Japan to participate in and lead international discussions to enhance the effectiveness of development assistance. To this end, JICA should make better use of evaluation results.	JICA will enhance its efforts to utilize the past evaluation results for projects and institutional improvements.

Efforts to Improve Operations Evaluation

Operations evaluation should contribute to the enhancement of development effectiveness and to the improvement of future project by properly assessing the project effects. This chapter describes the efforts JICA made to improve its operations evaluation in FY 2015 for this purpose.

Effort ①

Improvements in the quality of evaluation

[1] Improvement of evaluation methods and deepening of analysis

This fiscal year, JICA continued to perform cross-sectoral analyses of external evaluation results as well as detailed analyses of individual projects and compiled insights from these analyses (refer to pp. 15-23). Moreover, JICA made efforts to improve its evaluation methods, especially with respect to relevance and efficiency (refer to p. 22 and p. 29), based on the advice from the Advisory Committee on Evaluation consisting of third-party experts (refer to p. 6).

[2] Enhancement of the practicality of lessons learned and strengthening of publicity

Following on from FY2014, JICA continued to compile the results of the cross-sectoral analysis of lessons learned (referred to as “knowledge lessons”) by reviewing its past cooperation projects and analyzing/processing the lessons learned from individual evaluation results into more practical and universal ones. This year’s analysis

examined the following four sectors: waste management; sewage management; local governance; and peace-building.

JICA is also making efforts to promote the systematic utilization of these cross-sectoral analysis results in the project formulation stage as well as share them at international conferences and on other occasions. For example, at the international conference on Civil Disaster Management Week, held in Mexico City in October 2015, JICA presented the results of the cross-sectoral analysis in the disaster management sector (compiled in 2014) to an audience of around 300, including officers from the Government of Mexico, the United Nations Development Programme (UNDP), and other development partners and exchanged opinions on problems and countermeasures regarding cooperation approaches in the sector. This presentation was highly appreciated by the attendees as it provided useful lessons learned. JICA will continue not only to promote the effective utilization of the lesson learned within the organization but also to share them with various people engaged in development assistance.

JICA Standard Indicator Reference and Typical Lessons Learned in Technical Cooperation Projects

JICA has organized standard indicators according to development issues to be solved in order to facilitate an objective and quantitative analysis of the effects of Technical Cooperation projects at their planning and ex-ante evaluation stages. JICA is also collecting major lessons learned from successes and failures of past projects in order to reflect them in the design of similar projects and thereby improve the quality of Technical Cooperation projects. As of December 2015, this “JICA Standard Indicator Reference and Typical Lessons Learned in Technical Cooperation Projects” (hereinafter referred to as “this Reference”) is available in 17 thematic issues. This Reference is being translated into English for JICA’s national staff in its overseas offices as well as other international development partners.

★Examples of application of this Reference

In the trade and investment promotion sector, this Reference was used for the ex-ante evaluation of Project on Intellectual Property Rights Protection and Legal Consistency for Improving Business Environment in the Republic of Indonesia. Based on

the standard indicators suggested by this Reference, the level of satisfaction of business operators and lawyers was set as an indicator to assess the overall goal and project purpose of this project.

In the peacebuilding sector, “Indicators for Technical Cooperation Projects in the Peacebuilding Sector” in this Reference was consulted to revise the “PNA: Peacebuilding Needs and Impact Assessment,” including indicators to assess the impact of projects and points to be considered at the project planning and implementation stages in each sector. Moreover, this Reference was utilized as a basis to develop a classification method for the cross-sectoral analysis of evaluation results in the peacebuilding sector conducted this fiscal year as part of the thematic evaluation (Refer to p.51 for the cross-sectoral analysis).

In the water resources sector, this Reference was also utilized in the in-house training of JICA staff. Moreover, in the health sector, this Reference was presented to a company that asked us how to develop indicators for its CSR project.

