JICA's Project Evaluation System and its Features

To improve its projects and ensure accountability to stakeholders, JICA evaluates each project as well as conducts a comprehensive or cross-sectoral thematic analysis. The features of JICA's project evaluation are highlighted as follows.

Feature 1 Monitoring and evaluation throughout the project's PDCA cycle

The PDCA cycle constitutes a four-stage project management cycle to enhance project activities on an ongoing basis, namely: Plan, Do, Check and Action. Lessons learned and recommendations obtained from monitoring and evaluation during each stage are leveraged while formulating and implementing projects going forward to further improve and boost their development effects.

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

During the ex-ante evaluation (pre-implementation stage), JICA confirms the priority and necessity of the project, verifies the contents and expected effects of cooperation and defines indicators used to measure the effect before implementing the project, with the DAC evaluation criteria in mind (refer to P.5). The proper reflections on environmental and social consideration results and on lessons learned from past projects are also confirmed at this stage.

Utilization of results: Ex-ante evaluation results are reflected when assessing the project implementation and for project planning.

Table 1 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*1	All projects costing 200 million yen or more		Projects costing 200 million yen or more implemented by JICA*2
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		

*1: In principle, ex-ante evaluation report is prepared for all projects costing 200 million yen or more and not prepared for those costing less than 200 million yen.
*2: Evaluation of projects collaborated with international organizations is conducted by such international organizations.

■Implementation stage (monitoring): Do

At the implementation stage, each project is monitored based on the evaluation plan and indicators set during the ex-ante evaluation. JICA confirms whether the project activity is progressing as planned and whether outcomes have been properly achieved and adjusts trajectory as required.

Utilization of results: The expected achievement of targets set during the planning stage, project progress and factors promoting or hindering progress are all analyzed via monitoring. The project plan is also reviewed as needed in line with any changes encountered during implementation.

■Post-implementation stage (ex-post evaluation): Check

At the post-implementation stage, an ex-post evaluation is conducted once the project is complete*3. From the perspective of the DAC evaluation criteria, JICA focuses in particular on ascertaining whether the project activity was appropriate for achieving the development effects and which actual effects were achieved by the project. The Overseas Office evaluates projects costing 200 million yen or more and less than one billion yen in house (internal ex-post evaluation), while evaluation of projects costing one billion yen or more is outsourced to a third party (external ex-post evaluation).

Utilization of results: To further improve future projects, useful recommendations, lessons learned and good practices are all extracted.

Table 2 Number of Ex-ante Evaluation in FY2020*6

Technical Cooperation	(External evaluation)	8 projects
	(Internal evaluation)	105 projects
ODA Loans	(External evaluation)	31 projects
	(Internal evaluation)	0 project
Grant Aid	(External evaluation)	27 projects
	(Internal evaluation)	10 projects

*3: For projects costing less than 200 million yen, their outcomes are confirmed at the project completion.
*4: For projects costing less than one billion yen but those that are likely to gain valuable lessons, external ex-post evaluations are conducted.
*5: Please refer to P.6 for the rating system.
*6: Evaluation results were confirmed in FY2020 (as of February 2021).

Table 3 Evaluation at Post-Implementation Stage by Scheme*7

Scheme	Technical Cooperation	ODA Loans	Grant Aid
Timing	In principle, until 3 years after project completion		
Targets	All projects costing 200 million yen or more		Projects costing 200 million yen or more implemented by JICA
Principals of evaluation	Third party (External Evaluation), JICA Overseas Office, etc. (Internal evaluation)		
Evaluation perspective and method	Based on the Five DAC Criteria		

*7: 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.

■Feedback stage: Action

JICA promptly utilizes the lessons learned and recommendations obtained in the course from ex-ante to ex-post evaluations to improve ongoing projects and follow up on past projects as required and leveraging this information to formulate and implement similar projects going forward. This report introduces case studies of efficient/effective project implementation; utilizing lessons learned from similar past projects and those projects expected to utilize lessons for similar ongoing and future projects (refer to P.28-29).

Feature 2 Emphasizing the utilization of evaluation results

JICA focuses on the feedback stage (Action) in the PDCA cycle, involving reflection on lessons learned from experience and the evaluation results of past projects for similar ongoing and future projects. As well as improving each project, they are also reflected in JICA's basic cooperation strategies, such as cooperation programs. Moreover, JICA strives to reflect the evaluation results in its development policies, programs and the respective projects of recipient governments by feeding back the evaluation findings.

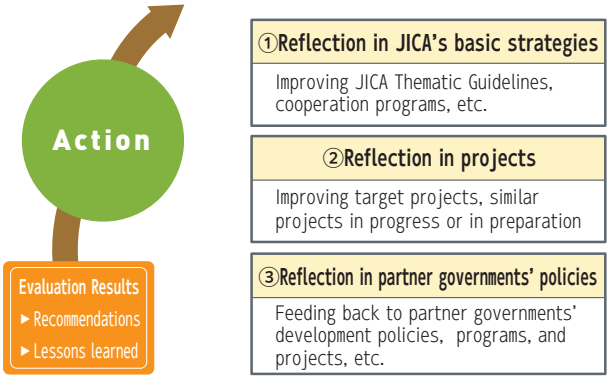


Figure Emphasizing the utilization of evaluation results

Feature 3 Coherent evaluation methodologies and criteria among three schemes of cooperation

JICA conducts project evaluations applying methodologies and criteria across schemes. While considering the various features among each scheme (Technical Cooperation, ODA Loan and Grant Aid), JICA aims to conduct evaluations and utilize evaluation results coherently by establishing a consistent framework. Specifically, the evaluation framework reflects: (1) An evaluation applying the evaluation criteria laid out by the Organisation for Economic Co-operation and Development/Development Assistance Committee (OECD/DAC) (Five DAC Evaluation Criteria*8) and internationally accepted ODA evaluation methodology; and (2) publication of evaluation results in uniform style by utilizing a rating system developed by JICA. The rating system and results are introduced on P.6-13.

Table 4 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.

*8: In December 2019, the five DAC evaluation criteria were revised to six by adding Coherence. JICA's revision of the project evaluation criteria is in line with the new DAC criteria to clearly reflect the evaluation perspective of SDGs, commensurate with its organizational philosophy and to further generate collaboration and synergy with other organizations (refer to P.54-55).

Feature 4 Comprehensive and cross-sectoral evaluation and analysis

As well as evaluating each project, JICA sets specific themes when conducting thematic evaluations to determine trends and problems common to those projects and related to the theme. By evaluating and analyzing multiple project groups comprehensively and cross-sectorally, JICA extracts recommendations and lessons related to themes, which are then utilized to improve future projects. In FY2020, JICA conducts thematic evaluation of four ongoing projects (refer to P.38-39).*9

*9: For thematic evaluations conducted to date, please refer to: https://www.jica.go.jp/english/our_work/evaluation/tech_and_grant/program/thematic/index.html

Feature 5 Ensuring objectivity and transparency

To ensure projects are evaluated objectively and transparently, JICA outsources evaluation to third parties with external evaluations and tasks its Overseas Offices with internal evaluations. At the same time, ex-post evaluation results and other information are published on its website, also with transparency in mind.

To improve evaluations, JICA has established mechanisms allowing third-party perspectives to be reflected in the operations evaluation system. In this context, JICA receives advice on its evaluation policy, evaluation system and methodologies from the Advisory Committee on Evaluation, which comprises third-party experts. Please refer to P.56-57 for more details of the committee.

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.

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 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 ensure transparency and objectivity 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 and other JICA personnel of branch and regional departments in the Headquarters in charge of those projects. (Refer to P.12-13 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*1). 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.

Table 1. 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

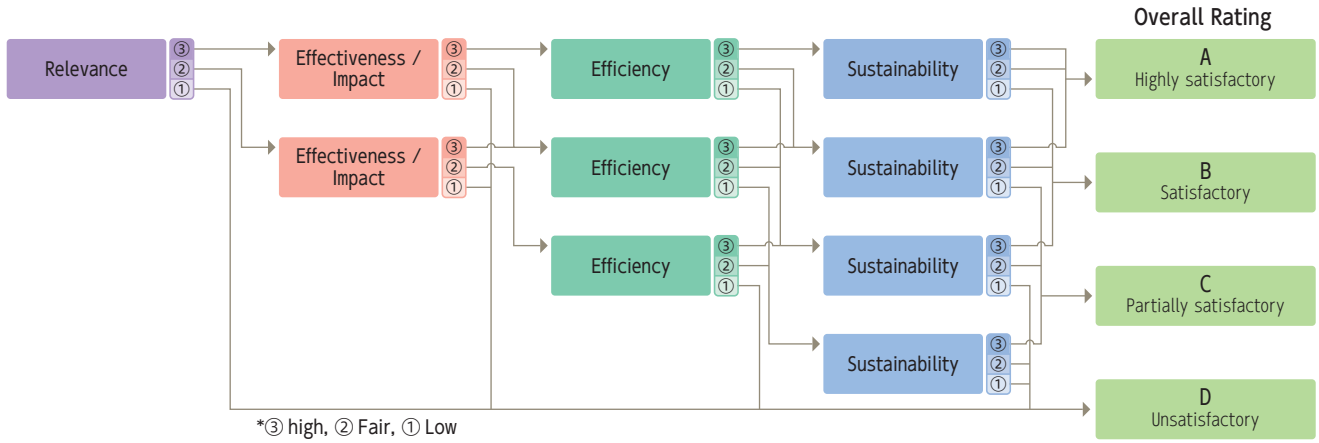


Figure Rating Flow Chart

*1: With the adoption of the Agenda 2030 and Sustainable Development Goals (SDGs) in 2015, DAC reviewed its evaluation criteria. In 2019, a new criterion (Coherence) was added and new six criterion (Relevance, Coherence, Effectiveness, Impact, Efficiency and Sustainability) were redefined. Based on the revision of DAC evaluation criteria and the need to respond to various issues in its project evaluations, JICA will incorporate the new six evaluation criteria into project evaluations in FY2021 while changing the sub-rating from three-level to four-level scale. (Refer to P.54-55)

