

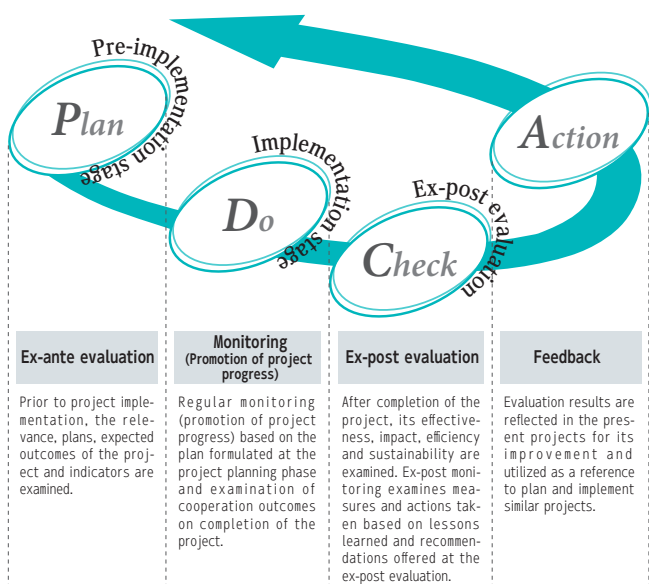
JICA's Project Evaluation System and its Features

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

Feature 1 Coherent evaluation methodologies and criteria among three schemes of cooperation throughout the project's PDCA cycle

The Project's PDCA (Plan, Do, Check, Action) cycle is an integral part of JICA's project evaluation. Regardless of the scheme of cooperation, such as Technical Cooperation, ODA Loans and Grant Aid, JICA monitors and evaluates at each project stage (planning, implementation, post-implementation and feedback) within a consistent framework.

Specifically, the evaluation framework reflects: (1) evaluation applying the evaluation criteria laid out by the Organisation for Economic Co-operation and Development/Development Assistance Committee (OECD/DAC) and internationally accepted an ODA evaluation methodology; and (2) publication of evaluation results in a uniform style by utilizing a rating system developed by JICA. The rating system and results are introduced pp.4-13.



Evaluation Perspectives Using the Five DAC Criteria for Evaluating Development Assistance

Relevance	Examine the extent to which the cooperation objectives are suited to the priorities and policies of the target group, recipient and donor: Does the goal of the projects 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	Measure the extent to which the program or project attains its objectives.
Impact	Examine positive and negative changes as a result of the project. This includes direct and indirect effects and expected and unexpected effects.
Efficiency	Measure the outputs in relation to the inputs to determine whether the project uses resources effectively to achieve the desired results.
Sustainability	Examine whether the benefits of the project are likely to last after the completion of the project.

Pre-implementation stage ("Plan" stage: ex-ante evaluation)

©**Ex-ante evaluation:** JICA conducts ex-ante evaluations prior to project implementation to confirm needs and priorities of projects, examine project outlines and anticipated outcomes, and establish indicators to measure the outcomes from the perspective of the Five DAC Criteria. During the ex-ante evaluation, JICA also checks whether safeguards based on reviewed environmental and social considerations and lessons learned from the past projects are reflected appropriately in the projects.

©**Utilization of ex-ante evaluation results:** The results of the ex-ante evaluation are reflected in subsequent decision-making on project designs and approaches. Once projects commence, monitoring and evaluations are conducted based on the evaluation plans and indicators set at the time of the ex-ante evaluation.

Number of Ex-ante Evaluation in FY 2018*1

Technical Cooperation	56 projects
ODA Loans	36 projects
Grant Aid	51 projects

*1 Published as the ex-ante evaluations in FY2018 (as of February 2020).

Evaluation at Pre-Implementation Stage by Scheme

Scheme	Technical Cooperation	ODA Loans	Grant Aid
Timing	Prior to project implementation		
Preparation of ex-ante evaluation report*2	All projects with contributions of 200 million yen or more	Projects with contributions of 200 million yen or more implemented by JICA*3	
Principals of evaluation	Operational Departments of JICA, etc. (Internal Evaluation)		
Evaluation perspective and method	Confirming existing needs and expected outcomes and verifying the project plans in light of the Five DAC Criteria		

*2 In principle, ex-ante evaluation report is prepared for all projects with contributions of 200 million yen or more and not prepared for those with less than 200 million yen.

*3 Evaluation of projects collaborated with international organizations is conducted by such international organizations.

Post-implementation stage (“Check” stage: ex-post evaluation)

◎**Ex-post evaluation:** JICA conducts ex-post evaluation after completion of projects of which JICA’s contribution is over 200 million yen, and disclose their results immediately to the public in an understandable form.*4

While projects of which JICA’s contribution is less than one billion yen are conducted by JICA overseas offices, those with more than one billion yen*5 are evaluated by third-party evaluators (external ex-post evaluation) to ensure the evaluation more objective. For external evaluation, overall rating system*6 has been adopted to present the results in an easily understandable manner.

◎**Utilization of ex-post evaluation results:** The recommendations and lessons learned from these ex-post evaluations will be applied to improve the projects, as well as planning and implementing similar projects in future.

Number of Ex-post Evaluation in FY 2018*7

Technical Cooperation	(External Evaluation) 3 projects (Internal Evaluation) 85 projects
ODA Loans	(External Evaluation) 34 projects (Internal Evaluation) 0 project
Grant Aid	(External Evaluation) 31 projects (Internal Evaluation) 14 projects

*4 For projects with contributions of less than 200 million yen, their outcomes are confirmed at the project completion.

*5 For projects with contributions of less than 1 billion yen but those that are likely to gain valuable lessons, ex-post evaluations are conducted.

*6 Please refer to p.4 for the rating system.

*7 Evaluation results were confirmed in FY 2019 (as of February 2020). Such results were published as “Evaluation Results in FY 2018” on JICA’s official website.

Evaluation at Post-Implementation Stage by Scheme*8

Scheme	Technical Cooperation	ODA Loans	Grant Aid
Timing	In principle, until 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*9	Third party (External Evaluation), JICA Overseas Office, etc. (Internal evaluation)		
Evaluation perspective and method	Based on the Five DAC Criteria		

*8 Matters to be noted

- For projects which are implemented in several phases and those related to ODA Loans, relevant projects are integrally evaluated in principle.
- For projects of which outcome-based evaluations are not rational in terms of their implications and cost effectiveness, such projects are evaluated through output-based monitoring. This applies to Grant Aid for Human Resource Development Scholarship, for example.
- For projects which provide financial assistance or collaborate 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.

*9 For projects with contributions of 1 billion yen or more and those that are considered to be likely to gain valuable lessons, external evaluations are conducted. Internal evaluations are conducted by JICA’s overseas offices for projects of which contributions are from 200 million yen to 1 billion yen.

Feature 2 Comprehensive and cross-sectoral evaluation and analysis

JICA sets specific themes, such as region, sector and assistance methodology, and conducts comprehensive and cross-sectoral analysis in order to extract trends and problems that are common to particular issues and derive features and good practices by comparing and categorizing projects. Such evaluation and analysis aim to extract recommendations and lessons, that are not available from ex-post evaluation of a single project. Furthermore, JICA also endeavors to develop new evaluation methodologies.

In FY 2019, JICA examined the evaluation methodologies applicable to JICA’s support for internally displaced persons (p.30), a summary of Japan’s ODA to China (p.32), qualitative comparative analysis (p.36) and more. Please refer to each page for their details.

Feature 3 Ensuring objectivity and transparency

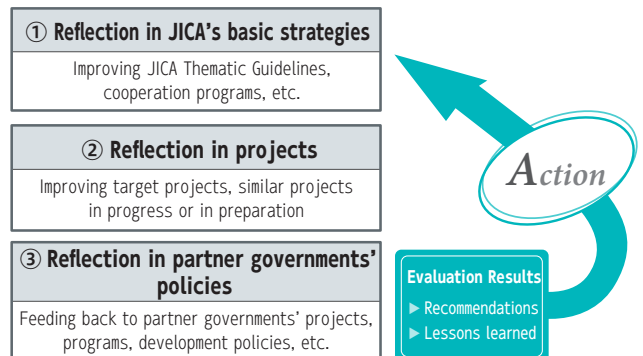
As described in “Post-implementation stage”, JICA has incorporated external evaluation according to its project size as an effort to ensure objectivity and transparency of evaluation. Moreover, JICA tries to make efforts to increase transparency in its project evaluation by providing findings of the ex-post evaluation results on JICA’s official website.

To improve the quality of 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 its evaluation policy, as well as the evaluation system and methodologies from the Advisory Committee on Evaluation consisting of third-party experts. Please refer to p.44 regarding the committee.

Feature 4 Emphasizing the utilization of evaluation results

JICA’s project evaluation focuses on improving the quality of evaluation to utilize the results for enhancing “Action” in the PDCA cycle, which is also utilized to feedback recommendations to improve the projects 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 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.

The case study on utilizing evaluation results is introduced in p.26.



Results of the project evaluation are available on JICA’s website

Related link https://www.jica.go.jp/english/our_work/evaluation/index.html

Overview of the Ex-post Evaluation System

JICA conducts ex-post evaluations composed of external evaluations by third-party evaluators to ensure transparency and objectivity of project evaluations and internal evaluations primarily by JICA's overseas offices. This section introduces a summary and analytical result of ex-post evaluation in FY 2018.

Ex-post evaluation system

JICA conducts evaluations by using a uniform evaluation methodology in all three schemes; Technical Cooperation, ODA Loan, and Grant Aid. In FY2018, the results of ex-post evaluations conducted were 68 external evaluations and 99 internal evaluations. In principle, projects costing one billion yen or more are subject to external evaluations by third-party evaluators based on the results of field surveys to assure objectivity and transparency of the evaluation. Meanwhile, for those projects costing 200 million yen or more and under one billion yen are subject to internal evaluations which are conducted by overseas office staff. (Refer to p. 10 for details of the internal evaluation)

Rating system

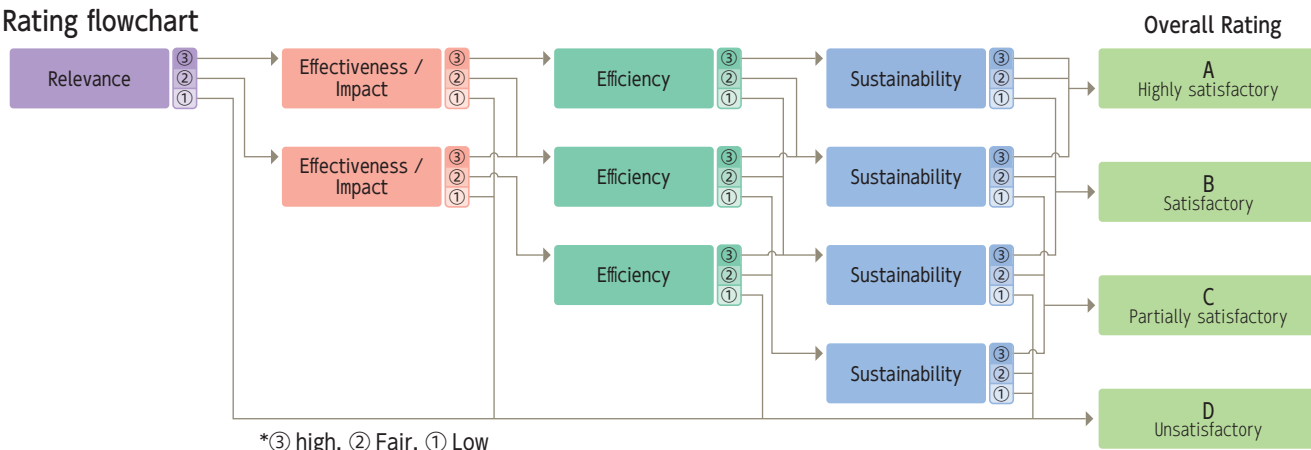
In the ex-post evaluation system, each project is assessed for its ① Relevance, ② Effectiveness/Impact, ③ Efficiency and ④ Sustainability in accordance with international standards (i.e. the Five OECD-DAC Evaluation Criteria). In the external evaluation process, projects are rated according to the following rating flowchart on a four-level scale of overall rating; A (highly satisfactory); B (satisfactory); C (partially satisfactory); and D (unsatisfactory).