Related links

JICA Standard Indicator Reference and Typical Lessons Learned in Technical Cooperation Projects (in Japanese and English)
<http://www.jica.go.jp/activities/evaluation/indicators/technical.html>
http://www.jica.go.jp/english/our_work/evaluation/indicators/tc.html

[3] Promotion of quantitative evaluation

In order to further increase the effectiveness and quality of projects, JICA has been promoting evidence-based project implementation and using impact evaluation as a major tool for this purpose. This fiscal year, JICA Research Institute, Evaluation

Department, and relevant operational department conducted impact evaluations in such sectors as health, education, industrial development, infrastructure, public services, environment protection, and regional development (refer to pp. 56-57).

Effort ②

Improvements in operations and systems through the utilization of evaluation results

[1] Seminars on operations evaluation results and institutional improvements

Following on from FY2014, JICA held seminars to provide direct feedback on operations evaluation results to operational departments within the organization. This year's seminars reported not only findings and lessons learned from the ex-post evaluations completed in FY2014 but also insights from cross-sectoral analyses.

[2] Statistical analysis on ex-post evaluations

JICA initiated statistical analysis on external ex-post evaluations in FY2014 for the purpose of further improvement in the ex-post evaluation system. This statistical analysis was the first experimental attempt for JICA to perform a quantitative and qualitative analysis on past ex-post evaluations. The details of this analysis are described on pp. 52-55.

Effort ③

Improvements in the operations evaluation system

[1] Editing of the JICA Handbook for Operations Evaluation

This fiscal year, the JICA Handbook for Operations Evaluation (Ver. 1) was newly compiled as a reference manual to provide development practitioners inside and outside of JICA with basic knowledge and approaches required for operations evaluation, mainly aiming to make the operations evaluation more useful to improve the quality of projects. The handbook was released on the JICA website.

This handbook provides practically important, up-to-date information not included in the current manual, JICA Guidelines for Operations Evaluation (Second Edition), but in the old one, New JICA Guidelines for Project Evaluation (First Edition), as well as describes in detail how to utilize lessons learned to improve projects and how to implement impact evaluations. Moreover, issues common to the

three cooperation schemes of Technical Cooperation, ODA Loans, and Grant Aid are described together as far as possible.

[2] Strengthening system of JICA Evaluation Department for operations evaluation

JICA Evaluation Department adopted a new sector-based task allocation system this fiscal year. This enabled staffs to see things through from ex-ante evaluation to ex-post evaluation stage in their respective sectors. Moreover, the Evaluation Department is making efforts to improve the quality of operations evaluation while receiving support and advice on evaluation methods and individual project evaluations from two senior advisors newly assigned to the department as specialists in operations evaluation.

Column

Efforts to increase transparency

In Response to the Suggestions Made in the "Review of Administrative Programs"

In the "review of administrative programs" in June 2015, the operations of evaluation of JICA was examined by external evaluators. The results of the review suggested that some improvements should be made in the evaluation system to further increase the transparency of evaluation, facilitate the utilization of the results of evaluations and cross-sectoral analyses ("knowledge lessons"; refer to p.48), and promote the participation of various actors (e.g. academics, NGOs, and developing countries) in external evaluations.

In response to these suggestions, JICA has taken the following measures.

●Increasing the transparency of evaluation

The Advisory Committee on Evaluation consisting of third-party experts reviewed the external ex-post evaluation procedure of JICA as well as individual evaluation results (sampling survey) in September 2015 and February 2016. The results of the review indicated that the evaluation

procedures had been "carefully developed and applied" to ex-post evaluations in a "highly effective way" to ensure transparency. Going forward, we will continue to seek feedback from the Advisory Committee.

●Facilitating the utilization of the results of cross-sectoral analyses ("knowledge lessons")

The lessons that had been extracted from past projects in five sectors were examined as to how they were utilized, and the results of the examination were reported to the Advisory Committee on Evaluation in February 2016. These lessons were found to have been utilized for an increasing range, such as project planning by operational departments.

●Promoting participation of various actors in external evaluations

Local and Japanese NGOs and academics have been involved in three external evaluations started in FY2015 to assess peacebuilding processes and environmental and social considerations. The results of these external evaluations are to be published at the end of FY2016.