JICA's internal evaluation

As internal evaluation is conducted primarily by JICA's overseas offices, 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 number of staff and their 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.12-13 for details)

Table 2. Implementation structure of internal evaluation

Overseas office (Evaluator)	・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)	・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)

Training course for graduate engineers on multi skilling ("The Project on Electrical Engineers Training for African Countries (EETA)" in Ghana)

("Supporting Community Initiatives for Primary Education Development in the Southern Provinces" and "Project for Supporting Community Initiative for Education Development (Phase 2)" in Laos)

Integrated support in early childhood ("The Project for Enhancing Integrated Service Delivery for Social Risk Prevention and Attention for Families and Communities" in Nicaragua)

Evaluation method in response to the spread of COVID-19

The impact of COVID-19 Pandemic since early 2020 has forced JICA to suspend overseas travel and ensure safety of experts, volunteers and other personnel dispatched overseas in ODA projects, seriously affecting the whole operations. It has also caused similar impacts on project evaluation activities. In case of ex-post evaluations conducted by external consultants, their overseas travel from Japan has become unfeasible as scheduled. Accordingly, we needed to reduce the frequency of field survey and alternatively conduct the survey remotely with cooperation from local consultants.

For some projects, we have also rearranged their evaluation period until travel restrictions become soften. (Refer to P.33 "Difficulty and Ingenuity: Conducting Evaluation in the Time of COVID-19 Pandemic" for a specific case)

Although such operational restrictions have hindered data collection and other evaluation activities and forced us to review/rearrange the implementation schedule, we implement ex-post evaluation continuously in collaboration with overseas offices and local consultants.

External Evaluation Results

Overall rating

The external evaluation results confirmed in FY2020 are as listed on P.10-11. Evaluations were conducted for 66 projects: 31 ODA Loan projects; 27 Grant Aid projects; and eight Technical Cooperation projects.

Most of the 65 projects*1 receiving overall ratings*1 were carried out in South-East Asia, Africa and South Asia, in sectors such as transportation, water resources, health, governance, environmental management and agricultural/rural development. The overall ratings for the 65 rated projects were: A for 25 projects (38%); B for 33 projects (51%); and C for seven projects (11%); and D for 0 project (0%) respectively. A and B grades were awarded to around 89% while the total of C and D comprised 11% of the entire project*2.

*1: For 65 out of 66 ex-post evaluation projects with results confirmed in FY2020. The exception was the Support Program to Respond to Climate Change (I) to (V) (Evaluation No. 19 on P.10-11), for which no overall rating was given.

*2: 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% (FY2014) 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 of the criteria evaluated in the 65 projects that were rated are detailed below:

Relevance: All projects rated were aligned with Japan's development policy and the partner country's policies and development needs.

Effectiveness/Impact: About 70% of projects sufficiently achieved the intended project effect, while about 30% of projects achieved a partially satisfactory outcome.

Efficiency: About 20% of projects were completed within their project period and cost as planned while over 10% of projects were rated as low. Factors behind this low rating included "delays in procurement procedures," "partial changes to design and plan," "land acquisition," "increased material and labor costs," and "delays in budgetary measures/procedures of the recipient government."

Sustainability: Some issues were confirmed in over 40% of projects. Factors behind this low rating included issues such as "the operation and maintenance system was not developed (defect caused by different systems introduced in those regions with or without an O&M contractor)," "lack of maintenance capacity (inability to conduct medium- and large-scale repair works and equipment not regularly monitored)" and "lack of budget (operation not functioning with insufficient business revenue and reliance on subsidies and lack of reserves for equipment renewal).

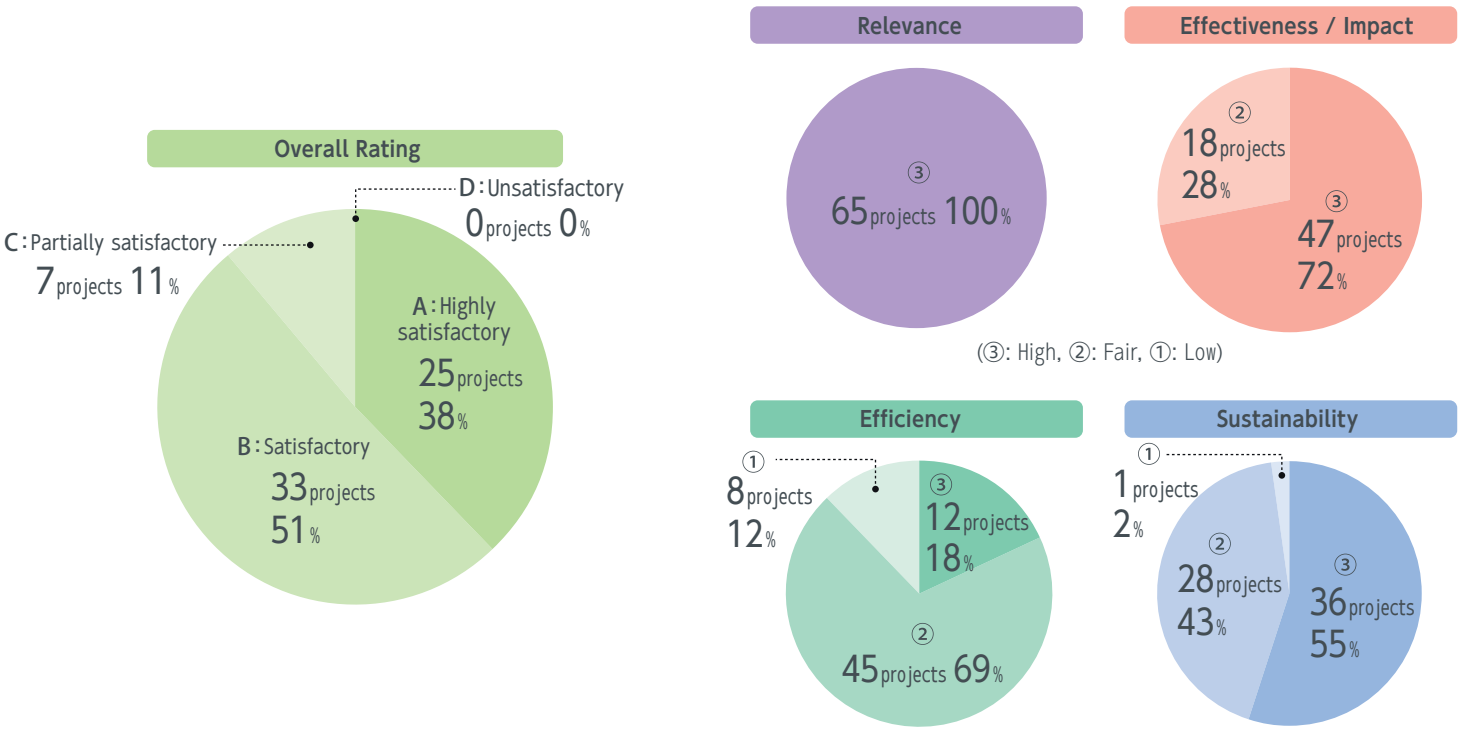


Figure Result of external ex-post evaluations

JICA also analyzed Performance and determined best practices for planning and supervising JICA projects as well as analyzing details of good practices which generated synergies. The main analytical results are shown as follows*3.

Table Good practices for JICA's Performance

Project No.	Country	Project	Overview of Performance
11	Philippines	The Project for the Improvement of Water Supply System in Metropolitan Cebu Water District	The technologies and insights of local governments were utilized and disseminated via intangible support.
46	Myanmar	The Project for Urgent Improvement of Water Supply System in Yangon City	Leveraging a basic survey conducted by the Ministry of Economy Trade and Industry in Japan immediately after the Myanmar's democratization, JICA promptly implemented a grant aid project, followed by multiple ongoing assistance, including technical cooperation and ODA Loan projects.
82	Nigeria	Polio Eradication Project	Aligned with an international collaboration initiative to eradicate polio, the project contributed to achieve polio-free status.
88	Burkina Faso	The Project for Rural Water Supply in the Regions of Central Plateau and South Central Phase 2	From the perspective of SDGs (poverty reduction), the project assisted women become financially independent.
91	Mauritania	The Project for the Expansion of Fishing Port in Nouadhibou	Utilizing the port developed by the JICA project, a Japanese company initiated octopus imports.

Based on the facts having emerged from each ex-post evaluation, the following lessons were extracted and to be utilized as benchmarks for new project formulations going forward:

- Proper setting of indicators (including sub-projects) and monitoring implementation.
- Design of the system considering the capability and structure of the implementation agency.
- Building consensus with organizations related to the monitoring of PPP projects in projects within which synergy with PPT projects is expected.
- Coordination to collaborate with other means of transport in transportation projects.
- Consideration to create synergy with relevant projects.
- Including an existing terminal when considering the utilization efficiency of newly built container terminals.
- Choosing core community members with sustainability of a water supply project in mind.
- Consideration as to how to secure spare parts and expendables for the long term.
- Role of ODA projects to underpin private investment.
- Allocation of a coordinator liaising with multiple related organizations to formulate a platform.
- Adding land acquisition requirement as part of prioritizing conditions for sewerage improvement.