Since the rating is used as means of indicating the effectiveness of the projects and applied to all projects in a uniform manner, it does not reflect other aspects such as difficulties in implementing projects.

Overview of rating criteria and general perspectives

Rating criteria and general perspectives		Judgement Criteria		
		③ (High)	② (Fair)	① (Low)
Relevance	Validity of aid (relevance with development policy of recipient country, Japan's ODA policy, and JICA's aid strategy)	Fully relevant	Partially relevant	Serious problems with consistency
	Relevance with development needs (needs of beneficiary, project area, and community)			
	Appropriateness of project plans, approaches, etc. (Relevance of project logics)			
Effectiveness / Impact	Achievement of expected project outcomes in target year (including utilization of facilities and equipment)	Objectives largely achieved, and outcomes generated (80% or more of plan)	Some objectives are achieved, but some outcomes are not generated (between 50% and 80% of plan)	Objectives achieved are limited and outcomes are not generated (less than 50% of plan)
	Status of indirect positive and negative outcomes	Indirect outcomes generated as expected / no negative impacts	Indirect outcomes generated have some problem / some negative impacts	Indirect outcomes generated have problem / grave negative impacts
Efficiency	Comparison of planned and actual project inputs, project period and project cost, etc.	Efficient (100% or less than the plan)	Partially inefficient (between 100% and 150% of plan)	Inefficient (exceeding 150% of plan)
Sustainability	Policy/political involvement (in case of Technical Cooperation) Institutional sustainability (mechanisms, division of roles, etc.) Technical sustainability (trainings, manuals, technical levels) Financial sustainability (availability of budgets, etc.) Operation and maintenance sustainability	Sustainability is ensured	Some problems exist, but there are prospects of improvement	Insufficient

Rating flowchart



JICA's internal evaluation

Internal evaluation is conducted by overseas office staff and other JICA personnel of branch and regional departments in the Headquarters in charge of those projects costing 200 million yen or more and under one billion yen, adopting the same evaluation criteria with external evaluation and in accordance with the Five OECD-DAC Evaluation Criteria. As internal evaluation is literally conducted by JICA, the evaluation focuses on a "learning" perspective, such as drawing practical lessons taking into consideration of the project background to make them used for improving succeeding project implementation or formulating future projects.

Overseas offices allocate their staff by project to be evaluated and determine the evaluation result taking the process of defining evaluation framework, conducting field survey, completing the evaluation based on information and data collected, discussing with the implementing/executing agency of partner country and other activities.

The level of manpower and knowledge and experience in the evaluation varies among overseas offices. To ensure that they can take smooth steps throughout the internal evaluation process, the Evaluation Department develops evaluation criteria and manuals and provides various supports for improving evaluation capacity of staff concerned through trainings and preparing documents used during the evaluation process. (Refer to p.12 for internal evaluation results for FY 2018)

Implementation structure of internal evaluation

Overseas office (Evaluator)	<ul style="list-style-type: none"> • Consider, revise and decide evaluation framework • Prepare questionnaires and conduct field surveys • Compile the result of field surveys and judge the evaluation result • Feed the evaluation result back to the implementing/ executing agency of the partner country • Confirm, revise and decide the evaluation result
Evaluation Department (Evaluation support)	<ul style="list-style-type: none"> • Decide evaluation criteria and develop manuals and formats • Examine and improve the whole internal evaluation system • Support for preparing various evaluation documents • Monitor overall evaluation progress • Provide evaluation trainings (lectures and practices)



Extension workers conducting a yield survey (Sustainable Rice Development Project in Sierra Leone)



A survey conducted by the overseas office (Research Partnership for the Application of Low Carbon Technology for Sustainable Development in India)



Sesame cultivation and harvested sesame (Social Inclusion through the Incentive to Produce Oleaginous Plants for the Generation of Bio-diesel in the State of Rio Grande do Norte, Brazil)



New DAC evaluation criterion

OECD-DAC has conducted evaluations in accordance with its five criteria (Relevance, Effectiveness, Efficiency, Impact and Sustainability). However, in December 2019, it adopted the Six Evaluation Criteria by adding "Coherence" to follow new trends in development assistance as well as responding to global issues. The new criterion, Coherence, assesses consistency and coherency of project with policies and norms of country, region and organization so that it brings a new evaluation perspective not only on the project result, but also on project implications based on various circumstances surrounding the project, such as SDGs and other international norms, peacebuilding and humanitarian assistance and donor coordination. In response to this change, JICA will revise its evaluation references to set our new evaluation criteria.

External Evaluation Results for FY 2018

Overall rating

The external evaluation results conducted in FY 2018 are as listed on p.8. Evaluations were conducted for 68 projects: 34 ODA Loan projects; 31 Grant Aid projects; and 3 Technical Cooperation projects.

Most of those projects receiving overall ratings were carried out in Southeast Asia, Africa and South Asia, and in sectors such as transportation, water resource/disaster risk reduction, natural resources/energy and education. The overall ratings of the 68 rated projects are: A for 33 projects (49%); B for 20 projects (29%); C for 11 projects (16%); and D for 4 projects (6%). A and B comprise about 80% while the total of C and D accounts for about 20 % of the total projects*1.

*1: These results are within the normal range of fluctuation. The average proportion of overall ratings A and B for projects completed between FY2003 and FY2018 was about 80%, ranging from 68% (FY 2014) to 91% (FY2015). The fluctuation of around 10% in the average ratio is attributable to the characteristics of projects (country, sector, scheme, etc.), which vary according to the fiscal year.

Evaluation results in detail

Each criterion evaluated in the rated 68 projects were as follows:

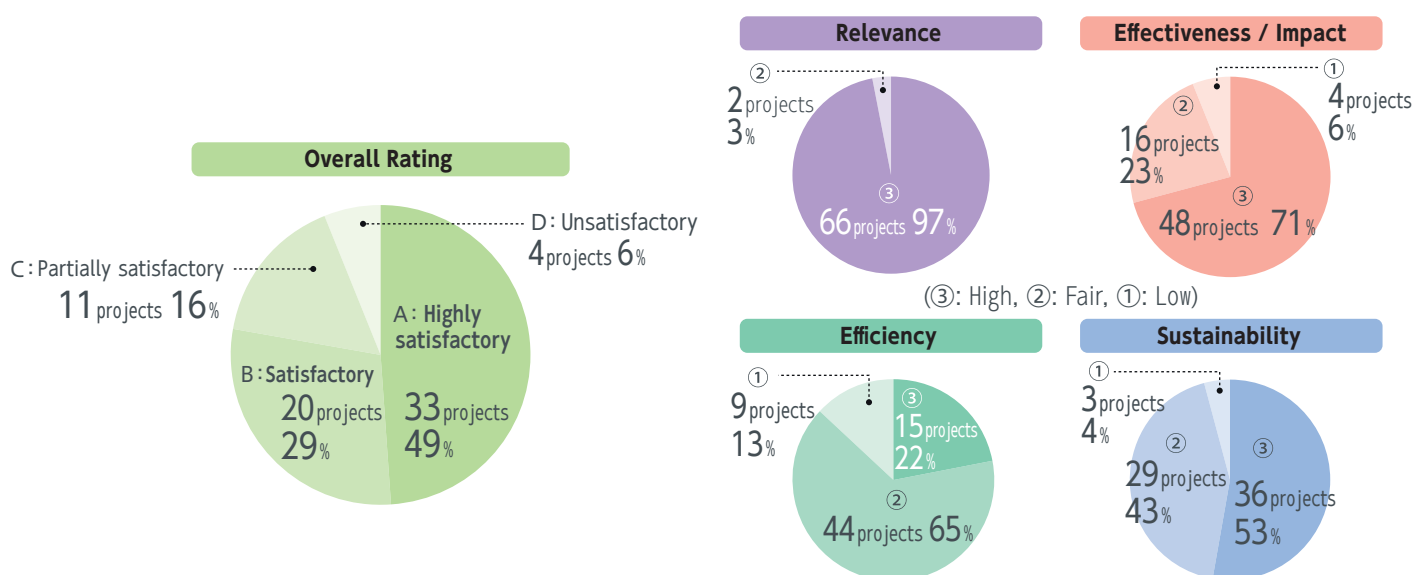
Relevance: 66 projects were rated as “③” (97%) and 2 projects were “②” (3%), which shows that all were aligned with Japan’s development policy and the partner country’s policies and development needs. Projects with evaluation result “fair” included problems related to appropriateness of project plans concerning the following points: “appropriateness of water collection and wastewater treatment methods chosen (sewage project)” and “issues of service quality and customer service (ICT project)”.

Effectiveness/Impact: 48 projects were rated as “③” (71%), 16 projects “②” (23%), and 4 projects “①” (6%). The main factors behind the particularly low achievement of the project purpose include problems related to appropriateness of project plans and approaches concerning the following points: the achievement of project effects was not sufficient as expected (sewage and ICT projects) and the on-farm improvement was not successfully preceded due to delay in facility improvement and lack of funds, labor forces, equipment and other elements (irrigation project).

Efficiency: 15 projects were rated as “③” (22%), 44 projects “②” (65%), and 9 projects “①” (13%). The main factors behind the low rating were “climate conditions,” “delays in procurement procedures,” “partial change in design and plan,” “land acquisition,” “raise in the material and labor costs” and other factors.

Sustainability: 36 projects were rated as “③” (53%), 29 projects were “②” (43%), and 2 projects were “①” (4%). The main factors behind the low rating were issues such as “operation and maintenance system was not developed (an OM contractor under the PPP scheme was not selected),” “operation and maintenance plan was not formulated,” “lack of the number of personnel” and “the technical level was insufficient.”

JICA also strived to analyze Performance in the ex-post evaluation conducted in FY 2018 and attempted to extract reflecting points and good practices for planning and supervising the project by JICA, implementation agency and other concerning personnel. The analysis identified a case where JICA held discussions with the recipient government repeatedly from the project formulation stage and reached an agreement to incorporate joint management with residents and other new approaches into a forest project. Through JICA’s efforts in working with the recipient government including senior officials during the project implementation, those approaches were recognized as effective and reflected in policies of other regions and the central government (Project No. 38 on p. 8). Other cases include the first ODA Loan project implemented in



a conflict-affected country in which JICA concluded a partnership agreement on the project implementation and management with UNDP which had implemented projects in that country to jointly monitor the project and provide technical supervision. As well as helping smooth project implementation, this experience was utilized for subsequent project supervisions (Project No. 47 on p. 8). From these results, lessons and good practices were learned that the project effects were likely to be achieved promptly if careful considerations were made from the planning stage. There was also a case that recipient government's effort against air pollution, including via ODA project, was highly regarded, receiving an award by the UN Climate Change Conference (Project No. 4 on p. 8)

We extract lessons to make them as reference for similar projects formulation in future based on the facts confirmed in these ex-post evaluations. Lessons extracted from the ex-post evaluation in FY 2018 include: choosing technology according to local context; setting appropriate indicators and implementing proper monitoring; strengthening the system and capacity of maintenance and management organizations; schemes collaboration; leveraging Japanese knowledge; eliminating risk factors to ensure sustainability when utilizing excellent products/technologies of Japanese small and medium-sized businesses; considering demand forecast model corresponding to multiple scenarios; importance of continuous public relation activities after the project completion (to attract private investment); efforts to increase the toll collection rate from an early stage; developing a mechanism to keep dialog with residents when constructing a large-scaled infrastructure; securing sustainability by establishing a waste disposal billing system involving slum dwellers, and; building a partnership between national and local governments.

The ex-post evaluations conducted in FY 2018 also include the introduction of effectiveness verification using satellite data (refer to Efforts to Improve Evaluation Methodology for details) and evaluation from the perspective of contributing to the achievement of SDGs (summarized in columns: Project No: 37, 38 and 48 on p. 8).