Effort ④

Development of human resources and strengthening of networks with other development partners to enhance the evaluation capacity

[1] Training of JICA staff

JICA has organized training courses to enhance the evaluation skills of its staff, such as “How to Set Clear Objectives and Appropriate Indicators,” “Learn from Ex-post Evaluations: How to Enhance the Effectiveness of Projects” and “A Guide to Impact Evaluation.”

JICA also organized “Introduction to Ex-post Evaluations” for JICA overseas office staff (mainly for national staff) engaged in ex-post evaluations. This training forms part of the efforts to enhance support for internal evaluations, which are mainly undertaken by overseas office staff. The training was conducted in a form of workshop by instructors dispatched to overseas offices (refer to p. 13 “Pick Up”).

[2] Training of external evaluators

This fiscal year, JICA started a new training program, “Impact Evaluation Training,” for development consultants and other practitioners engaged in JICA projects.

JICA also held a seminar on social survey methods for external evaluators who were and would be executing agreements for external evaluation services and JICA staffs. This seminar provided an opportunity for external evaluators and JICA staff to discuss

together how to improve beneficiary survey methods. Furthermore, JICA also held a seminar on its evaluations for project implementation agencies.

[3] Strengthening of networks with other development partners / internal and external information dissemination

Against the backdrop of result-oriented trends in the world, many international organizations and bilateral aid agency are conducting operations evaluations, and JICA is exchanging information with the evaluation units of those organizations. This fiscal year, JICA held discussions with organizations such as the OECD Development Assistance Committee (DAC) Network on Development Evaluation (EvalNet), Korea International Cooperation Agency (KOICA), and China Development Bank.

Moreover, at the ODA Evaluation Workshop held by the Ministry of Foreign Affairs in December 2015, a representative from JICA made a presentation on the basic concept of evidence-based project implementation and examples of how JICA had utilized impact evaluation. Many questions and answers were exchanged with attendees from Asian and Oceanian countries, which imply their keen interest in impact evaluation.

Column

Internal Evaluation Practice as Part of Overseas Training for New Staffs

JICA provides overseas training for first-year staffs at its overseas offices every year. In FY2015, this overseas training was designed to offer an opportunity for new staffs to perform internal evaluations on a trial basis. Five new staffs were selected to be involved in the internal evaluation practice. They conducted field surveys and collected information, helped by Japanese and local staff of overseas offices.

● Insights from experience in internal evaluation

These new staffs could see the effects of JICA projects with their own eyes through field surveys, interviews with project implementing agency staff and beneficiaries, and observation of the operation and maintenance of equipment installed by the projects.

The new staffs also realized difficulties in data collection. For example, they distributed questionnaires to project implementing agencies to collect information for evaluation, but some of them were not returned by the deadline. Moreover, not all necessary indicators were set at the project planning phase. For some indicators, baseline data were not collected, which made it difficult to know the conditions at the time of the project commencement. Furthermore, not all JICA overseas office staff involved in internal evaluation were familiar with operations evaluation, and the lack of knowledge and experience seemed to make evaluation more difficult.

The new staffs participated in this internal evaluation practice learned a lesson about project management: it is “crucial to carefully analyze the structure of individual partner countries and involve all essential government ministries and agencies in the project in order to disseminate project

activities.” They also learned a lesson about operations evaluation practice: “when local consultants are hired to conduct an internal evaluation, it is essential to make them understand about JICA’s operations evaluation.” Through this experience, each new staff enhanced their understanding about JICA’s evaluation system as well as the planning and management of projects.



A new staff at a field survey (Peru)

Comments from new staffs involved in the internal evaluation practice

▼ Project management

“I understood that when managing a project, we should take account of changing situations after the project completion, such as changes in personnel and budget in the partner country. This experience provided valuable insights on how to plan and manage projects.”

▼ Operations evaluation

“I found internal evaluation useful as an opportunity to review our operations and learn lessons for the future.”