Improved berth and an octopus fisherman
(the Project for the Expansion of Fishing Port in Nouadhibou in Mauritania)

A panoramic view of the Power Plant (Nghi Son Thermal Power Plant Construction Project in Viet Nam)

*3: Refer to the evaluation report of each project for details. Their links are embedded in the project name shown in the List of Ratings for External Ex-post Evaluations on P.10-11.

External ex-post evaluation policy going forward

Given the COVID-19 pandemic, the external ex-post evaluations that got underway in FY2020 were based on surveys carried out remotely for countries to which travel from Japan was difficult. Since FY2019, JICA has extended the application of simplified external ex-post evaluations introduced on a pilot basis to promote evaluations from various perspectives, such as methodological improvement and thematic evaluation (conducted from FY2019: four projects → conducted from FY2020: 12 projects). JICA also considers the applicability of utilizing satellite data, which was introduced on a pilot basis in FY2019, as a supplemental reference for confirming effectiveness and impact and for those projects implemented in conflict-affected and other restricted countries and regions (four of which are being considered). Moreover, as a thematic evaluation was conducted in FY2017, JICA has fully conducted ex-post evaluations related to overseas loans and considering evaluation methods.

At JICA, we strive to help achieve effective and efficient project outcomes by leveraging lessons learned from ex-post evaluations to formulate and supervise projects as well as attempting to introduce new evaluation methods to streamline verification and ensure effective project outcomes.

List of Ratings for External Evaluations*1

In principle, external ex-post evaluation covers those projects costing one 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
Indonesia	1	1	G	The Project for Enhancement of Vessel Traffic System in Malacca and Singapore Straits	③	③	②	②	B
		2		The Project for Enhancement of Vessel Traffic System in Malacca and Singapore Straits (Phase 2)					
	2	3	G	The Project for Construction of Bridges in the Province of Nusa Tenggara Barat	③	③	②	②	B
		4		The Project for Construction of Bridges in the Province of Nusa Tenggara Barat, Phase Ⅱ					
		5		The Project for Construction of Bridges in the Province of Nusa Tenggara Barat, Phase Ⅲ					
	3	6	L	Aceh Reconstruction Project	③	③	②	②	B
	4	7	L	Tanjung Priok Access Road Construction Project (I)	③	②	②	③	B
		8		Tanjung Priok Access Road Construction Project (II)					
	5	9	L	National Geo-Spatial Data Infrastructure Development Project	③	②	②	③	B
	6	10	L	North-West Sumatra Inter-connector Transmission Line Construction Project	③	③	①	③	B
Philippines	7	11	G	Project for Improvement of Water Supply System in Metro Cebu Water District	③	②	②	②	C
	8	12	L	Environmental Development Project	③	②	②	③	B
	9	13	L	Agricultural Credit Support Project	③	②	②	③	B
	10	14	L	Agrarian Reform Infrastructure Support Project (Phase III)	③	③	①	③	B
Cambodia	11	15	G	The Project for Expansion of National Maternal and Child Health Center	③	③	②	③	A
	12	16	G	The Project for Expansion of Water Supply Systems in Kampong Cham and Battambang	③	③	③	③	A
Laos	13	17	G	The Project for Improving Secondary School Environment in the Southern Provinces	③	③	②	②	B
Viet Nam	14	18	T	Project for Development of the National Biodiversity Database System	③	②	②	②	C
	15	19	T	Project on Strengthening the System and Operation on Standards and Conformance for Energy Efficiency and Labeling	③	③	②	③	A
	16	20	L	Nghi Son Thermal Power Plant Construction Project (I)	③	③	①	③	B
		21		Nghi Son Thermal Power Plant Construction Project (II)					
		22		Nghi Son Thermal Power Plant Construction Project (III)					
	17	23	L	Nhat Tan Bridge (Vietnam-Japan Friendship Bridge) Construction Project (I)	③	③	②	③	A
		24		Nhat Tan Bridge (Vietnam-Japan Friendship Bridge) Construction Project (II)					
		25		Nhat Tan Bridge (Vietnam-Japan Friendship Bridge) Construction Project (III)					
		26		Noi Bai International Airport to Nhat Tan Bridge Connecting Road Construction Project(I)					
		27		Noi Bai International Airport to Nhat Tan Bridge Connecting Road Construction Project (II)					
	18	28	L	Terminal 2 Construction Project in Noi Bai International Airport (I)	③	③	②	③	A
		29		Terminal 2 Construction Project in Noi Bai International Airport (II)					
		30		Terminal 2 Construction Project in Noi Bai International Airport (III)					
	19	31	L	Support Program to Respond to Climate Change (I)	③	③	N.A	N.A	N.A
		32		Support Program to Respond to Climate Change (Ⅱ)					
		33		Support Program to Respond to Climate Change (Ⅲ)					
		34		Support Program to Respond to Climate Change (Ⅳ)					
		35		Support Program to Respond to Climate Change (V)					
		36		Support Program to Respond to Climate Change (Ⅵ)					
		37		Support Program to Respond to Climate Change (VII)					
	20	38	L	National Highway No.1 Bypass Road Construction Project	③	③	①	③	See P.28 B※
		39		National Highway No.1 Bypass Road Construction Project (II)					
		40		Cuu Long (Can Tho) Bridge Construction Project					
		41		Cuu Long (Can Tho) Bridge Construction Project (II)					
	21	42	L	Second Hanoi Drainage Project for Environmental Improvement (I)	③	③	①	③	B
		43		Second Hanoi Drainage Project for Environmental Improvement (II)					
Myanmar	22	44	G	The Project for Improving Loikaw General Hospital in Kayah State	③	③	②	③	A
	23	45	G	The Project for Rehabilitation of Baluchaung No.2 Hydropower Plant	③	③	②	③	A
	24	46	G	The Project for Urgent Improvement of Water Supply System for Yangon City	③	③	②	③	A
	25	47	G	The Project for National Single Window and Customs Modernization by Introducing Automated Cargo Clearance System	③	②	③	③	A

*1 ③: High, ②: Fair, ①: Low / A: Highly Satisfactory, B: Satisfactory, C: Partially Satisfactory, D: Unsatisfactory (Refer to p.6)
*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	*2 Evaluation No.	*3 Project No.	*4 Scheme	Project name	Relevance	*5 Effectiveness	Efficiency	Sustainability	Overall rating
China	26	48	L	Jilin Afforestation Project	③	③	②	③	A
	27	49	L	Qinghai Ecological Environmental Improvement Project	③	③	②	③	A
Mongolia	28	50	L	Two-Step-Loan Project for Small and Medium-Scaled Enterprises Development and Environmental Protection Phase II	③	③	②	③	A
Bangladesh	29	51	G	The Improvement of the Capacity of Public Food Storage	③	②	③	②	B
	30	52	L	Dhaka-Chittagong Railway Development Project	③	③	①	②	C
	31	53	L	Telecommunication Network Development Project	③	②	②	②	C
	32	54	L	South-Western Bangladesh Rural Development Project	③	③	①	③	B
India	33	55	G	The Project for Improvement of the Institute of Child Health and Hospital for Children, Chennai	③	③	②	③	A
	34	56	L	Andhra Pradesh and Telangana Irrigation and Livelihood Improvement Project	③	③	②	②	B
	35	57	L	Uttar Pradesh Participatory Forest Management and Poverty Alleviation Project	③	③	②	②	B
	36	58	L	Gujarat Forestry Development Project (II)	③	③	③	②	A
	37	59	L	Kolkata Solid Waste Management Improvement Project	③	③	②	②	B
	38	60	L	Tripura Forest Environmental Improvement and Poverty Alleviation Project	③	③	②	③	A
	39	61	L	Bangalore Metro Rail Project	③	②	②	③	B
		62		Bangalore Metro Rail Project (II)					
	40	63	L	Visakhapatnam Port Expansion Project	③	②	②	③	B
Nepal	41	64	G	The Project for Micro-Hydropower Improvement in Western Area	③	②	②	②	C
Pakistan	42	65	G	Project for Improvement of Child Health Institute in Karachi	③	③	②	③	A
	43	66	L	Indus Highway Construction Project (III)	③	③	②	③	A
Solomon	44	67	G	Project for Improvement of Honiara Port Facilities	③	③	③	③	A
Honduras	45	68	T	The Project for Capacity Development in the Western Region of the Republic of Honduras (FOCAL)	③	③	①	③	B
	46	69	T	The Project for Strengthening of the Capacity Development of Local Governments for Regional Development (FOCAL II)	③	③	②	③	A
Nicaragua	47	70	G	The Project for Construction of Paso Real Bridge	③	③	③	③	A
Jordan	48	71	G	Project for Energy Conservation through Upgrading Water Supply Network in the Hashemite Kingdom of Jordan	③	③	②	③	A
Morocco	49	72	L	Sewage System Development Project	③	②	②	③	B
Tunisia	50	73	L	Metropolitan Railway Electrification Project (I)	③	③	②	②	B
		74		Metropolitan Railway Electrification Project (II)					
Ethiopia	51	75	G	The Project for Construction of Primary and Secondary Schools in the Southern Nations, Nationalities and Peoples' Regional State	③	③	②	②	B
Ghana	52	76	T	The Project for Improvement of Maternal and Neonatal Health Services Utilising CHPS System in the Upper West Region	③	③	②	②	B
Kenya, Uganda, Tanzania, Rwanda and Buruundi	53	77	T	Project on Capacity Building for the Customs Administrations of the Eastern African Region (Phase 2)	③	③	②	②	B
Kenya	54	78	T	Sustainable Smallholder Irrigation Development and Management in Semi-Arid Lands Project	③	②	②	②	C
	55	79	G	The Project for Augmentation of Water Supply System in Narok	③	②	②	③	B
	56	80	L	Mombasa Port Development Project	③	③	②	③	A
Nigeria	57	81	G	Project for Construction of Classrooms for Primary Schools in Oyo State	③	②	③	②	B
	58	82	L	Polio Eradication Project	③	③	③	②	A
Tanzania	59	83	G	The Project for Improvement of Rural Water Supply in Tabora Region	③	③	③	②	A
Zambia	60	84	G	The Project for Groundwater Development in Luapula Province (Phase 1)	③	②	③	②	B
		85		The Project for Groundwater Development in Luapula Province (Phase 2)					
		86		The Project for Groundwater Development in Luapula Province (Phase 3)					
	61	87	G	The Project for Upgrading Lusaka Health Centers to District Hospitals	③	③	②	②	B
Burkina Faso	62	88	G	The Project for Rural Water Supply in the Regions of Central Plateau and South Central (Phase 2)	③	③	③	②	A
Mozambique	63	89	G	The Project for Construction of Health Science Institute in Maputo	③	②	③	②	B
Senegal	64	90	G	The Program for Emergency Water Supply for Addressing Climate Change for the Republic of Senegal	③	③	②	①	C
Mauritania	65	91	G	The Project for the Expansion of Fishing Port in Nouadhibou	③	③	②	②	B
Sudan	66	92	T	Capacity Development Project for the Provision of Services for Basic Human Needs in Kassala	③	③	②	②	B