The Project for Upgrading Ferryboat in Yangon City in Myanmar



Income generation activity (making Sal leaf plates) under Orissa Forestry Sector Development Project in India



Banks of Hantra canal improved by the Flood Prevention Project of East Side of the Pasak River in Ayutthaya in Thailand

External ex-post evaluation policy for FY 2019

For external ex-post evaluations to be conducted in FY 2019, JICA revised its external ex-post evaluation reference based on past feedbacks and other comments and explained the changes to concerning personnel in August 2019. Major revisions include that points to be noted which were shared by project were compiled from the gender mainstreaming perspective and the IRR recalculation method and concept were reorganized and compiled. JICA has also made efforts to improve evaluation methodology based on the international trend, and introduced Qualitative Comparative Analysis (QCA, refer to p. 36), a new evaluation method, in part of ex-post evaluations. Simultaneously, we are introducing a simplified external ex-post evaluation in parts of ex-post evaluation in FY 2019 on a trial basis to conduct ex-post evaluation more efficiently.

List of Ratings for External Evaluations*1

In principle, external ex-post evaluation covers those projects of which contributions are 1 billion yen or more. Click on a project name to jump to see its ex-post evaluation report.

Country	² Evaluation No.	³ Project No.	⁴ Scheme	Project name	Relevance	⁵ Effectiveness	Efficiency	Sustainability	Overall rating
China	1	1	L	Higher Education Project (Hainan Province)	③	③	①	③	B
	2	2	L	Jilin Province Jilin City Comprehensive Environment Improvement Project	③	③	②	③	A
	3	3	L	Anhui Water Environmental Improvement Project	③	③	②	③	A
	4	4	L	Gansu Province Lanzhou City Atmospheric Environmental Improvement Project	③	③	②	③	A
	5	5	L	Guangxi Zhuang Autonomous Region Yulin City Water Environment Improvement Project	③	③	②	③	A
	6	6	L	Ningxia Hui Autonomous Region Urban Water Environment Improvement Project	③	②	②	②	C
Indonesia	7	7	L	Urgent Rehabilitation Project of Tanjung Priok Port	③	②	②	③	B
	8	8	L	Denpasar Sewerage Development Project (II)	③	②	②	②	C
	9	9	L	Integrated Water Resources and Flood Management Project for Semarang	③	③	②	③	A
Viet Nam	10	10	L	Higher Education Development Support Project on ICT	③	②	②	③	B
	11	11	L	Vinh Phuc Province Investment Climate Improvement Project	③	③	②	③	A
	12	12	L	Cai Mep-Thi Vai International Port Construction Project (I)	③	③	②	③	A
		13		Cai Mep-Thi Vai International Port Construction Project (II)					
	13	14	L	Transport Sector Loan for National Road Network Improvement (I)	③	③	②	③	A
		15		Transport Sector Loan for National Road Network Improvement (II)					
	14	16	L	0 Mon Thermal Power Plant Construction Project (E/S)	③	②	①	③	C
		17		0 Mon Thermal Power Plant and Mekong Delta Transmission Network Project (I)					
		18		0 Mon Thermal Power Plant and Mekong Delta Transmission Network Project (II)					
		19		0 Mon Thermal Power Plant and Mekong Delta Transmission Network Project (III)					
20		0 Mon Thermal Power Plant and Mekong Delta Transmission Network Project (IV)							
21		0 Mon Thermal Power Plant Unit No. 2 Construction Project (I)							
22		0 Mon Thermal Power Plant Unit No. 2 Construction Project (II)							
15	23	G	The Project for E-Customs and National Single Window for Customs Modernization	③	③	③	③	A	
Philippines	16	24	L	Logistics Infrastructure Development Project through ODA Loans	③	②	②	③	B
	17	25	L	Pinatubo Hazard Urgent Mitigation Project (Phase III)	③	②	①	③	C
	18	26	L	Help for Catubig Agricultural Advancement Project	③	①	①	②	D
Myanmar	19	27	G	The Project for Strengthening Human Development Institutions in Agriculture	③	③	②	②	B
	20	28	G	The Project for Development of ICT System for Central Banking	③	③	②	③	A
	21	29	G	The Project for Upgrading Ferryboat in Yangon City	③	③	③	③	A
	22	30	G	The Project for Improvement of Nationwide Airport Safety and Security	③	②	②	②	C
Laos	23	31	G	The Project for Improvement of Solid Waste Management in Environmentally Sustainable Cities	③	③	②	③	A
	24	32	T	Laos Pilot Program for Narrowing the Development Gap towards ASEAN Integration (LPP)	③	②	②	③	B
	25	33	G	Thakhek Water Supply Development Project	③	②	③	②	B
Cambodia	26	34	L	Greater Mekong Telecommunication Backbone Network Project	②	①	②	①	D
	27	35	G	The Project for Construction and Rehabilitation of Small Hydro Power Plants in Rattanakiri Province	③	③	③	③	A
	28	36	G	The Project for Flood Protection and Drainage Improvement in the Phnom Penh Capital City (Phase III)	③	③	③	②	A
	29	37	G	The Project for Improvement of Sihanouk Province Referral Hospital	③	③	②	②	B
Thailand	30	38	L	Mass Transit System Project in Bangkok (Purple Line) (I)	③	②	②	③	B
		39		Mass Transit System Project in Bangkok (Purple Line) (II)					
	31	40	G	The Rehabilitation Project of the Outer Bangkok Ring Road	③	③	②	③	A
	32	41	G	The Flood Prevention Project of East Side of the Pasak River in Ayutthaya	③	③	②	③	A

*1 ③ : High, ② : Fair, ① : Low / A: Highly Satisfactory, B: Satisfactory, C: Partially Satisfactory, D: Unsatisfactory (Refer to p. 4)

*2 Evaluation No.: the number of evaluations conducted.

*3 Project No.: the number of projects evaluated.

*4 T: Technical Cooperation, L: ODA Loan, G: Grant Aid

*5 Effectiveness includes evaluation of impact.

Country	¹ Evaluation No.	² Project No.	³ Scheme	Project name	Relevance	⁴ Effectiveness	Efficiency	Sustainability	Overall rating
Malaysia	33	42	L	Higher Education Loan Fund Project (III)	③	③	③	③	A
Papua New Guinea	34	43	G	The Project for Rehabilitation of Madang Town Market	③	③	②	②	B
East Timor	35	44	G	The Project for River Training for the Protection of Mola Bridge	③	③	③	②	A
Tuvalu	36	45	G	The Project for Construction of a Cargo/Passenger Vessel	③	③	③	②	A
Micronesia	37	46	G	The Project for Improvement of Domestic Shipping Services	③	③	③	②	A
India	38	47	L	Hogenakkal Water Supply and Fluorosis Mitigation Project (L/A No. ID-P195)	③	③	②	③	A
		48		Hogenakkal Water Supply and Fluorosis Mitigation Project Phase II (L/A No. ID-P204)					
	39	49	L	Orissa Forestry Sector Development Project	③	③	③	③	A
	40	50	L	Rengali Irrigation Project (I)	③	③	①	②	C
		51		Rengali Irrigation Project (II)					
		52		Rengali Irrigation Project (III)					
	41	53	L	Swan River Integrated Watershed Management Project	③	③	③	②	A
	42	54	L	Hussain Sagar Lake and Catchment Area Improvement Project	③	③	②	③	A
Bangladesh	43	55	L	Eastern Bangladesh Bridge Improvement Project	③	③	①	②	C
Sri Lanka	44	56	L	Vavuniya-Kilinochchi Transmission Line Project (Phase I)	③	③	②	③	A
		57		Vavuniya-Kilinochchi Transmission Line Project (Phase II)					
	45	58	L	Eastern Province Water Supply Development Project	③	③	②	③	A
Pakistan	46	59	G	The Project for Improvement of Airport Security	③	①	②	①	D
Kyrgyz	47	60	G	Reconstruction of Kok-Art River Bridge on Bishkek-Osh Road	③	③	②	③	A
	48	61	G	The Project for Improvement of the Equipment for Road Maintenance in Osh, Jalal-Abad, and Talas Oblasts	③	②	③	②	B
Iraq	49	62	L	Port Sector Rehabilitation Project	③	③	②	②	B
Romania	50	63	L	Turceni Thermal Power Plant Pollution Abatement Project	③	③	②	③	A
Peru	51	64	L	Electric Frontier Expansion Project (Phase III)	③	③	①	②	C
	52	65	L	Iquitos Sewerage Improvement and Expansion Project	②	①	①	①	D
Uganda	53	66	G	The Project for the Rehabilitation of Hospitals and Supply of Medical Equipment in the Western Region in Uganda	③	②	②	②	C
	54	67	G	The Project for Rebuilding Community for Promoting Return and Resettlement of Internally Displaced Persons in Acholi Sub-Region in Northern Uganda	③	③	②	②	B
Mozambique	55	68	G	The Project for the Construction of Monapo Primary Teacher Training Institute in Nampula Province	③	③	②	②	B
	56	69	G	The Project for Urgent Rehabilitation of Nacala Port	③	②	②	③	B
	57	70	T	The Project for Nacala Corridor Economic Development Strategies	③	③	②	②	B
Tonga	58	71	G	The Project for Introduction of a Micro-Grid System with Renewable Energy for the Tonga Energy Road Map	③	③	③	③	A
Kenya	59	72	L	Sondu-Miriu Hydropower Project Sang'oro Power Plant	③	③	③	②	A
Panama	60	73	L	Panama City and Panama Bay Sanitation Project	③	③	①	③	B
		74		Panama Metropolitan Area Wastewater Management Improvement Project					
Senegal	61	75	G	Project of Construction of Lower Secondary School in Louga Region and Kaolack Region	③	③	②	③	A
Nigeria	62	76	G	The Project for Emergency Repair and Overhaul Works for the Jebba Hydro Power Station	③	③	②	②	B
Benin	63	77	G	Project for Construction of Public Primary Schools in Benin (Phase V)	③	③	③	②	A
Ghana	64	78	G	The Project for Improvement of Power Distribution System in the Republic of Ghana	③	③	②	③	A
Kenya	65	79	G	The Project for Rural Water Supply in Baringo County	③	③	②	②	B
Ethiopia	66	80	G	The Project for Rehabilitation of Trunk Road (Phase IV)	③	③	②	②	B
	67	81	T	Rural Resilience Enhancement Project	③	②	②	②	C
Malawi	68	82	G	Project for Improvement of Blantyre City Roads (Phase I)	③	②	②	②	C
		83		Project for Improvement of Blantyre City Roads (Phase II)					
		84		Project for Improvement of Blantyre City Roads (Phase III)					

Internal Evaluation Results for FY 2018

Overall rating

The overall evaluation of 99 projects shows that approximately 70% delivered or exceeded the expected result at the time of ex-post evaluation. Among 99 projects, including 85 Technical Cooperation /Assistance projects and 14 Grant Aid projects, most were carried out in

Southeast Asia and Africa in sectors such as agriculture, forestry and fishery, water resource/disaster reduction, health and medical care and transportation.

Evaluation by criteria

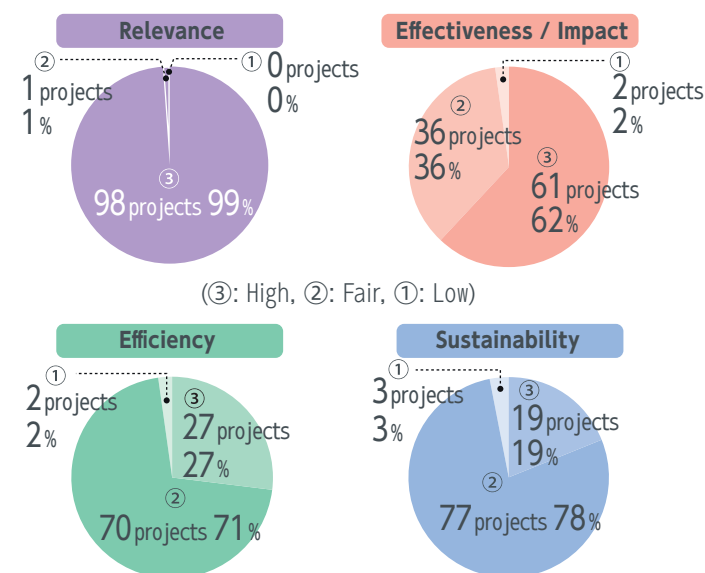
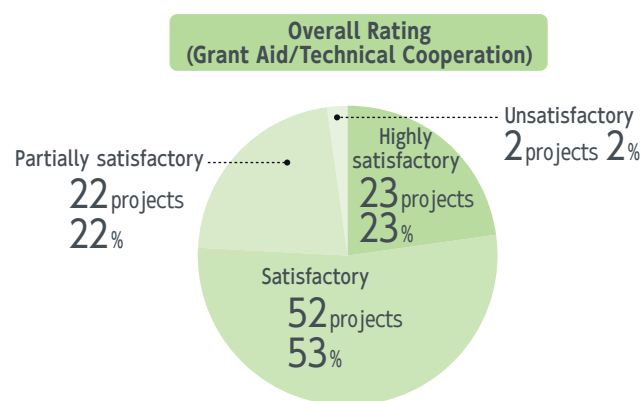
Relevance: No specific problem was observed in any of the projects and they were consistent with the policies of the Government of Japan and partner countries in meeting their development needs.

