

# Preface

In 2015 we witnessed great progress toward enhanced international cooperation, exemplified by the adoption of the Sustainable Development Goals (SDGs) at the United Nations Sustainable Development Summit in September, as well as the adoption in December of the Paris Agreement at COP 21, the 21st Session of the Conference of the Parties to the UN Framework Convention on Climate Change. However, the global trajectory took a turn in 2016 when the world showed greater signs of uncertainty through the decision by the United Kingdom to leave the European Union and by the United States' presidential election. In light of these changes, in 2017 JICA adopted a new vision for its operations, dubbed "Leading the World with Trust." We believe trust is the key to Japan's international development cooperation approach. Trust signifies that JICA will stand in our counterparts' shoes, respect their ownership, and cooperate with our partners fully as equals. As we aspire for a freer, more peaceful and prosperous world, we hope to join hands with our partners to carry out the vision so that people can enjoy a better future capitalizing on the potential of their diversity.

JICA strongly believes that a well-managed project evaluation can effectively enhance both the quality and the strategic focus of international cooperation efforts. With this in mind, JICA is committed to evaluating its projects under two main objectives: (1) Improve and enhance project operations and strategic cooperation by compiling a list of lessons learned; and (2) Ensure organizational accountability and transparency by publicizing evaluation results.

This Annual Evaluation Report compiles the results of JICA's evaluations on its projects conducted in 2017 and also includes an outline of JICA's evaluation mechanisms and results of ex-post evaluations that have been conducted by third-party evaluators. This year, we took several strides to enhance our evaluation efforts to better respond to the diverse array of our projects – some of which are highlighted in this report. These efforts included devising evaluation methods for both private-sector investment finance projects and for cooperation in vulnerable countries, expanding the analysis of project processes, piloting the application of impact evaluations to public-private partnership projects, and developing a globally applicable best-practices system with the World Bank and other partners. Additionally, JICA has also focused on appropriately implementing ex-post evaluations and utilizing feedback from the lessons it has learned.

Of course, not all JICA projects achieve high ratings on each evaluated metric. This is particularly the case in areas where JICA provides project support in very challenging environments. Given the difficulties and ambitious goals of these projects, some may require JICA to expand upon its already innovative solutions to promote further economic and social progress in these countries. Still, we are determined to continue challenging ourselves to make the best use out of the lessons learned, as well as the accountability imposed by our evaluation results to maximize our cooperation efforts.

It is our great hope that this report helps deepen your understanding of JICA's activities, and we thank you for your continued support and trust in JICA.



March 2018

**Shinichi Kitaoka, President**  
Japan International Cooperation Agency (JICA)