Internal Evaluation Results

Overall rating

The overall evaluation of 115 projects shows that approximately 70% delivered or exceeded the expected result at the time of the ex-post evaluation. Among 115 projects, including 105 for Technical Cooperation/Assistance and 10 for Grant Aid, most were carried out in Africa and South-East Asia in sectors such as social infrastructure, agriculture, transportation and public sector management.

Evaluation by criteria

Relevance: With some exceptions, almost all projects were consistent with the policies of 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.

Challenges observed in some Grant Aid projects included the fact that: (1) the project achievement was below the target since the conditions set were inflexible for long-term changes, and: (2) neither the project purpose nor the overall goal were achieved as planned, despite the projects achieving certain effects. With regards to Technical Cooperation/Assistance projects, in some cases: (1) the intended overall goal was not achieved satisfactorily since the project effect was not sustained after completion due to lack of support from the recipient government, and; (2) neither the project purpose nor the overall goal were achieved as planned because the project design was based on uncertain elements, such as the installation of facilities at the discretion of the recipient government. Moreover, the project effects could not be fully verified at the time of the ex-post evaluation due to vague definitions, the lack of data and information on indicators defined at the project planning stage.

Efficiency: Over 20% of projects were completed within the planned period and cost. For Grant Aid projects, however, 80% were affected by extensions due to security issues and delays to facility construction, equipment procurement and customs clearance meant the project period had to be extended. As for Technical Cooperation/Assistance projects, they went over the planned budget given the need for more activities to achieve the project purposes and with the lack of progress in mind. Moreover, the project period was also extended due to changes in the plan or to achieve the project purposes.

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

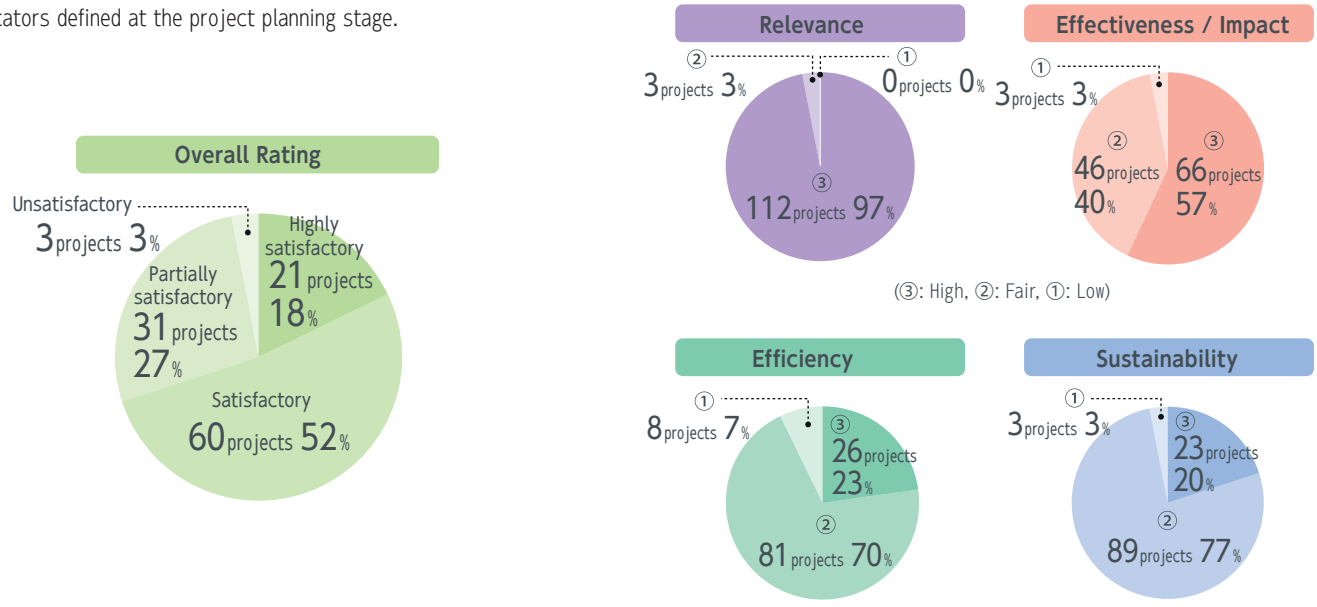


Figure 1 Internal ex-post evaluation results

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 FY2010.

Specifically, JICA uses check sheets which define the requirements and procedures for good and high-quality self-assessment evaluations and third-party quality checks (hereinafter, "third-party QCs"). From the perspectives of examining the appropriateness of the evaluation process,

the validity of ratings for 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 while fully aware of the evaluation framework; whether the evaluation report contains all the necessary information; whether 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 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 QC:** An external third-party verifies the internal evaluation reports 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 and used as feedback to improve internal evaluations in future. These verification summaries are also publicly disclosed to enhance accountability.

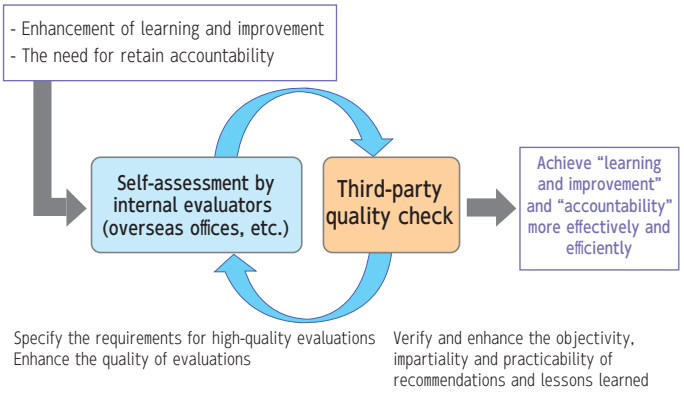


Figure 2 Purpose of third-party QCs

Third-party QC result

JICA verified internal ex-post evaluations in phases: 59*1, 50 and 51 evaluations with results confirmed in FY2017 (Phase 1), FY2018 (Phase 2) and FY2019 (Phase 3), respectively. The analysis was shown as follows:

The third-party QC assesses the quality of internal evaluation recognizable from the evaluation report by using a third-party QC sheet and deems evaluations with standardized points closer to 1.0 as appropriate. As shown in Table 1, the average standardized point was 0.905 for Phase 1, 0.955 for Phase 2 and 0.953 for Phase 3. This revealed that JICA's internal evaluation and self-assessment secured high quality.

Despite the lack of any significant trend over time found in each evaluation criteria, "Effectiveness/Impact" and "General Matters" had higher average standardized points. In particular, the average point of "Effectiveness/Impact," the quality and accuracy of which vary significantly by each evaluator, rose from Phase 1 to Phase 3 (Table 2), indicating that evaluation quality had improved over three third-party QCs.

Table 1 Average standardized score and its standard deviation

	Overall		
	Phase 1	Phase 2	Phase 3
Average	0.905	0.955	0.953
Standard deviation	0.068	0.051	0.044

Table 2 Average standardized score and standard deviation by evaluation criteriadeviation

	Relevance			Effectiveness/Impact			Efficiency			Sustainability			Conclusions/Recommendations/ Lessons learned			General matters		
	Phase 1	Phase 2	Phase 3	Phase 1	Phase 2	Phase 3	Phase 1	Phase 2	Phase 3	Phase 1	Phase 2	Phase 3	Phase 1	Phase 2	Phase 3	Phase 1	Phase 2	Phase 3
Average	0.914	0.977	0.958	0.911	0.956	0.973	0.990	0.961	0.966	0.876	0.944	0.943	0.938	0.940	0.926	0.918	0.987	0.974
Standard deviation	0.097	0.056	0.093	0.148	0.081	0.069	0.044	0.117	0.122	0.124	0.089	0.077	0.092	0.088	0.121	0.155	0.074	0.067

In confirming the gap between the results of the Phase 3 evaluator's self-assessment and the third-party QC, the latter assessed evaluation quality as higher than the former (Table 3). Meanwhile, "Conclusions/Recommendations/Lessons learned" was the only criterion in which the standardized point of the third-party QC was lower than self-assessment, suggesting room for improvement in some cases in areas such as necessity, usefulness and concreteness of recommendations/lessons learned.