Effectiveness/Impact: Approximately 60% of projects achieved the expected outcomes, while the remaining 40% or so faced some challenges in achieving results.

The challenges observed in some Grant Aid projects include the fact that: (1) quantitative data was unobtainable, which hindered efforts to assess the project achievement; (2) damaged equipment provided in the project could not be repaired and remained unused because corresponding budgets of the executing agency were not allocated, and; (3) both the project purpose and overall goal were not achieved as planned, despite the projects achieving certain effects. With regards to Technical Cooperation/Assistance projects, in some cases: (1) the project purpose after changes due to organizational reform of the implementing agency and (2) both the project purpose and overall goal were not achieved as planned, although the projects achieved certain effects. Moreover, the project effects could not be fully verified at the time of the ex-post evaluation due to the vague definition, or the unavailability of data and information on indicators defined at the project planning stage.

Efficiency: Over 20% of the projects were completed within the planned period and cost. In case of Grant Aid projects, however, over 80% were affected by delays in facility construction, equipment procurement and customs clearance and the lack of progress in projects incurred by the recipient country meant the project period had to be extended. As for Technical Cooperation/Assistance projects, the cost exceeded the planned amount given the need for more activities to achieve the project purposes with the lack of progress in mind. Moreover, the project period was also extended due to the deteriorating local security circumstances, change in the plan or to achieve the project purposes.

Sustainability: Approximately 80% of projects were identified as having some challenges. As a frequent problem, around 60% were identified as being insufficiently financially sustainable, such as difficulty faced by implementing agencies in securing the necessary budget, while in terms of institutional sustainability, the second most frequent problem experienced was typically staff shortages. Other frequently observed challenges included technical-related areas, such as the retention of technologies transferred and the omission of routine inspections and repairs.



Going Forward: Quality Improvement and Further Streamlining of Evaluation

JICA deploys third-party experts as part of an objective process to assess evaluation results and enlist their assistance in performing high-quality evaluations, improving succeeding projects and formulating future projects (more details on the following page). Improved organizational evaluation capacity is also facilitated by leveraging internal evaluation training sessions for overseas office staff, the

in-house internship program (refer to p. 22) and other efforts. To conduct internal evaluations, efforts to streamline the process are also required simultaneously. Accordingly, JICA attempts to unify the evaluation of multi-phase projects and integrate evaluation across schemes such as Grant Aid and Technical Cooperation.

Accountability and Quality Improvement in Internal Evaluation

Self-assessment and Third-party Quality Check

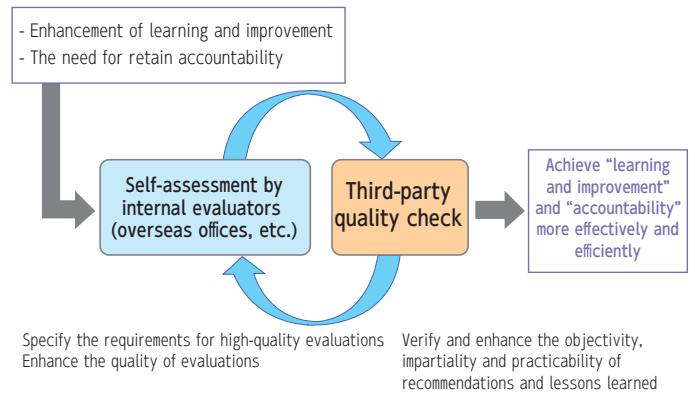
As part of efforts to enhance its internal evaluation function to achieve the evaluation objectives (fulfilling accountability and learning lessons for improvement) more effectively and efficiently, JICA has established evaluator's self-assessment and external third-party quality check systems to ensure the quality of internal evaluations since introducing this evaluation system in FY 2010.

Specifically, JICA uses check sheets which define requirements and procedures for good and high-quality self-assessment evaluations and third-party quality checks. Following perspectives of examining the appropriateness of the evaluation process, the validity of ratings of each of the evaluation criteria (relevance, effectiveness/impact, efficiency and sustainability), the validity of the conclusions, recommendations and lessons learned and the consistency of the overall evaluation report, these checklists allow the following requirements and procedures which should be involved in quality evaluation to be confirmed: whether the evaluators conduct tasks with a full understanding of the evaluation framework; whether the evaluation report contains all the necessary information; whether the evidence on the ground to underpin judgements and factors is stated; whether the description is coherent; and whether evaluation constraints (if any) and their influence on the evaluation results are properly described. To improve their evaluation reports, the overseas offices (evaluators) try to tick off as many checklist items as possible during their evaluation process.

Self-assessment: Evaluators (e.g. overseas offices) reflect on their own internal evaluation reports midway through and after the evaluation

process. Because the check sheet specifies what a high-quality evaluation entails, they can use its content to form guidelines for streamlining project evaluations, improving their evaluation reports and enhancing evaluations overall.

Third-party quality check: External third-party verify the evaluation reports compiled by internal evaluators (e.g. overseas offices) by examining the objectivity and impartiality of judgements and the specificity and practicability of the recommendations and lessons learned. The verification results are then sent to the evaluators (e.g. overseas offices) and used as feedback to improve internal evaluations in the future. These verification summaries are also publicly disclosed to enhance accountability.



Quality check result in FY 2018

In FY 2018, JICA verified 59 of internal ex-post evaluations conducted in FY 2016 and analyzed as follows:

The third-party quality check judges that those evaluations with standardized points closer to 1.0 between 0.0 to 1.0 are appropriate*. As shown in Figure 1, the average standardized score for all evaluations verified is 0.905 in FY 2018, reflecting the high quality secured by JICA in its internal evaluation and self-assessment.

In each evaluation criteria, "Efficiency" has a high average score as well as small variation, indicating its high accuracy while that of "Sustainability" is low and deviates significantly. The wide deviation of "Effectiveness/Impact" suggests that these criteria may vary largely in the quality and accuracy of evaluation according to the evaluator

Figure 1. Average standardized score and its standard deviation in all 59 evaluations

	Technical Cooperation	Grant Aid	All projects
Average	0.902	0.913	0.905
Standard deviation	0.069	0.067	0.068

Figure 2. Average standardized score and standard deviation in all 59 evaluations by evaluation criteria

	Overall	Relevance	Effectiveness / Impact	Efficiency	Sustainability	Conclusions/ Recommendations/ Lessons learned	General Matters
Average	0.905	0.914	0.911	0.990	0.876	0.938	0.918
Standard deviation	0.068	0.097	0.148	0.044	0.124	0.092	0.155

* Standardized score calculation
The calculation elicits scores of 2 points, 1 point and 0 point if each item in the third-party quality check sheet is checked as "Yes", "Partly Yes" and "No", respectively. Those checked as "Not applicable" are not aggregated as raw scores. Standardized scores are defined as: (total raw score) / ((total number of check items) - (number of check items as "Not applicable") × 2)

(Figure 2).

The gap of results for each quality check item ("Relevance", "Effectiveness / Impact", "Efficiency", "Sustainability" and "Conclusions / Recommendations / Lessons Learned") between the self-assessment by internal evaluators (overseas office, etc.) and the third-party quality check was also measured.

It was eventually confirmed that the third-party quality check scored lower in (all items of) "Effectiveness / Impact" and "Sustainability" (finance in particular) compared to the self-assessment. JICA will strive to fill the gap by enhancing the self-assessment capacity and further improving the internal evaluations.

Figure 3. Gap analysis between the results of self-assessment and third-party quality check

Evaluation criteria	Gap between self-assessment and third-party QC	No. of check items (% for population)
Relevance	Third-party QC = Self-assessment	210(73.7%)
	Third-party QC > Self-assessment	25(8.8%)
	Third-party QC < Self-assessment	20(7.0%)
	"Not applicable" in Third-party QC	30(10.5%)
Effectiveness/Impact	Third-party QC = Self-assessment	266(77.8%)
	Third-party QC > Self-assessment	22(6.4%)
	Third-party QC < Self-assessment	54(15.8%)
	"Not applicable" in Third-party QC	0
Efficiency	Third-party QC = Self-assessment	134(71.7%)
	Third-party QC > Self-assessment	9(4.8%)
	Third-party QC < Self-assessment	1(0.5%)
	"Not applicable" in Third-party QC	43(23.0%)
Sustainability	Third-party QC = Self-assessment	277(72.3%)
	Third-party QC > Self-assessment	45(11.7%)
	Third-party QC < Self-assessment	58(15.2%)
	"Not applicable" in Third-party QC	3(0.8%)
Conclusions/ Recommendations/ Lessons learned	Third-party QC = Self-assessment	137(60.0%)
	Third-party QC > Self-assessment	19(8.4%)
	Third-party QC < Self-assessment	19(8.4%)
	"Not applicable" in Third-party QC	53(23.2%)
General matters (57 projects x 3 criteria = 171 ex-post evaluations)	Third-party QC = Self-assessment	116(67.8%)
	Third-party QC > Self-assessment	26(15.2%)
	Third-party QC < Self-assessment	11(6.4%)
	"Not applicable" in Third-party QC	18(10.6%)

List of Internal Ex-post Evaluations

In principle, internal ex-post evaluation covers those projects of which contributions are from 200 million yen to 1 billion yen. Click on a project name to jump to see its ex-post evaluation report.