Table 3 Comparison of standardized scores between the results of third-party QCs and self-assessment (Phase 3)

	Overall	Relevance	Effectiveness/ Impact	Efficiency	Sustainability	Conclusions/ Recommendations/ Lessons learned	General matters
Third-party QCs	0.952	0.958	0.973	0.966	0.943	0.926	0.974
Self-assessment	0.899	0.944	0.933	0.841	0.877	0.955	0.864

The third-party QC results up to Phase 3 confirmed that the internal evaluation had secured high quality while revealing that internal evaluation reports did not always verify the appropriateness of indicators and need to use supplementary data. To improve internal evaluations and make them more substantive, JICA will strive to ensure the system shows more convincing evaluation results by enhancing the content of manuals and expanding self-assessment criteria.

*1: Refer to P.11 of the JICA Annual Evaluation Report 2019 for detailed results of the FY2018 Quality Check.
*2: Although there were 51 evaluations, a third-party quality check for an integrated evaluation across Grant Aid and Technical Cooperation was conducted for each scheme (counting two evaluations). Accordingly, the number of QCs was 52.

List of Internal Ex-post Evaluations

In principle, internal ex-post evaluation covers those projects costing 200 million yen or more and less than one billion yen. Click on a project name to jump to see its ex-post evaluation report.

Note: Since one project contains "Non-Disclosure Information" as provided for by the Act on Access to Information Held by Administrative Organs, 104 out of 105 Technical Cooperation/Technical Assistance Projects Related to Japanese ODA Loan projects are included in the list.

Country	*1 Evaluation No.	*2 Project No.	*3 Scheme	Project name
Malaysia	1	1	T	Project for Development of Low Carbon Society Scenarios for Asian Regions
	2	2	T	Research and Development for Reducing Geo-Hazard Damage in Malaysia caused by Landslide and Flood
Laos	3	3	T	Project for the Capacity Development of Business Persons through Laos-Japan Human Resource Development Institute
	4	4	T	Project for Sustainable Development of Human Resources for Health to Improve Maternal, Neonatal and Child Health Services
	5	5	G	Project for Improvement of Equipment and Facilities on Meteorological and Hydrological Services
	6	6	T	Forest Strategy 2020 Implementation Promotion Project
	7	7	T	Livelihood Improvement Project for Southern Mountainous and Plateau Areas
	8	8	T	Project for Enhancing Capacity of Public Investment Program Management (Phase 2 project)
		9	TAP	Project for Establishing Public Investment Plan under NSEDP (Phase 3 project)
	9	10	T	Project for Urban Development Management
	10	11	T	Capacity Development for Sector-wide Coordination in Health Phase 2
East Timor	11	12	T	Project for Study on Dili Urban Master Plan
	12	13	T	The project for Capacity Development of Teaching Staff in the Faculty of Engineering, the National University of Timor-Leste (CADETES)
		14	T	The project for Capacity Development of Faculty of Engineering, Science and Technology, the National University of Timor-Leste (CADEFEST 1)
Viet Nam	13	15	T	Establishment of Carbon-Cycle-System with Natural Rubber
	14	16	T	Project for the Development of Crop Genotypes for the Midlands and Mountain Areas of North Vietnam
	15	17	T	Project for Strengthening Capacity of Ho Chi Minh National Academy of Politics and Academy of Public Administration in Training of Public Leaders and Civil Servants
	16	18	T	Multi-beneficial measure for the mitigation of climate change in Vietnam and Indochina countries by development of biomass energy
	17	19	T	Development of Landslide Risk Assessment Technology along Transport Arteries in Viet Nam
	18	20	T	Determine the Outbreak Mechanisms and Development of a surveillance Model for Multi-Drug Resistant Bacteria
	19	21	TAP	Project for Strengthening the Enforcement of Intellectual Property Rights in Viet Nam
	20	22	TAP	Project for Building Disaster Resilient Societies in Vietnam (Phase 2)
	21	23	TAP	Project for strengthening TOT functions at Hanoi University of Industry (HaUI)
	22	24	T	Project for Improvement of the Quality of Human Resources in the Medical Service System
	23	25	TAP	Project for Improving Public Transportation in Hanoi
	24	26	T	Project on Improvement of Urban Transportation of Danang City
	25	27	TAP	Establishment of Energy Management Training Center
	26	28	T	Project for Promoting E-customs in Vietnam
Thailand	27	29	T	Strengthening Environmental Management and Linkages among Central, Regional, Provincial and Local Levels
Philippines	28	30	T	Improvement of Quality Management for Highway and Bridge Construction and Maintenance (Phase I)
		31	T	Improvement of Quality Management for Highway and Bridge Construction and Maintenance (Phase II)
	29	32	T	The Project for Capacity Development on Transportation Planning and Database Management in the Republic of the Philippines
	30	33	T	Project on Integrated Coastal Ecosystem Conservation and Adaptive Management under Local and Global Environmental Impacts in the Philippines (SATREPS)
Cambodia	31	34	T	The Project for Improving Maternal and Newborn Care through Midwifery Capacity Development
	32	35	T	Strengthening Human Resources Development System of co-medicals in Cambodia
	33	36	T	Project for Productions of Integrated Digital Terrain Model and Electronic Navigational Chart in the Kingdom of Cambodia
Indonesia	34	37	T	Project for Climate Variability Study and Societal Application through Indonesia-Japan "Maritime Continent COE"- Radar-Buoy Network Optimization for Rainfall Prediction
Fiji and Solomon	35	38	T	The Strengthening Community-Based Disaster Risk Management Project
India	36	39	T	Master Plan Study on the Introduction of Intelligent Transport System (ITS) in Bengaluru and Mysore
Nepal	37	40	G	The Project for the Improvement of Community Access
Afghanistan	38	41	T	Urban Health System Strengthening Project
	39	42	T	Project on Enhancing Women's Economic Empowerment in Afghanistan
Sri Lanka	40	43	T	The Project for Training of Frontline Officers in Community Development in Conflict Affected Areas in Sri Lanka
	41	44	T	Capacity Development Project for Creating Digital Elevation Model Enabling Disaster Resilience
Bangladesh	42	45	TAP	The Project for Advancing NRW Reduction Initiative (PANI) of Chittagong WASA
China	43	46	T	The project for promotion of municipal solid waste recycling
Kyrgyz	44	47	T	Project for Capacity Development for Maintenance Management of Bridges and Tunnels
Mongolia	45	48	T	Project for Capacity Building of Public-Private Partnership in Mongolia
Tajikistan	46	49	G	The Project for Improvement of Medical Equipment and Water Supply and Drainage Facilities for Maternal and Child Health Care Institutions
	47	50	T	The Project for Improvement of Road Maintenance
Papua new Guinea	48	51	T	Project for the Study on Lae-Nadzab Urban Development Plan
Cuba	49	52	T	The Project for Capacity Enhancement of Groundwater and Seawater Intrusion Management
Honduras	50	53	G	Micro-Hydroelectric Power Generation Project in the Metropolitan area of Tegucigalpa
Brazil	51	54	TAP	Project for Improvement of Operation and Maintenance of Water Supply and Sewerage Systems in Parana State
Panama	52	55	T	Comparative Studies of the Reproductive Biology and Early Life History of Two Tuna Species Yellowfin Tuna and Pacific Bluefin Tuna for the Sustainable Use of These Resources
Paraguay	53	56	TAP	Project for Capacity Development of Distribution Network Management of ESSAP
El Salvador	54	57	T	Production Improvement and Extension of Shellfish Aquaculture Project
	55	58	T	Supporting the small-scale farmeres in the Eastern Region
Nicaragua	56	59	T	The Project for Enhancing Integrated Service Delivery for Social Risk Prevention and Attention for Families and Communities
Ecuador	57	60	T	Integrated Sustainable Rural Development in the Province of Chimborazo
	58	61	TAP	Project for Reactivation of "Catarama River Basin Irrigation Project"