Country	¹ Evaluation No.	² Project No.	³ Scheme	Project name
Indonesia	1	1	T	Project on the Service Improvement of the National Agency for Export Development (NAFED)
	2	2	T	Project on Capacity Development of Animal Health Laboratory
	3	3	TAP	Project on Building Administration and Enforcement Capacity Development for Seismic Resilience
		4	TAP	Project on Building Administration and Enforcement Capacity Development for Seismic Resilience Phase 2
	4	5	TAP	Project on Capacity Building for Restoration of Ecosystems in Conservation Areas
	5	6	T	Multi-Disciplinary Hazard Reduction from Earthquakes and Volcanoes in Indonesia
	6	7	T	The Project on Mangrove Ecosystem Conservation and Sustainable Use in the ASEAN Region
Cambodia	7	8	T	Project on Improving Official Statistics in Cambodia (Phase 2)
		9	T	Project on Improving Official Statistics in Cambodia (Phase 3)
	8	10	TAP	Project for Improvement of Transmission System Operation and Maintenance
	9	11	T	Project for Strategic Strengthening of Small and Medium Enterprise (SME) Support System
	10	12	T	Freshwater Aquaculture Improvement and Extension Project Phase 2
Laos	11	13	G	The Project for Modernization of Equipment for Transition to New CNS/ATM Systems
Viet Nam / Cambodia / Laos	12	14	T	Project for the Capacity Development for Transition to the New CNS/ATM Systems in Cambodia, Lao PDR, and Viet Nam
Viet Nam	13	15	T	Capacity development for NIHE to control emerging and re-emerging infectious diseases
		16	T	Project for Capacity Development for Laboratory Network in Vietnam of Biosafety and Examination of Highly Hazardous Infectious Pathogens
	14	17	T	Northwest Region Rural Development Project
	15	18	TAP	Project for Strengthening of Tay Bac University for Sustainable Rural Development of the Northwest Region
	16	19	T	Sustainable Integration of Local Agriculture and Biomass Industries
	17	20	T	Project for Sustainable Forest Management in the Northwest Watershed Area
	18	21	T	Project for Strengthening Capacity of Inspection System for Ensuring Safety of Agro-Fishery Foods
	19	22	G	The Project for Development of Traffic Control System for Expressway in Hanoi
Myanmar	20	23	T	Project for Improvement of Road Technology in Disaster Affected Area
	21	24	G	The Project for Improvement of Road Construction and Maintenance Equipment in Rakhine State
	22	25	G	The Project for Improvement of Medical Equipment in General Hospitals in Yangon
Philippines	23	26	T	The Project for Prevention and Control of Leptospirosis in the Philippines
Thailand	24	27	T	The Project for Research and Development of Therapeutic Products against Infectious Diseases, Especially Dengue Virus Infection
	25	28	T	Research and Development for Water Reuse Technology in Tropical Region
	26	29	T	The Project on Capacity Development in Disaster Management in Thailand (Phase2)
Papua New Guinea	27	30	T	Project for Promotion of Smallholder Rice Production (Phase 1)
		31	T	Project for Promotion of Smallholder Rice Production (Phase 2)
	28	32	T	Project for Enhancing Access and Capacity of EQUITY Program (EQUITY Phase 2)
Fiji	29	33	T	Waste Minimization and Recycling Promotion Project
East Timor	30	34	T	Irrigation and Rice Cultivation Project in Manatuto (Phase 1)
		35	T	Irrigation and Rice Cultivation Project in Manatuto (Phase 2)
China	31	36	T	Environment Construction at Co-existent Areas of Human Beings and Crested Ibis
	32	37	TAP	The Project for Total Emission Control of Nitrogen Oxide in Atmosphere
	33	38	T	Project on Capacity Building for Occupational Health
	34	39	T	Integrated development model project for nature conservation in Jin Sha River Basin
	35	40	T	Project for Capacity Building of Reproductive Health and Family Care Service in Central and Western Region
	36	41	T	Project for Strengthening of Health Education for Prevention of Infectious Diseases through Family Health
Mongolia	37	42	T	Project for Capacity Development of Business Persons through Mongolia-Japan Center for Human Resources Development
	38	43	T	The Project for Capacity Development on Bridge Maintenance and Management
Armenia	39	44	T	Project for Development of Local Production and Promotion of Local Brands
India	40	45	T	The Study on Development and Management of Land and Water Resources for Sustainable Agriculture in Mizoram
	41	46	T	Research Partnership for Application of Low Carbon Technology for Sustainable Development
Pakistan	42	47	TAP	The Project for Improvement of Training Capacity on Grid System Operation and Maintenance
Nepal	43	48	T	Strengthening the Monitoring and Evaluation System in Nepal
		49	T	Project for Strengthening the Monitoring and Evaluation System in Nepal Phase 2
	44	50	G	The Project for Basic Education Improvement in Support of the School Sector Reform in Nepal
Afghanistan	45	51	T	Participatory Watershed Management and Local Governance Project
	46	52	T	National Agricultural Experiment Stations Rehabilitation Project
Sri Lanka	47	53	T	Improvement of Rice-based Agriculture in Nangarhar Province
	48	54	G	The Project for the Development of Intelligent Transport System for Expressways in Sri Lanka
	49	55	TAP	Urban Transport System Development Project for Colombo Metropolitan Region and Suburbs

*1 Evaluation No.: the number of evaluations conducted.

*2 Project No.: the number of projects evaluated.

*3 T: Technical Cooperation, TAP: Technical Assistance Projects Related to Japanese ODA Loan, G: Grant Aid

Country	¹ Evaluation No.	² Project No.	³ Scheme	Project name
Brazil	50	56	T	Project of Social Inclusion through the Incentive to Produce Oleaginous Plants for the Generation of Bio-diesel in the State of Rio Grande do Norte
	51	57	T	Development of Genetic Engineering Technology of Crops with Stress Tolerance against Degradation of Global Environment
	52	58	T	The Project for Carbon Dynamics of Amazonian Forests
Peru	53	59	T	Project for Enhancement of Earthquake and Tsunami Disaster Mitigation Technology
	54	60	G	Project for Maintenance of the Equipment for Disaster Risk Management
Bolivia	55	61	T	Project for the Study on the Impact of Glacier Retreat on Water Resource Availability for the Cities of La Paz and El Alto
	56	62	G	Project for Procurement of Drinking Water in Rural Areas in the Departments of Beni and Pando
Nicaragua	57	63	T	Strengthening of Activities of Survey and Control for Chagas Disease
Guatemala	58	64	T	The Project for the Study of National Transport Plan in the Republic of Nicaragua
	59	65	T	The Project for the Capacity Development of Local Governments
Ethiopia	60	66	T	The One Village One Product Promotion Project
	61	67	T	The Project of Enhancing Development and Dissemination of Agricultural Innovations through Farmers Research Groups (FRGs)
Malawi	62	68	T	The Project for Enhancement of Operation and Maintenance for Rural Water Supply
Democratic Republic of the Congo	63	69	T	Project on Capacity Development for Bridge Management
		70	G	Project of Improvement of the Marshal Bridge in Matadi
Madagascar	64	71	T	Rural Development Project through the Diffusion of Aquaculture of Tylapia in the Region of Boeny, Mahajanga
Egypt	65	72	T	The Project for Improvement of Management Capacity of Operation and Maintenance for SHAPWASCO
	66	73	T	The Project for Sustainable Systems for Food and Bio-energy Production with Water-saving irrigation in the Egyptian Nile Basin
	67	74	T	Project for Strengthening Water Management Transfer
	68	75	T	The Project for Improvement of Management Capacity of Operation and Maintenance for Water Supply Facilities in Nile Delta Area
	69	76	T	The Project for Enhancement of Competitive Strategy for Suez Canal
Tunisia	70	77	TAP	The project for the Development of Irrigated Area of Northern Tunisia
Croatia	71	78	T	Project for Risk Identification and Land-use Planning for Disaster Mitigation of Landslides and Floods in Croatia
Iraq	72	79	T	Project on Master Plan Study for Port Sector in Iraq
Iran	73	80	T	Establishment of Emergency Response Plan for the First 72 Hours after an Earthquake
		81	T	Capacity Building for Earthquake Risk Reduction and Disaster Management in Tehran
Kosovo	74	82	T	Human Resource Development Project on Geo-spatial Information for Implementation of Spatial Plan of Kosovo
Turkey	75	83	T	Industrial Automation Technology (IAT) Extension Project for Central Asian/Middle East Countries
Bosnia and Herzegovina	76	84	T	Project for Herzegovina International Tourism Corridor Development and Environmental Conservation
Palestine	77	85	T	Strengthening Support System focusing on Sustainable Agriculture in Jericho and Jordan River Rift Valley
		86	T	The Project on Improved Extension for Value-Added Agriculture in the Jordan River Rift Valley
Kenya	78	87	T	The project for Sustainable Smallholder Irrigation Development and Management in Central and Southern Kenya (SIDEMAN)
	79	88	T	Establishment of Rural Electrification Model Using Renewable Energy
	80	89	T	Smallholder Horticulture Empowerment and Promotion Unit Project
Nigeria	81	90	T	Project on Activation of Women Development Centres (WDCs) to Improve Women's Livelihood Phase 2
	82	91	G	Project for the Development of Community-based Health Planning and Service Infrastructure in the Upper West Region
Ghana	83	92	T	Project for Strengthening Operational Capacity of Prevention of Mother-to-Child Transmission of HIV (PMTCT)
	84	93	G	The Project for Improvement of Access to Basic Education In Deprived Areas
	85	94	G	The Project for Introduction of Clean Energy by Solar Electricity Generation System
Sierra Leone	86	95	T	Integrated Project for Rural Health Improvement
	87	96	T	Sustainable Rice Development Project in Sierra Leone
Tanzania	88	97	T	Project for Institutional Capacity Strengthening for HIV Prevention
		98	T	Health System Strengthening for HIV and AIDS Services Project
	89	99	T	Strengthening Development of Human Resource for Health
Mozambique	90	100	T	The Integrated Agricultural Development for Small Scale Farmers in Chokwe Irrigation Scheme
		101	T	The Project for Rice Productivity Improvement in Chokwe Irrigation Scheme
	91	102	T	The Project for the Capacity Development of Road Maintenance in the Republic of Mozambique
Senegal	92	103	T	Project for Enhancement of the Capacity of Destination Marketing and Promotion through Strengthening the Linkage among Tourism Related Organizations
	93	104	T	Project for Sanitation and Hygiene Improvement in Rural Areas of Tambacounda, Kédougou and Matam Regions
	94	105	T	The Project for Promotion of Artisanal Activities through One Village One Product Programme (Project de Promotion de l'Artisanat a Travers le Programme Un Village Un Product)
Burkina Faso	95	106	G	A project of Primary School Construction (Phase IV)
	96	107	T	Digital Topographic Mapping Project in Burkina Faso
Uganda	97	108	G	The Project for Provision of Improved Water Source for Resettled Internally Displaced Persons in Acholi Sub-Region
Zambia	98	109	T	Health Capital Investment Support Project
	99	110	T	The Project for Scaling Up of Quality HIV and AIDS Care Service Management

External Evaluation Highlights: Out of the 68 external evaluations in FY2018, 3 external evaluations are selected based on geography, assistance scheme, and sector.

India

ODA Loan

Hogenakkal Water Supply and Fluorosis Mitigation Project (Phase 1) & Hogenakkal Water Supply and Fluorosis Mitigation Project (Phase 2)

Provision of safe and reliable water supply services to all rural habitations in the Project area, thereby contributing to meeting the increasing water demand and mitigation of fluorosis in the concerned areas.

External Evaluator: Eriko Yamashita, Value Frontier, Co., Ltd.

Overall

A

Effectiveness and Impact	3
Relevance	3
Efficiency	2
Sustainability	3

Project Description

Loan amount / Disbursed amount:

(Phase 1) 22,387 million yen / 16,885 million yen
 (Phase 2) 17,095 million yen / 7,304 million yen

Loan agreement:

(Phase 1) March 2008
 (Phase 2) March 2009

Terms and conditions:

Interest Rate:
 - 1.20% for Construction of Water Supply Facilities, Fluorosis Mitigation and Capacity Building activities;
 - 0.01% for Consulting Service
 Repayment Period: 30 years (Grace Period: 10 years)
 Conditions for Procurement: General untied

Final disbursement date: July 2017

Executing agency:

Tamilnadu Water Supply and Drainage Board (TWAD)

Overall Goal:

Improve the living conditions of the residents in the Dharmapuri and Krishnagiri districts in the southern State of Tamil Nadu

Project Purpose:

Provide safe and reliable water supply services to meet the increasing water demand

Output:

Constructing water supply facilities sourced from the River Cauvery and providing fluorosis mitigation support



Hogenakkal Water Treatment Plant

Effects of Project Implementation (Effectiveness, Impact)

The target effect indicators, such as the served population, water supply amount, daily water availability amount per person, water supply hours and water quality, were all met. Accordingly, providing a reliable safe water supply that meets the national standard for drinking water has been achieved by the Project. The water supply facilities has been operated appropriately in accordance with its plan and there are no issues with operation indicators.

The residents' living conditions in the two districts have improved, as safe drinking water became available inside their living habitations which had previously suffered with chronic water shortages; the labour for water fetching was reduced, thus, allowing for the utilization of saved time and energy in other activities. As water collection is a job for women in many households in the area, the impact of living conditions improvement has been particularly substantial from the gender perspectives.

In addition, the result of urine sample analysis, conducted among the residents who had contracted fluorosis before the Project, confirmed that the number of fluorosis patients detected with more than 1mg/L in their urine decreased substantially after safe drinking water provision started by the Project. The residents in future generations are expected to reduce the fluorosis prevalence among them and accordingly to improve their health conditions. Moreover, this project implemented the fluorosis mitigation component as an official and integral part of the water supply project for the first time in India. It contributed to improving the fluorosis knowledge of doctors and school teachers in the area, resulting in their improved capacity to provide the appropriate medical treatment for the fluorosis-affected patients and to promote the fluorosis prevention in the area. Therefore, effectiveness and impacts of the Project are high.

Relevance

The Project is consistent with India's national development and sector policies that uphold securing safe water to all and also with the development needs of the two districts that were suffering from chronic water shortage and were dependent on fluoride-contaminated groundwater. It was also consistent with Japanese ODA policies. Therefore, its relevance is high.

Efficiency

Water supply facilities were fully constructed to provide necessary amount of water to all the residents in the area. While the Project cost was within the planned cost, the Project period was much longer than planned, due to the delayed authorization for water connection in two areas and the delayed implementation of the fluorosis mitigation component. Therefore, efficiency of the Project is fair.

Sustainability

The facilities constructed by the Project are operated and maintained appropriately, and there are no major issues in institutional/organisational, technical, or financial aspects. Thus, sustainability of the Project is high.



Women collecting water at public fountains (PFs)



In this rural local body, PFs were constructed in front of each house



Educational posters on fluorosis, displayed in a classroom at primary school

Conclusion, Lessons Learned and Recommendations

In light of the above, this Project is evaluated to be highly satisfactory.

While the executing agency (TWAD) fully ensures a reliable, appropriate amount of water supply to all local bodies, it is critically important to ensure equal water distribution capacity of the local bodies within their respective habitations. Establishment of an institutional support structure within TWAD, for the implementation of continuous and regular capacity building for local bodies in enhancing equal distribution, would be highly recommended.

On the other hand, operational independence for local bodies is guaranteed by India's relevant national policies. In the face of such circumstances, this Project was successful in constantly grasping the local level technical maintenance conditions through engineers' close collaboration between TWAD and the District government on daily basis. Besides the fact that beneficiaries can report to their local bodies when an issue arises, the District government has established a reporting structure in which beneficiaries can also request technical support directly to the District government by free phone and 24-hours a day. This has allowed

TWAD and the District government to provide direct technical maintenance support to local level facilities that are under local bodies' responsibility, and minimized the Project's maintenance risks. This can be referred to as a model for planning other similar projects in other states facing similar risks caused by vulnerabilities of local bodies or communities, in consideration of sustainability.

In Tamil Nadu, a State order ensures no water charges for PF users. Although TWAD and District governments cannot fully recover the required O&M cost through this water charge system, there is a mechanism to recover the financial gap of O&M by various funds and subsidies, granted by the national and state governments in light of the national water policies that uphold that drinking water provision is considered one of the most fundamental rights of the population. On the other hand, house connection of all households in the entire local body should potentially contribute to the realization of equal water distribution as well as ensuring the Project's sustainability. As house connection fees are allegedly an obstacle for promoting house connection in the area, contemplating house connections for the entire project area, as an integral part of the project, should be considered for future similar projects as a lesson learned.

Effect Indicator

		Baseline 2007	Target 2015 2 years after completion	Actual 2017 Completion year	Actual 2018 1 year after completion
Population served (thousand)		910	3,238	3,342	3,376
Total available amount of water supply (m ³ /day)		40,875	152,799	144,185	160,075
Water availability amount (liters per capital and per day)	Municipality	37	90	90	90
	Town Panchayat	29	70	70	70
	Habitation	10	40	40	40
(Additional indicators) Quality of treated water	Fluoride (mg/L)	Not available	Not defined	0.1	0.1
	Iron (mg/L)			Not detected	Not detected
	E. Coli (numbers)			Not detected	Not detected
	Turbidity (NTU)			0.50	0.35
	Manganese (mg/L)			Not detected	Not detected

Key Point of Evaluation

The success for construction of water supply facilities and keeping their high sustainability in all the rural habitations across the entire Project area, which consists of approximately 8,000 habitations, are attributed by high commitment of TWAD to the Project, in addition to the water supply importance in residents' daily lives.

An institutional initiative for TWAD engineers, called Change Management Group (CMG), was implemented before the Project during the 2000's, which aimed to transform TWAD to be a "people focused, community responsive, and publicly accountable organization." As an impact of CMG, plans for new rural water supply schemes are prepared and implemented through discussions with community; TWAD engineers also began mobilizing appropriate and sustainable strategies in consideration of different needs by various types of water users, including women and scheduled castes, resulting in the great enhancement of a "safe water supply for all". Furthermore, attitudinal change of TWAD engineers, toward community members and villagers, induced water service users to take ownership of their water supply schemes, therefore, contributed to promoting rural water governance.

The CMG, as a success model, was analysed and referred to as a case study on water governance by many international donors as well as development institutions. It was also referred to in a number of water sector reform cases not only by other states of India, but also by countries around the world. To disseminate the CMG model, Centre of Excellence for Change has been established in Chennai, the capital of Tamil Nadu, and the dissemination of its experience in the water sector is continuously promoted.

Independent State of Papua New Guinea

Grant Aid

The Project for Rehabilitation of Madang Town Market

Promotion of distribution of agricultural and fishery products in the region through construction of new market facilities

Overall

B

Effectiveness and Impact	3
Relevance	3
Efficiency	2
Sustainability	2

External Evaluator: Keisuke Nishikawa, Japan Economic Research Institute Inc.

Project Description

Grant Limit / Actual Grant Amount:
1,004 million yen / 999 million yen

Exchange of Notes:
October, 2013

Project Completion:
February, 2016

Executing Agency:
National Fisheries Agency

Overall Goal:
Madang's local economy will develop in a sustainable manner.

Project Purpose:
Good quality services will be provided as a central market in the Madang region.

Output:
New market facilities with an environment where local agricultural and fishery products will be distributed hygienically and efficiently will be constructed.



Entire view of the Madang Town Market

Effects of Project Implementation (Effectiveness, Impact)

Through this project, in addition to the full rehabilitation of dilapidated facilities, technical assistance was provided on the maintenance of facilities and equipment as well as financial management so that the market would be efficiently operated.

'The ratio of retailers running businesses in the facility with both flooring and roof', 'the number of sales units per floor area of 100m2 in market buildings', and 'the amount of tap water sold within the market' in the market had been set as the basic quantitative indicators to measure project effects. While the number of sales units per floor area of 100m2 in market buildings based on the number of vendors in the market fell slightly short of the target value, it was judged that sufficient effects were generated as a whole as the targets of other indicators were achieved. Additionally, qualitative effects were observed such as significant improvements in the hygienic environment and the environment for users that became clear through the interview survey with vendors and customers.

With regard to the impacts, while there were no data clearly indicating the causal relationship between this project and the regional economic development, the market has been extensively utilized also by the vendors from the inland region of Highland and has always been vibrant to the extent that even the buildings developed through this project were not providing sufficient room. It can be said that the market has been playing an essential role for local residents in terms of the distribution of vegetables, fruits, fresh fish, crafts, and so on. Also there were no issues in terms of environmental and social aspects as there were neither negative impacts to the natural environment nor resident resettlement / land acquisition cases having been caused through this project.

Therefore, it is judged that the effectiveness and impacts of this project are high.

Relevance

In Papua New Guinea, there has generally been a strategy to shift from dependency on energy resources to income improvements in rural areas through the transformation to promote the agricultural, forestry and fishery sector in rural areas, and this project was consistent with this direction at both the time of planning and ex-post evaluation. Also, the Madang Town Market has been the only large market permanently installed to facilitate sales and purchases of agricultural and fishery products in the Madang region, and has consistently been of high significance for the local residents. Furthermore, this project was consistent with Japan's ODA policy for the Pacific region and Papua New Guinea at the time of planning. Therefore, this project is highly relevant as a whole.

Efficiency

While there were slight changes to the outputs of this project, it was implemented mostly as planned and the project cost was within the plan (100% of the plan). On the other hand, regarding the project period, there was a delay of six months mainly due to the influences of the stranding of the vessel transporting the heavy equipment and materials of this project. In



Internal view of the market building



View of the fresh fish retail building



View of outdoor sales

addition, the actual opening of the market developed in this project was delayed by another six months as more time was required till the agreement between the provincial government and the urban local-level government was concluded, leading to the practical project period becoming 152% of the plan. Therefore, the efficiency of this project is fair.

Sustainability

While there were no major problems found in the technical and financial aspects of operation and maintenance of the market constructed through this project, there were some issues in the organizational aspect, in terms of securing staff members for the Market Limited, and in the maintenance status. Therefore, the sustainability of the effects generated in this project is fair.

Conclusion, Lessons Learned and Recommendations

In light of the above, this project is evaluated to be satisfactory.

As the lessons learned, there was a need for advance confirmation of the establishment of organizational structure conducive to the generation of project effects. In this project, the commencement of operation was delayed by

half a year from the date of completion as the operating structure of the market after project completion had not been decided. Also, the majority of those related to the Madang Town Market instructed under the soft component of this project (except for one person) were not involved in the operation of the market after the Market Limited was set up. As the establishment of an appropriate operating structure is essential for the sufficient generation of project effects, it is desirable to have credible assurance on the structure for the generation and steady continuation of project effects during the planning stage. Moreover, it is important to provide technical instructions directly to those staff members to be engaged in operation and maintenance when the operating structure is confirmed.

As recommendations to the executing agency, the following points were raised: More stringent control of the sales booths for vendors; immediate repair of cracks on the ceiling panels; installation of a water tank in case of water supply suspensions; direct sales of ice for the fresh fish retail building, and ensuring of higher safety when crossing the public street between the agricultural market site and the fresh fish retail site.

Changes in the Quantitative Indicators of This Project

	Baseline 2011	Target 2018	Actual 2018
		3 Years After Completion	2 Years After Completion
Ratio of retailers running businesses in the facility with both flooring and roof	Approx. 34%	Approx. 80%	80%
Number of sales units per floor area of 100 m ² in market buildings	Approx. 15.6 units	Approx. 17.9 units	Based on the number of sales units: 17.7 units (Based on the number of vendors: 14.5 units)
Amount of tap water ^{Note} sold within the market	0	Approx. 60 tons/year	75 tons/9 months (Jan. - Sep. 2018)

Source: (baseline and target values) Ex-ante Evaluation Summary Report, Preparatory Survey Report, (actual values) responses from Madang Town Market Limited, and the result of actual counting at the time of ex-post evaluation

Note: Hygienic water used for washing, preventing desiccation, and keeping freshness of vegetables and fresh fish

Results of Qualitative Survey on the Changes in Hygienic Environment of the Market

		Improved a lot	Improved a little	Same level	Worse
Waste management	Vendor	85%	10%	5%	0%
	Customer	80%	20%	0%	0%
Muddy conditions	Vendor	95%	0%	5%	0%
	Customer	100%	0%	0%	0%
Drainage functions	Vendor	90%	5%	0%	5%
	Customer	95%	0%	5%	0%
Odour	Vendor	70%	10%	5%	15%
	Customer	80%	20%	0%	0%

Source: Results of the Qualitative Survey

Key Point of Evaluation Roles of a logistics hub as the essential part of the regional economy

While there were no data quantitatively verifiable, it was confirmed through the interviews with the executing agency, the Market Limited, vendors and customers that the large-scale market constructed in this project was playing a vital role for the stable distribution and transaction of agricultural and fishery products. Under the conditions where security was not necessarily stable, safety of vendors and customers was always ensured by surrounding the entire market with fences, and the number of vendors had increased to the saturation point of the whole market. Rules were displayed on notice boards at several locations in the market and were being strictly enforced. In the market, sales activities were carried out by vendors not only from the Madang region but also the inland region of Highland, and it was observed that the hygienic and well-disciplined market was playing a significant role for the smooth distribution of agricultural and fishery products.

This kind of market facility can be said to be playing an essential role in terms of vitalization of the regional economy and prevention of outmigration of the people from the region in the country where there is an issue of urbanization and the associated security deterioration. Following this project, a market rehabilitation project was being implemented in Alotau, the capital of Milne Bay Province, with JICA's assistance at the time of ex-post evaluation and a similar project was being planned in Kavieng, the capital of New Ireland Province. This indicates a reaffirmation of the significance of the functions of the market for the vitalization of regional economies throughout the country.