*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
Chile	59	62	T	Research Project on Enhancement of Technology to Develop Tsunami-Resilient Community
Peru	60	63	TAP	Project for Improving Livelihood of Small-Scale Farmers in Cajamarca
Kenya	61	64	TAP	The Project for Capacity Development of Solid Waste Management of Nairobi City
	62	65	T	Project for Development of Rapid Diagnostics and the Establishment of an Alert System for Outbreaks of Yellow Fever and Rift Valley Fever
	63	66	TAP	Project for Technical Assistance to Kenya Ports Authority on *Dongo Kundu* Port, Mombasa Master Plan
	64	67	T	Project on Capacity Development for Effective Flood Management in Flood Prone Areas
Malawi	65	68	T	Institutional and Human Resource Development Project For One Village One Product Programme (OVOP)
		69	T	Strengthening the Capacity of OVOP Programme for Delivering Services to OVOP Group in Malawi
	66	70	G	The Project for Introduction of Clean Energy by Solar Electricity Generation System
	67	71	T	Sustainable Land Management Promotion Project
Nigeria	68	72	G	The Project for Introduction of Clean Energy by Solar Electricity Generation System
	69	73	T	Rice Post-Harvest Processing and Marketing Pilot Project in Nasarawa and Niger States
Mozambique	70	74	T	The Project for Development of Local Industry through One Village One Product Movement
Guinea	71	75	T	The Large Scale Topographic Mapping Project for Sustainable Development in Conakry City and its Surrounding Area
Cameroon	72	76	T	Establishment of Sustainable Livelihood Strategies and Natural Resource Management in Tropical Rain Forest and Its Surrounding Areas of Cameroon: Integrating the Global Environmental Concerns with Local Livelihood Needs
Ethiopia	73	77	G	The Programme for Emergency Water Supply for Addressing Climate Change
	74	78	T	Project for Groundwater Resources Assessment in the Middle Awash River Basin
	75	79	T	Capacity Development Project for Countermeasure Works for Landslide
	76	80	T	Project on Community Tourism Development through Public-Private Partnership in Simien Mountains National Park and Surrounding Areas
	77	81	T	The Project for Formulating Master Plan on Development of Geothermal Energy in Ethiopia
	78	82	G	The Project for Water Supply to Small Cities in Southern Part of Amhara Regional State
Ghana	79	83	T	Studies of Anti-viral and Anti-parasitic Compounds from Selected Ghanaian Medicinal Plants (SATREPS)
	80	84	T	The Project on Electrical Engineers Training for African Countries (EETA)
Dibouti	81	85	G	Project for Construction of Patrol Vessels for Enhancing the Ability to Secure Maritime Safety and Security
Uganda	82	86	T	Project for Capacity Development in Planning and implementation of Community Development in Acholi Sub-Region
	83	87	T	Project on Irrigation Scheme Development in Central and Eastern Uganda
Tanzania	84	88	T	Technical Cooperation in Strengthening the Backstopping Capacities for the DADP Planning and Implementation
		89	T	Project for Strengthening the Backstopping Capacities for the DADP Planning and Implementation under the ASDP Phase 2
	85	90	T	The Project for Enhancement of Water Supply Management of Zanzibar Water Authority
		91	T	Project for Enhancement of Water Supply Management of Zanzibar Water Supply Authority Phase 2
	86	92	T	Rural Road Maintenance System Development Project
	87	93	T	Formulation and Training of the Guideline of the DADP Guidelines on Irrigation Scheme Development
	88	94	T	The Rural Water Supply and Sanitation Capacity Development Project
		95	T	Rural Water Supply and Sanitation Capacity Development (RUWASA-CAD) Project Phase 2
	89	96	T	Technical Cooperation in Capacity Development for the ASDP Monitoring and Evaluation System (The Phase 1 Project)
		97	T	Project for Capacity Development for the ASDP Monitoring and Evaluation System Phase 2 (The Phase 2 Project)
	90	98	T	Project for Capacity Development for Local Government Training Phase 2
Zambia	91	99	T	Strengthening Teachers' Performance and Skills (STEPS) through School-Based Continuing Professional Development Project
Mauritius	92	100	T	Project for Landslide Management
	93	101	T	Project for Capacity Development on Coastal Protection and Rehabilitation
South Africa	94	102	T	Prediction of Climate Variations and Its Application in the Southern African Region
Côte d'Ivoire	95	103	T	Digital Topographic Mapping Project for Urban Infrastructure Development
	96	104	T	Project for the Development of Urban Master Plan in Greater Abidjan
Senegal	97	105	T	Project on the Improvement of Educational Environment Phase I
		106	T	Project on the Improvement of Educational Environment Phase II
	98	107	T	Strengthening Mathematics, Science, and Technology Education Project (PREMST) Phase 2
	99	108	T	Project for Updating Dakar Urbanization Master Plan by the Horizon 2025
Burkina Faso	100	109	T	Project of Teacher Training Improvement in Science and Mathematics at Primary Level Phase II
	101	110	T	The Project for the Formulation of Master Plan for the Market-Oriented Agriculture in Burkina Faso (PAPAOM)
Togo	102	111	T	The Project for the Study on Togo Logistics Corridor Development
Egypt	103	112	T	Project for Drainage Water Quality Control for Irrigation in Middle Delta
	104	113	T	The Project for Improvement of the Bridges Management Capacity
Palestine	105	114	T	Project for Improvement of Local Finance System in Palestine
	106	115	T	Project for Sustainable Tourism Development through Public Private Partnership (Phase 2)
	107	116	G	The Project for the Improvement of Solid Waste Management in the West Bank
Jordan	108	117	T	Sustainable Community Tourism Development Project in As Salt City
Tunisia	109	118	T	Project for Strengthening the Capacity for Tourism Promotion
	110	119	T	Project on Regional Development Planning of the Southern Region in the Republic of Tunisia
Morocco	111	120	T	Capacity Development of Fisheries Resources Monitoring for Sustainable Management of Small Pelagic Resources in the Kingdom of Morocco
	112	121	T	The Project for Capacity Development for Solid Waste Management in Tiznit Commune and Neighboring Communes
Bosnia and Herzegovina	113	122	T	The Project for Confidence-Building in Srebrenica on Agricultural and Rural Enterprise Development
	114	123	T	The Project for Confidence-building through Rural Development

Republic of the Union of Myanmar

Grant Aid

The Project for Urgent Improvement of Water Supply System for Yangon City

The project realized stable water supply by improving the water supply facilities.

External Evaluator: Tomoko Tamura, Kaihatsu Management Consulting, Inc.

Overall	
A	
Effectiveness and Impact	3
Relevance	3
Efficiency	2
Sustainability	3

Project Description

Grant limit/Actual Grant amount:
1,900 million yen/1,851 million yen

Exchange of notes: May 2013

Project Completion: May 2016

Implementing agency:
Water Resource & Water Supply Authority, Yangon City Development Committee

Overall Goal:
Improve living environment of the local community.

Project Purpose:
Improve water supply services corresponding to the rapidly increasing demand for water.

Output:
Rehabilitate the facilities in need of urgent improvement in Yangon City.

Transmission and distribution pumps installed by the project at the Nyaunghnapin First Phase Water Treatment Plant

Effects of Project Implementation (Effectiveness, Impact)

The following three components were implemented in the project and produced sufficient effect.

(1) Pumps at the Nyaunghnapin First Phase Water Treatment Plant, which provided 40% of the total water supply of the Yangon City, were replaced in the project because they had been severely aging and out of order. As a result, the pumps are fully running, and the expected average daily operating hours was almost achieved. The amount of water transmitted by the pumps increased significantly as well.

(2) Traffic flow at the Kaba Aye Pagoda Road had been interrupted frequently due to repairs of burst to the distribution main pipeline at the road. However, no traffic interruption due to pipeline bursts had occurred after the pipeline was renewed in the project.

(3) Leakage rate, water pressure and water volume were improved considerably as a result that the distribution network in the pilot area in Yankin Township was renewed. Improvement in the water supply services, including increased hours of water supply, resolution of the problem of water cuts, increased water pressure and quantity were realized in the project beneficiary area. It was found, for examples, that water is reached to the 4th floor of apartment complexes without using a pump; and water supply resumed after completion of the project in an area where water had not been supplied for the past 20 years.

There are also examples that the improved water supply services enhanced the convenience of life and improved hygienic behavior of the people. The project contributed to improving the living environment of the local community. Therefore, effectiveness and impact of the project are high.

Relevance

Improvement of water supply and sanitary conditions was a priority issue for Myanmar from the time of project planning to the ex-post evaluation. There was a high need for improvement of water supply services in Yangon City because there were problems such as water cuts, low water pressure, limited hours of water supply and water leakage. The project was consistent with Japan's ODA policy. Therefore, the relevance of the project is high.

Efficiency

All planned facility construction was conducted according to the plan in general. A change in the number in the component of the renewal of distribution main pipeline was implemented in the consequences of actual measurement and confirming the necessity. The target area of the component for the renewal of distribution network was expanded to around four times. Although the project cost fell within the planned budget, the project period was extended (145%); therefore, efficiency of the project is fair.

Sustainability

The staff required for the operation and maintenance of the facilities developed in the project are secured, and there were no problems relating to the technical aspects. The budget necessary for operation and maintenance of the facilities developed in the project has been secured. The operation and maintenance status of the facilities is generally favorable. As described above, sustainability of the project effects is high.

Conclusion, Lessons Learned and Recommendations

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

The District Metered Area (DMA) monitoring system introduced in the project had various problems after the installation; and required repairs and adjustments. At the time of the ex-post evaluation, the system was not fully utilized because of a new problem. The system was unable to receive flow rate data continuously after a change in the internet communication environment. A system, which requires software and internet communication service, such as the above-mentioned system, can have problems that cannot be solved with the knowledge acquired through the initial technical training on operation. As for the lessons learned in this project, it was needed to ensure a prospect for the follow-up work of these problems and the cost burden for the purpose at the time of newly introducing such a system.

As reccomendations to the Executing Agency, the following points were

raised: taking necessary measures in order to make the DMA monitoring system functioning and utilized properly; and cleaning the filters of the consumer water meters regularly approximately once a year.

It is planned to install DMA monitoring systems in two ongoing Japanese ODA loan projects in Yangon City. Therefore, JICA is recommended to continue monitoring the status of usage of the DMA monitoring system introduced in the project and to utilize the lessons derived from the monitoring.

The project improved water pressure and quantity at a house in Yankin Township

The project improved water pressure and quantity at a primary school in Yankin Township

Table Status of Achievement of the Indicators of each Component

Indicators	Baseline	Target	Actual	
	2012	2018 (3 years after project completion)	2019	
			Value	Level of Achievement
(1) Transmission time at Nyaunghnapin First Phase Water Treatment Plant (pump operation hours/day/unit)	16.7	24.0	22.9	95%
(2) Number of bursts of the distribution main pipeline	17 times/2 years	0/year	0/year	100%
(3) Water leakage rate at the target area in Yankin Township	Over 50%	10%	8% or less	100%

Source: The baseline and target figures refer to the preparatory survey report, and the actual figures are based on the responses to the questionnaire of the ex-post evaluation.