Ethiopia

Technical Cooperation

Technical Cooperation for Emergency Development Planning “Rural Resilience Enhancement Project”

Seeking for enhancement of resilience against droughts

External Evaluator: Mayumi Hamada, Foundation for Advanced Studies on International Development

Overall

C

Effectiveness and Impact	2
Relevance	3
Efficiency	2
Sustainability	2

Project Description

Total cost (Japanese side):

1,394 million yen

Period of cooperation:

April 2012 – December 2015

Partner country's implementing organizations:

Bureau of Agriculture and Natural Resources Development, Conservation and Utilization, Ministry of Agriculture, Bureau of Agriculture and Natural Resources Development, Oromia Region, Somali Region Basin Development Bureau, Oromia Pastoralist Area Development Commission and Shebelle Irrigation Development Project Office

The number of experts dispatched:

29 persons (193.8M/M)

Main equipment provided:

Surveying vehicles, shovels, pickaxes, hoes, handcarts, etc.

Overall Goal:

1. The project's recommendations are referred / reflected in the process of establishing regional disaster-risk-management strategies.
2. The drought damage in the target areas is reduced.

Project Purpose:

In the Oromia and Somali Regions, recommendations are made to enhance the resilience of pastoralists, agro-pastoralists, and former pastoralists, based on the implementation of the pilot projects.

Output:

1. The pilot project is implemented in a pastoral area to enhance the resilience of pastoralists and agro-pastoralists (Borena, Oromia Region).
2. The pilot project is implemented in a pastoral area to enhance the resilience of former pastoralists (Gode, Somali Region).
3. The pilot project is implemented in erratic-rainfall areas to enhance farmers' resilience (erratic-rainfall area, Oromia Region).



Livestock market constructed in Oromia Region (Output 1)

Effects of Project Implementation (Effectiveness, Impact)

This project was an instance of Technical Cooperation for Emergency Development Planning; it was aimed at providing recommendations for enhancing resilience of pastoralists, agro-pastoralists and ex-pastoralists, based on the implementation of the 3 pilot projects (Outputs 1-3) by its completion. Hence, the implementation situations of the 3 planned pilot projects were assessed as the achievement situations of the outputs, and the submission of appropriate recommendations based on them as Project Purpose. The effectiveness is high because the Outputs were achieved almost as planned and because Project Purpose was also achieved since the recommendations for enhancing the target group's resilience, based on the implementation of the 3 pilot projects, were submitted by the project's completion.

As for the achievement of the overall goal, the project's recommendations were referred when regional disaster risk management strategies were being formulated. However, decreases in drought damage by securing a certain level of income were not sufficiently achieved since the Outputs achieved by the pilot projects did not sufficiently continue after the project completion. On the other hand, positive indirect impacts appeared, such as improved quantities of water secured at rehabilitated ponds leading less frequency of pastoralists' move. Thus, the effectiveness and impact are assessed to be fair.

Relevance

The project direction aimed at enhancement of resilience of the pastoralist, agro-pastoralists and ex-pastoralists against droughts in areas where the drought damage is serious is consistent with Ethiopian policies to strengthen resilience against natural disasters including drought, development needs in the target area where people are suffering from serious droughts, and Japan's aid policy which aimed at supporting measures and enhancement of resilience against natural disaster. Thus, the relevance is high.

Efficiency

Both the project cost (127% compared with the plan) and project period (124%) exceeded the plan, although the project outputs were achieved by the project's completion. This was caused by the delay of the construction of irrigation facilities at Gode in Somali Region (Output 2). There are many reasons for the delay, while insufficient information collection during the planning stage largely affected. Thus, the efficiency is fair.

Sustainability

The sustainability in terms of policy and political commitment is high, because disaster risk management and establishment of resilience are emphasized at the time of the ex-post evaluation. However, there are institutional/organizational problems. The information on the construction of irrigation facilities at Gode was not taken over when the regional implementing organization was restructured, and there is concern over the possibility of reflecting

the project's recommendations into the disaster risk management strategy. Also, some partial technical and financial problems are observed. Thus, the sustainability of the project's effects is assessed as fair.



Irrigation facility constructed in Somali Region



Irrigation facility constructed in Somali Region (Output 2)

Conclusion, Lessons Learned and Recommendations

Based on the above, the project is assessed to be partially satisfactory.

As for the recommendation regarding Output 2's irrigation facilities, the Shebelle Irrigation Development Project Office should take immediate supportive action to maintain and rehabilitate the irrigation facilities by repairing the nonfunctional generators and pumps and damaged canals. For the above, the office should invite an engineer from the capital as needed. If it is difficult for the above implementing organization to do so alone, JICA should support it.

As for the lessons learned, firstly, when irrigation facilities and so forth are constructed as a part of Technical Cooperation for Emergency Development Planning, it is necessary to strengthen information collection

Table 1: Achievement of the Outputs

Outputs	Major content	Achievement
1. The pilot project is implemented in a pastoral area to enhance resilience of pastoralists and agro-pastoralists against droughts. (Component 1: Borena, Oromia Region)	1) Community Based Projects (hereinafter, CBPs) 2) Rangeland improvement and pasture production 3) Dryland farming improvement ¹⁶ 4) Secondary livestock market construction	◎
2. The pilot project is implemented in a pastoral area to enhance the resilience of former pastoralists against droughts. (Component 2: Gode, Somali Region)	1) Construction of irrigation facilities at 4 sites in Gode 2) Procurement of equipment for pumping facilities 3) Soft components (establishment of WUAs (Water Users Associations), training for farmers, DAs (Development Agents), operators for the irrigation facilities)	○
3. The pilot project is implemented in the erratic-rainfall area to enhance farmers' resilience against droughts. (Component 3: Erratic-rainfall area, Oromia Region)	1) Development of WII 2) Training (for DAs, intermediary organizations, and insurance companies) 3) Extension of WII	◎

Source: Questionnaires sent to the implementing agencies and the Ministry of Agriculture
Remarks: The grades for the achievement are as follows: ◎, The activities and results went beyond what was planned; ○, the activities and results mostly occurred as planned; △, the activities and results neither went as planned nor deviated too far from the plan; X, the activities and results mostly did not occur as planned; XX, the activities and results did not occur at all as planned.

in advance, compared with other emergency types of the same scheme. The project was implemented before sufficient information was collected during the planning stage on the irrigation facility construction in Gode, because urgency was emphasized. This resulted in the extension of the project's duration due to the problems which occurred during implementation. Secondly, when multiple components are combined into a single project, the extent to which the activities and effects are substantially connected should be assessed. If there is no substantial connection, they should not be forcibly combined, but should be independent projects if necessary. The project's 3 Outputs (components) are common in that they are aimed at enhancing resilience in rural areas, but their activities were not substantially related, so there would have been no problem even if they were conducted separately. Suppose Output 2 were an independent project, it might have been implemented for longer period, without any relation to the expected project duration for other Outputs.

Table 2: Achievement of the Project Purpose (Overview of the Recommendations)

Component	Overview of the Recommendations
Component 1	The project's Final Report indicated that the RREP approach should be expanded because the project's effects had been acknowledged, and 21 specific recommendations in 7 categories were made regarding the expansion.
Component 2	There were 10 recommendations in 6 categories made, including a deployment strategy on development projects in the areas where emergency aid will be provided, the utilization of construction machinery owned by the Ethiopian government, and more and the enhanced capacity of experts in agriculture for extending irrigation agriculture through pumping irrigation.
Component 3	There were 10 recommendations, including specific points to keep in mind when selecting target sites; mobilizing DAs and district staff for awareness raising and extension activities for insurance; incorporating activities for extending insurance to the routine work of DAs; and establishing an implementation structure for monitoring weather data to be done by a third party.

Source: Final Report P II-9-1-9-4, III-7-1-7-3, IV-7-1-7-3

Table 3: Achievement of the Overall Goals

Overall Goal	Indicator	Achievement
1. The project's recommendations are referred/reflected in the process of establishing regional disaster risk management strategies.	1-1 The project's recommendations are referred in the process of establishing regional disaster risk management strategies.	○
	1-2 The project's recommendations are reflected in the process of establishing regional disaster risk management strategies.	×
2. The drought damage is decreased in the target areas when drought occurs.	Securing a certain level of income for the pastoralists and agro-pastoralists in Borena, Oromia Region; the former pastoralists in Gode, Somali Region; and the farmers in the erratic-rainfall area of Oromia Region during droughts	△

Sources: The ex-ante evaluation sheet for the overall goals and their indicators (P3-P4); the questionnaires sent to the implementing agencies; and interviews of the DAs, WUAs, and villagers regarding the goals' achievement
Remarks: The ratings for the achievement are as follows: ◎, Achieved more than expected; ○, Achieved as much as expected; △, Neither achieved nor failed to achieve; X, Not achieved sufficiently; XX, Not achieved at all

Key Point of Evaluation Activity Design to support people's self-sufficiency for enhancing sustainability

In the projects that other donor organizations supported, the cash-for-work approach (in which cash is paid for the work) is often adopted in participatory development, particularly when poor villagers conduct rehabilitation of small reservoirs and similar places. However, concerning the rehabilitation of small reservoirs and such in the Community Based Projects*¹ (hereinafter referred to CBPs), the Japanese expert team chose not to make cash payments. This is because they emphasized sustainability in supporting the mutual help activities that had been traditionally conducted in the communities, so that they can continue after the project completion. As a result, the frequency with which the CBPs activities were implemented drastically increased. Also, during the workshop at the project site (which took place before the project's completion), the participants observed that the RREP approach was better than the cash-for-work approach in terms of both relevance and sustainability. It was pointed out that the cash-for-work approach, when applied as part of other projects by other donors carried in pastoralist areas, led to weaker social ties and less sense of collaboration - thereby resulting in lower relevance and sustainability. Thus, the daring decision not to pay, particularly in a country or region where other donor agencies take subsidies or use the cash-for-work approach, requires courage. However, the activities' designs for supporting people's self-sufficiency, based on sufficient information collection and a thorough comprehension of the sites' social and cultural aspects, resulted in securing sustainability.

*1: The approach of CBPs activities is "supporting various development activities routinely conducted by the communities," which was called as RREP (the abbreviation of the project name: Rural Resilience Enhancement Project) Approach by the project.

Measures for Projects Evaluated as Having Issues

Cambodia Greater Mekong Telecommunication Backbone Network Project

1 Overview of evaluation results and issues observed

The purpose of the Project is to improve telecommunication capacity and respond to the increasing telecommunication demand in the Growth Corridor, which encompasses Sihanoukville, Phnom Penh and Kampong Cham in Cambodia, by laying down an optical cable and installing related facilities and equipment in the region. It was an advanced effort at that time which incorporated an element of policy system improvement into an infrastructure development project. However, one of the project conditions, "establishing a regulatory body," required not only administrative decisions, but also legislative decisions, which made the condition extremely difficult to achieve. This caused significant delay in the Project and the executing agency lost its customer base to the competitors. Moreover, the organization has struggled with existing customer retention due to problems with the quality of service and insufficient customer response when a problem occurred. From the policy perspective, however, it was also confirmed that competition in the telecommunication service was promoted by liberalization and some customer benefits were realized, such as cheaper mobile phone service, after the regulatory body was established. Although it is difficult to verify the project impact, the Project is deemed to help maintain competition and streamline the telecommunication sector to some extent.

2 Recommendations and lessons learned

When incorporating policy system improvement into an infrastructure development project, it is vital to ensure that the improvements would be essential for the recipient country's reform, and that JICA focuses on the type of improvements that administrative organizations can directly respond to and make decisions for. Accordingly, lessons were learned that JICA should operate projects in a flexible manner to steadily achieve their project purpose by, for example, adjusting conditions based on the actual situations.

3 Measures to be taken by the JICA department in charge of the project

The ex-post evaluation pointed that while the executing agency has been promoting major institutional changes and innovations, it is important to establish and implement its strategy early, including budgetary measures, in order to retain existing customers and to attract new customers. JICA will follow up the progress of formulation and implementation of the strategy.



Local access cable (overhead line)

The Philippines Help for Catubig Agricultural Advancement Project

1 Overview of evaluation results and issues observed

The objective of this project was to improve agricultural productivity and production in Catubig Valley in east-central part of Northern Samar Province by developing rural infrastructure such as irrigation facilities, thereby contributing to higher incomes for local farmers and improvement of public health and sanitation conditions in the area. The evaluation confirms certain effects of project implementation, such as improvement in the ease of travel as a result of road development as well as supply of safe water through the construction of water supply facilities. However, since irrigation and drainage facilities were not completed at the time of ex-post evaluation, rice was produced by farmers only in the limited regions. Since the project effect was limited at the time of ex-post evaluation, the effectiveness and impact of the project were evaluated to

be low. Efficiency was evaluated to be low because the project cost and period significantly exceeded the plan while sustainability was as fair, reflecting some concerns about institutional aspect and the implementation status of operation and maintenance. In the light of the above, the project was evaluated to be unsatisfactory.

2 Recommendations and lessons learned

It was recommended that executing agencies and concerning organizations complete uncompleted part of irrigation facilities as early as possible, operate and maintain completed part of facilities, provide agricultural support service and keep taking anti-schistosomiasis and sanitation measures. It was also recommended that JICA follow up the progress after the project completion as the subject of ex-post monitoring and promote the collaboration between executing agencies and

concerning organizations. The following lessons were also learned: (i) implementation system for comprehensive agriculture and rural development should be examined sufficiently; (ii) risk factors of delays should be examined comprehensively based on the topography and weather conditions of the target area, and; (iii) planning sufficient countermeasures is preferred to increase the planted area in irrigation projects implemented in poverty areas.

3 Measures to be taken by the JICA department in charge of the project

Although the construction of irrigation and drainage facilities was yet completed, the loan of the project was terminated in 2013 and the Project was subsequently implemented under the Philippines' budget reflecting the intention of the Government of the Philippines. After the loan termination, JICA has made efforts to promote the project by attending stakeholder meetings to monitor the progress as well as supporting trainings for farmers to supervise construction of uncompleted irrigation and drainage facilities and increase their planted area. JICA will keep monitoring the progress of efforts made by executing agencies and related organizations and encouraging them as needed.



Main irrigation canal under construction in the Bulao Service Area



The completed Catubig Dam

Peru

Iquitos Sewerage Improvement and Expansion Project

1 Overview of evaluation results and issues observed

The purpose of this project was to drain and treat sewage, by improving and expanding the sewerage system in Iquitos in the Department of Loreto, one of the local cities in Peru, thereby contributing to improved sanitary conditions and living environment in the area.

However, connection pit installed in each household for separating rainwater and sewage introduced in those wastewater collection and treatment methods adopted at the project planning stage was not suitable to local circumstance. For this reason, the wastewater treatment plant constructed in the Project was not operated at the time of ex-post evaluation. Moreover, the city's sewerage connection ratio remained low and wastewater continued to be untreated. Therefore, the overall rating of the Project is unsatisfactory.

2 Recommendations and lessons learned

Although the executing agency is still facing many issues such as dispute with contractors, it was recommended that the agency strive to start operation at the minimum level (regular commissioning, operation of wastewater treatment facilities with gravity flow) to achieve proper facility maintenance. In addition, lessons were learned that it was preferable to examine whether separating rainwater and sewage was applicable when choosing the separating method after taking into consideration of local situations at the time of planning.

3 Measures to be taken by the JICA department in charge of the project

Regarding remaining necessary works, JICA has encouraged the Government of Peru repeatedly and provided technical supports by dispatching experts to restart the wastewater treatment plant operation as early as possible. Confirming the progress of efforts to restart the facility made by the Peruvian Government, we keep encouraging the government and providing technical supports.



Pumping station constructed by the Project



Wastewater treatment plant (trickling filter)

Internal Evaluation: Highlights



► What an in-house intern*1 learned from internal ex-post evaluation - How to conduct operations effectively overlooking the whole project cycle -

During my in-house internship at the JICA Evaluation Department, I had the opportunity to oversee an internal ex-post evaluation for the Project on Service Improvement of NAFED in Indonesia (Technical Cooperation) as an evaluator. When applying for the internship program, I was interested in “conducting evaluations quantitatively, while understandable to the public and more story-based”. However, in proceeding with the actual evaluation, I became strongly interested in linking the evaluation result to post-evaluation and “beyond”.

Intern Report [How to leverage evaluation result – importance of feedback to the implementing agency]

Evaluation is leveraged on various occasions in our everyday life - familiar examples include when rating restaurants and reviewing new products. Such consumer evaluations/feedbacks have a great impact on the decision-making of an enterprise to improve its business.

Recently, in particular, JICA has facilitated efforts to consolidate knowledge management to leverage lessons learned and recommendations from evaluations. As evaluation and analytical approaches, for example, JICA introduces an impact evaluation which scientifically measures highly-effective evidence-based intervention and ethnography. It reconstructs and contextualizes the reality of the “field” in a narrative style from the perspective of a wide-ranging stakeholders, not only the project beneficiaries, but also the supporters. However, the additional input in terms of corresponding time, budget and labor to implement such approaches on a larger scale makes it no easy task. Accordingly, an internal ex-post evaluation is conducted within the scope of existing resources for many projects to measure/analyze the project impact.

The ex-post evaluation of a Technical Cooperation project I conducted was no exception. I set out the evaluation policy/questions as usual in line with manuals developed by the Evaluation Department and included the available information in the evaluation report in line with the given procedures. However, rather than the checking process, what was most challenging for me was the need to identify “recommendations” as required to address or facilitate issues based on the evaluation result and “lessons learned”, which were expected to be applicable to similar projects in future. In the project I was in charge of, most counterparts from the implementing agency had already relocated, hampering efforts to

obtain sufficient answers to the questionnaire required for evaluation. In response, I collected the data required for the ex-post evaluation by interviewing the relevant organizations, using statistical data, observing the work space of the implementing agency and other arrangements. The fact that close cooperative relationship could not be maintained as was done during the project implementation hindered efforts to ensure a smooth ex-post evaluation. Moreover, although the mode of feedback on issues raised in the field survey to the implementing agency and how this feedback is leveraged by the implementing agency and the JICA overseas office to initiate concrete actions are important for fostering the priority “learning” for JICA in internal evaluation. It brought home to me how they are “considerable hurdles” requiring a substantial commitment to reconstruct the relationship between the implementing agency and overseas office and address issues.

[To avoid “evaluation for evaluation” – the importance of building a relationship regularly –]

As a recommendation for all overseas offices to leverage internal ex-post evaluations, not only to meet accountability needs but also as a learning tool to initiate new project formulations, it is preferable to maintain the relationship with the implementing agency and ensure regular discussion after the project completion. Conventionally, JICA provides specific and feasible recommendations to the implementing agency to ensure project outcomes remain sustainable when the project is complete and strives to maintain the relationship with the implementing agency after completion. I realized that consolidating relationships like this was key to ex-post evaluations that would pave the way for effective “learning.”

To practically apply learning from my in-house internship when I am assigned to an overseas office in future, I would like to keep them in mind.



A field survey conducted by an in-house intern (the design of snack packages and furniture was developed and supported by an implementing agency)



Interview with an implementing agency

*1: A training system that helps junior staff other than the Evaluation Department staff learn about evaluation methods and the PDCA cycle, etc. by assisting with the actual internal ex-post evaluation and effectively perform their duties in future



The One Village One Product Promotion Project in Ethiopia Lessons Learned from the Ex-post Evaluation

The Southern Nations, Nationalities and People's Regional State (SNNPR) in Ethiopia is rich with biodiversity and its climate, soil and water resources help agriculture thrive, with vegetables, fruit, spices, coffee and oilseeds produced in the SNNPR well-known nationwide. However, the scope of local farmers' activities did not extend to processing, distributing and marketing agricultural products, which were only consumed by the farmers. Accordingly, JICA implemented the One Village One Product Promotion (OVOP) Project in the SNNPR from 2010 to 2014 with the cooperation of the Ministry of Agriculture and provided training to distribute local products (ceramic products, honey products, cassavas, moringa, spices, mango jams, dairy products and fishes) by adding value to farmer groups in 22 villages.

In June 2019, a local consultant and JICA Ethiopia Office staff visited a village located within the project site to conduct an ex-post evaluation, but struggled to collect information from more villages and residents. Since many residents hesitated to share information on their income, their total income was ultimately based on the commodity price, production volume, production price and other variables.

The survey revealed that 15 (71%) out of 22 OVOP groups continued their activity and 13 OVOP groups of which (59%) have increased value added to local products by leveraging processing/packaging technologies acquired in training and having gained a profit from small-scale business.

On completion, the OVOP Project was officially transferred to a local government agency (Rural Job Opportunity Creation and Development Agency (RJOCD)) to ensure the activity remained sustainable and in fact, no new groups were subsequently established. According to RJOCD, their objective was to support mainly young unemployed groups, which only allowed for limited

activities to support OVOP activity and which precluded efforts to effectively follow this up. Accordingly, the OVOP implementation plan for dissemination was not disseminated to areas outside the target village. Meanwhile, there are some successful business practices in the project site, within which village cooperative unions took the initiative to keep supporting OVOP activities without support from RJOCD.

Lessons learned from this ex-post evaluation are that, to ensure sustainability after the project completion, sustained OVOP activities could be continued while working with farmers' and regional groups by appointing those groups rooted in localities like cooperative unions, rather than a higher-level agency like a ministry, as major managing agencies.



Farawacha Quality Pottery Processing and Marketing Cooperative



National staff of the JICA Ethiopia Office in charge of the evaluation



The Project of Improvement of the Marshal Bridge in Matadi and the Project on Capacity Development for Bridge Management in Democratic Republic of the Congo (Evaluation for Technical Cooperation Project and Grant-Aid Project combined) The effect and sustainability of the Grant-Aid project were enhanced by Technical Cooperation project

The Matadi Bridge was constructed in 1983 and is the only bridge over the Congo River which encompasses the world's second largest river basin area. The project was implemented at the same time that the Akashi-Kaikyo Bridge was constructed in Kobe, Japan. The Matadi Bridge is a suspension bridge, covering a total span of 722 m and constructed with a Japanese ODA loan; leveraging cutting-edge Japanese technology at the time. Some 30 years after its construction however, in 2013, fundamental inspection and maintenance of the bridge and the need to foster young engineers became increasingly crucial, whereupon technical cooperation was implemented accordingly. Meanwhile, while the main suspension bridge cables dictate the lifespan of the bridge and temperature control within these cables is crucial to prevent corrosion, an internal inspection of the cable conducted under the Technical Cooperation project found deterioration due to corrosion was progressing. Accordingly, the Grant-Aid project was implemented to introduce the dry-air injection system to the bridge.

The ex-post evaluation was conducted for both the Grant Aid and Technical Cooperation projects simultaneously. It initially emerged that the power required for the dry-air injection system, which was provided under the Grant-Aid project and borne by the Democratic Republic of Congo side, was secured so that the humidity inside the main cable could be properly controlled. As well as ensuring that the equipment functioned properly, daily inspection by engineers fostered under the Technical Cooperation project was continued, to

ensure any problems could be detected and addressed from an early stage.

The ex-post evaluation was conducted by a national staff of the JICA Democratic Republic of Congo Office. Under restricted conditions of unstable communication and with only one visit to the project site allowed, the national staff patiently made full use of the telephone to collect answers to questionnaires and relevant materials and successfully completed a careful evaluation and analysis. Eventually, it emerged that combining the Technical Cooperation project enhancing engineers' capacity for bridge operation and maintenance and the Grant-Aid project to install the complementary dry-air injection system helped extend the service life of Matadi Bridge. This case suggested that front-line awareness on the part of national staff could be reflected in the evaluation by getting the staff involved in formulating, implementing and evaluating the project as well as proving that the project effect could be enhanced by combining multiple schemes.



JICA President Kitaoka visited the Matadi Bridge in July 2019
Photo taken by Shinichi Kuno



Main cables with the dry-air injection system installed.
The city of Matadi located to the front.
Photo taken by Shinichi Kuno