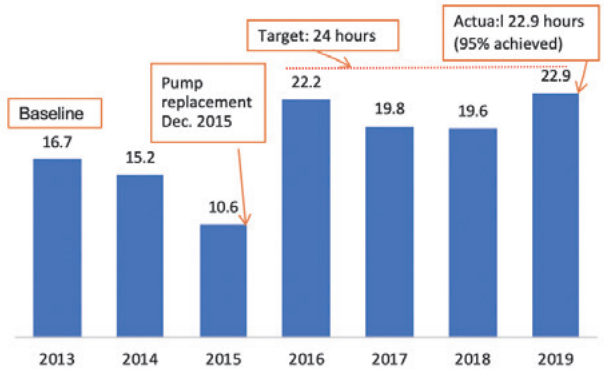


Figure 1 Average Operating Hours per day of the Pumps at the Nyaunghnapin First Phase Water Treatment Plant (Unit: hour/day/unit)

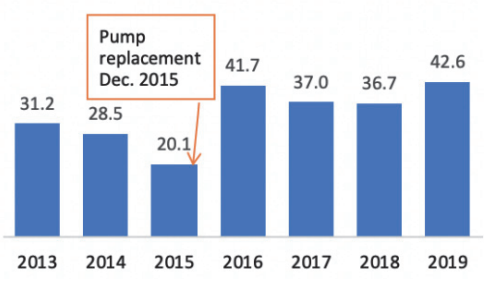


Figure 2 Average Water Transmission Volume per day of the Pumps at the Nyaunghnapin First Phase Water Treatment Plant (Unit: Million Gallons/day)

Source: Prepared by the evaluator based on the responses to the questionnaire of the ex-post evaluation.

Key Point of Evaluation — Timely and multi-dimensional assistance for improving water supply services in Yangon City

Water supply facility in Myanmar was developed in 1842 during the British colonial-era. The facility, including water conduits, transmission and distribution pipelines were not renewed properly and continued to be aging. JICA conducted a development study named "The Study on Improvement of Water Supply System in Yangon City in the Union of Myanmar" in 2002 with the aim of improving the system by 2020. However, the plan proposed in the study was hardly implemented because of financial difficulties under the military rule. After the transition to civilian rule in 2011, Japan started assistance for the first time in 12 years after receiving a request from the Myanmar government. This project developed the facilities identified most urgent and important in a study conducted by the Ministry of Economy, Trade and Industry of Japan at that time. Forty percent of the total water supply of the city would have stopped if the water transmission and distribution pumps at the Nyaunghnapin First Phase Water Treatment Plant had not been renewed in this project. This project made a speedy response possible to such an urgent need.

In parallel with this project, JICA conducted the "Preparation Survey on the Project for the Improvement of Water Supply, Sewerage and Drainage System in Yangon City in the Republic of the Union of Myanmar" in 2012 with an aim of updating the above-mentioned study conducted in 2002. This survey set the targets of water supply services in Yangon City and showed the path to achieve them. It was an indispensable arrangement for implementation of the subsequent programs responding to a rapid increase in population and water demand of the city. At present, Yangon City has been working on improving water supply services by utilizing technical and financial assistance from Japan in multiple dimensions, such as technical cooperation projects and dispatch of experts with a collaboration of Fukuoka City and Tokyo Metropolitan Government, ODA loan projects for constructing large-scale water purification plants, and grant aid with a service concession arrangement project of the Ministry of Foreign Affairs of Japan.

Republic of Honduras

Technical Cooperation

The Project for Strengthening of the Capacity Development of Local Governments for Regional Development (FOCAL II)

Putting people in charge of development - fostering a planning culture for local development through the diffusion of a new method.

External Evaluator: Hajime Sonoda, Global Group 21 Japan, Inc.

Overall	
A	
Effectiveness and Impact	3
Relevance	3
Efficiency	2
Sustainability	3

Project Description

Total cost: 379 million yen

Period of cooperation: October 2011 – November 2016

Partner contry's implementing organizations:
Secretary of Human Right, Justice, Governance and Decentralization (SDHJGD)

The number of experts dispatced:
(long term) 3/ (short term) 4

The number of technical training participants:
Training in Japan: 26 participants
Third country training: 1 participant

Main equipment provided:
Vehicle, PC, office equipment, etc.

Overall Goal:
Establish the system of implementation of the FOCAL process at the national level through the associations of municipalities (AMs) and the municipalities within the framework of the National Vision and the National Plan.*1

Project Purpose:
The FOCAL process is applied in the selected municipalities through the collaboration of the AMs, in order that the use of local funds and human resources is optimized and people can participate in local development.

Output:
1. The SDHJGD, in coordination with other institutions, is able to extend the FOCAL process.
2. The selected associations are strengthened through the FOCAL process and can provide technical assistance to municipalities.
3. The selected municipalities acquire skills through the FOCAL process and the capacities for local development are strengthened.
4. SDHJGD in cooperation with the Association of Municipalities of Honduras (AMHON) and other related organizations is able to support the sharing and dissemination of knowledge and experience about FOCAL process among local governments.

Street improved through resident participation (Municipality of El Porvenir)

Effects of Project Impelementation (Effectiveness, Impact)

The Project was implemented for its stated purpose of "the FOCAL process is applied in the selected 136 municipalities through the collaboration of 30 AMs. In the FOCAL process, a community development plan is prepared to address priority projects based on issues and needs identified through community participation,and then,a municipal development plan is prepared. Since the projects are implemented with the participation of residents and with the consensus of the community, the project cost is reduced through the active contribution of the residents, and a high level of commitment from the residents to the operation and maintenance of the developed infrastructure facilities is ensured. The municipal development plan prepared by the FOCAL process is more consistent with the needs of the residents, and the project cost is reduced. As a result, it can be said that the fulfillment of basic services such as road improvement, education and health facility development, and water and sewage system development is more appropriate and efficient than before. In addition, the FOCAL process has also contributed to strengthening the trust between the municipality and its citizens, strengthening the capacity of the munitipality, and attracting external funding by the municipality and the community. During the implementation of the Project, the implementation of the FOCAL process was institutionalized in accordance with the regulations promulgated by SDHJGD, and the sheme for implementing the FOCAL process was subsequently established nationwide through the Project and subsequent technical cooperation*2. Therefore, the effectiveness and impact of the Project are high.

Relevance

In the policy and development needs of Honduras, both at the time of planning and at the time of termination of the Project, the importance of strengthening the capacity of local governments to be the recipients of decentralization was high. The methods to properly plan and implement municipal public investment projects was also recognized as impotant issues. It was also highly consistent with Japan's ODA policy at the time of its planning. Therefore, the relevance of this project is high.

Efficiency

The personnel who were involved in the development and dissemination of the FOCAL process in the earlier technical cooperation continued to be involved in the implementation of the Project as experts and local consultants, and the fact that they were able to fully utilize their experience in the earlier technical cooperation led to the efficient implementation of the Project. Although the project period was within the plan, the project cost exceeded the plan. Therefore, the efficiency of the Project is fair.

Sustainability

Although there is a need to improve the staffing structure for the operation of the FOCAL process at SDHJGD, the AMs, and the municipality, no major problems have been observed concerning the policy background and organizational, technical and financial aspects. Therefore, the sustainability of the project effects is high.

*1: The term "FOCAL" is an abbreviation of the project title in Spanish, meaning "the capacity development of local areas (*Fortalecimiento de Capacidados Locales*)" of the previous "Project for Capacity Development in the Western Region of the Republic of Honduras". The previous project established "an appropriate model to properly socialize, formulate, execute, manage, operate and maintain projects for the consolidation of social infrastructure" and the present Project disseminated such model nationwide. The method involved is called the FOCAL process in Honduras.
*2: Advisor for Strengthening of Local Governance Capacity (June 2017 - June 2019)

Classrooms built in accordance with the community development plan (Municipio de San Antonio del Norte)

Tourist facilities developed through residents' initiatives (Municipio de Yamaranguila)

Conclusion, Lessons Learned and Recommendations

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

As for the recommendations, in the 15 years since the FOCAL process was developed through prior technical cooperation, the FOCAL process has been disseminated nationwide and significant progress has been made, including institutionalization. In light of the fact that various experiences have been accumulated in many AMs and municipalities, it is suggested that SDHJGD completely review the methodology and operation of the FOCAL process by gathering various experiences and opinions from the field. In addition, it is necessary to strengthen the staffing structure of SDHJGD's Municipal Planning Unit, to establish a dedicated unit for FOCAL process and promote human resource development in all municipalities,

As lessons learned, through the experience of the Project, in technical cooperation aiming at the formation and dissemination of models, it is important to create momentum for dissemination by widely sharing the usefulness and achievements of the model with government officials and donors。 It would contribute to maintain technical continuity throughout the support period, and to systematically and continuously work for institutionalization. The importance of the role of JICA Honduras Office in the preparatory period of technical cooperation was also recognized.

Table Advantages of the FOCAL Process According to AMs and Municipalities (Ratio of AMs and municipalities responding in the affirmative)

Advantages of the FOCAL Process	AMs	Municipalities
● Implementation of projects in accordance with residents' needs and priorities	87%	90%
● Secured transparency in planning and implementing projects	73%	59%
● Facilitation of resident participation	60%	54%
● Strengthening of the relationship of trust between the municipality and residents	27%	46%
● Facilitation of obtaining external funding by NGOs, donors, etc.	33%	29%
● Advancement of the empowerment of residents	13%	15%
● Facilitation of obtaining central government grants	0%	0%
● Strengthening of the municipality's own funding sources	0%	0%
● Others	0%	0%

Source: Questionnaire survey as part of the ex-post evaluation (15 AMs and 41 municipalities responded)
Note : The respondents were given all choices and asked to select up to three.

Key Point of Evaluation

Changes of Municipal Governance and Communities Due to Introduction of the FOCAL Process

In Honduras, prior to the introduction of the FOCAL process, municipal development plans were created based on projects proposed by mayors and muncipal council members, but the criteria for their adoption were unclear and depended exclusively on the political party affiliation and bargaining power of the village representatives. The FOCAL process has brought order and a medium-term perspective to the municipal development planning, and better projects based on the needs and consensus of the residents have been adopted. It can be said that the "planning culture" that has been lacking in Honduras' local government has begun to take root. As one mayor recalls;

When I became mayor, I thought about selling my own ideas for municipal development to donors and NGOs to obtain their financial support so that many beneficial projects could be implemented. However, my ideas did not necessarily reflect the needs of the citizens. As we have the FOCAL process now, the concept of a mayor leading municipal development is no longer tenable. Residents are the main actors in development, and the role of a mayor is to facilitate the participation of citizens and to organize the traffic of the discussion.

There has been a change in the attitude of the residents, who used to just wait for support from outside. For example, residents of one village thought that solving their village's problems was a job for the national government or the municipality. However, the village leaders who received training through the Project realized that they can develop their village by themselves if they work together. And in the project to maintain the village streets, the villagers provided construction materials and labor, which allowed the paved section to be extended nearly twice as long with the same budget. The villagers take great care in maintaining the roads, for example, prohibiting the passage of heavy machinery. The head of the village community speaks of his aspirations, "Seeing the villagers awaken and raise their self-esteem has strengthened my love for the village. I hope that the village will continue to work as one, together with the municipality and other support organizations."

India

ODA Loan

Bangalore Metro Rail Project/ Bangalore Metro Rail Project (II)

Initiatives of Bangalore Metro: Coordination with other modes of transport and interaction with citizens

External Evaluator: Yumiko Onishi, IC Net Limited

Overall	
B	
Effectiveness and Impact	2
Relevance	3
Efficiency	2
Sustainability	3

Project Description

Loan amount/Disbursed amount:
(I) 44,704 million yen / 38,181 million yen
(II) 19,832 million yen / 19,659 million yen

Loan agreement: (I) March 2006 (II) June 2011

Terms and conditions:
Interest rate: (I) 1.3%, (II) 1.4% (for civil work), 0.01% (for consulting services)
Repayment period: 30 years (10 years grace period)
Conditions for Procurement: general untied

Final disbursement date: June 2017

Executing agency:
Bangalore Metro Rail Corporation Limited(BMRCL)

Overall Goal:
To promote regional economic development and improve the urban environment in Bangalore, the State capital of Karnataka in South India.

Project Purpose:
To cope with the increasing traffic demand in Bangalore through mitigation of traffic jams and decrease of pollutions caused by increasing motor vehicles.

Output:
Construction of mass rapid transportation system

Maintenance at a depot

Effects of Project Implementation (Effectiveness and Impact)

Caused by lesser number of ridership than originally expected, operation and effect indicators such as number of running trains, volume of transportation and income from passengers have not reached the target, except operating rate, keeping the achievement rate of the Project 29-77%. While last mile connectivity (linkage between a metro station and the destination or the point of departure) not necessarily being secured among others reasons is causing less ridership, it has been on increase since the commercial operation started as initiatives such as improving the access to metro station and procurement of additional coaches are implemented. Metro is becoming an important means of transport for the people of Bangalore, and improvement in various indicators are expected in the future. Based on the interviews conducted to the passengers at the time of ex-post evaluation and third-party survey, it is confirmed that the Project is contributing to reducing traffic congestion and air pollution in Bangalore, as well as to promote reginal economic development to a certain extent. With land acquisition for the Project, 169 households from slum area have been rehabilited in two resettlement areas prepared by the Bangalore Metro Rail Corporation Limited (BMRCL), the executing agency, and no particular issues was observed. As regards to impact on natural environment, necessary actions were taken during the project implementation, and no specific adverse impact was seen. Therefore, the effectiveness and impact are fair.

Relevance

Development of mass rapid transport system has been given important position in Indian policy since the 1990s until the time of ex-post evaluation. In Bangalore, urban transport network depending on surface transport was reaching its limit due to increasing number of vehicles and limited land availability for widening the road.

Moreover, air pollution caused by the poor quality of fuel and the use of outdated engines is a serious issue from the time of the appraisal to the ex-post evaluation, and thus the need for the Project continues to exist. Consistency with the Japan's ODA policy is also confirmed, and the relevance of the Project is high.

Efficiency

In the Project, extension of South-North line was included after the Project started based on the master plan of Bangalore City. In addition to the extension, because of escalation of the prices of materials and equipment due to the delay in the project and the cost of the additional underground civil works, Tranche II was provided as additional loan; however, the project cost was within the plan. Delay in the project was mainly caused by delay in underground civil works caused by hard rocks and contractors running short of funds. Because the project period exceeded the plan, the efficiency of the project is fair.

Sustainability

BMRCL, which is the institution in charge of operation and maintenance (O&M), has no particular issue as regards to institutional arrangement and technical aspect. Share of the fare revenue in the O&M cost was 64% in the opening year, and it has been more than 100% thereafter, and thus, the fare structure does not seem to pose any issue for meeting the O&M cost. Moreover, BMRCL is working hard to increase the advertisement revenue, and its financial status appears to be sound. Therefore, the

Inside a metro station

Installation made in coordination with a local college at Peenya Station

Conclusion, Lessons Learned and Recommendations

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

A lesson learned from the project is coordination with other modes of transport, which has helped in enhancing the convenience and mobility for people. Importance of integrating the metro with other modes of transport has been pointed out in India even before the project; however, coordination with multiple transport agencies has not been easy. Nevertheless, From the time of project formulation, the project consciously coordinated with Indian Railways, long distance buses, and city buses while it was constructing the metro network and stations. This has resulted in several stations in the metro lines where transfer to other transport modes can be easily made. To integrate with other transport modes after the construction of metro lines requires changes in the design of stations, thus, by making coordination from the project formulation stage, the project could avoid situation such as changing the design after the project started. Filed visit during the ex-post evaluation survey and the interviews to the passengers confirmed that the integration between the metro and other transport modes is convenient for the users who come from outside the city, and is contributing to gaining some degree of ridership. To connect to Indian Railways, land had to be provided by Indian Railways to construct a passageway from the metro on the land owned by the railway. Although it took time to secure the land, the project negotiated persistently and repeatedly with other transport institutions and enhanced the convenience and mobility of people using transport.

Table Operation and effect indicators

Indicator	Target	Actual			Achievement (Actual in FY2019/ Target)
	2015 (2 Years After Completion)	FY2017*	FY2018	FY2019 (2 Years After Completion)	
Operating rate (%/year)	92	100	100	97	105%
Running distance (thousand km/day)	16.12**	10.20	12.37	11.78	73%
Number of running trains (two directions/day)	780***	505	586	542	70%
Volume of transportation (million man km/day)	10.12	2.72	3.46	3.74	37%
Income from passengers (INR million/day)	17.0	7.70	9.72	10.59	62%
Ridership (persons/day)	1,020,000	299,197	366,407	393,799	29%****

Source: Materials provided by JICA, BMRCL

* The fiscal year in India is from April to March of the following year.

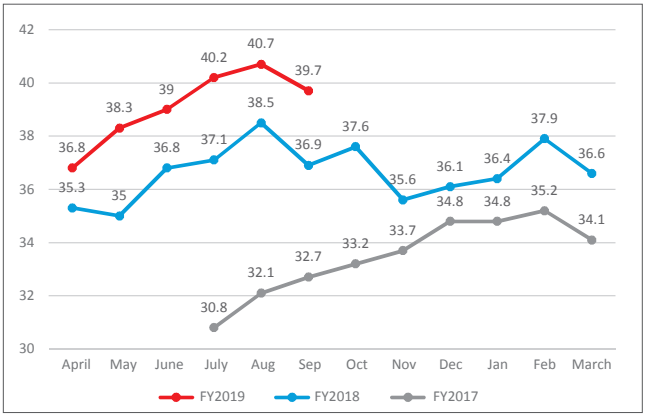
** At the time of the appraisal, it was calculated as network length x number of running trains x round trips x number of coaches = 48.3 thousand km/day. However, BMRCL normally uses the following formula: running distance = number of running trains x network length. Thus, the target anticipated at the time of the appraisal has been re-calculated.

*** In the documents at the time of the appraisal, the number of running trains was 390 based on one-way trip (single direction), but round trip (two directions) was used to compare with the actual.

**** Target was for the year of full commercial operation. Therefore, 2017 was used as the year of comparison for achievement.

Figure Average daily ridership

Unit: Thousand persons/day



Source: BMRCL

Key Point of Evaluation

As characteristics of the project, two aspects stand out. One is the enhancement of convenience and mobility through integration with other mode of transport as described above. Another is use of metro as space for interaction with citizens as described below.

For instance, in several station of Bangalore Metro, a local college is undertaking the "Art in Transit" initiative using the space in and out of the stations. The initiative provides opportunities for the people in transit to think and discuss Bangalore's history, identity, and social issues, while the works of students studying art, design, and technologies are displayed and the space is used for experiment. Metro entrance and exits, which are not currently in use, are turned into studio space for Art in Transit, and at times, theater and workshops are conducted there, and some people come to the stations for such events even if they do not use the metro.

Moreover, the vicinity of the Peenya station, adjoining industrial zone, has had a dusty and dim image, but a student who took part in Art in Transit walked around the neighborhood of Peenya and photographed the colors of the area. From the photographs, she took out the vibrant hues of the area, and set up an art object in the station using them. The object helps passers-by feel at ease. Furthermore, BMRCL uses the space under the elevated MG Road station as small theater, gallery and children's park. BMRCL turned the space, which had been a walkway before the metro construction, into new space for the community.

Republic of Ghana

Technical Cooperation

The Project for Improvement of Maternal and Neonatal Health Services Utilising CHPS System in the Upper West Region

Human resources development, institution-building, and community participation for improving maternal and neonatal health services

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

Overall	
B	
Effectiveness and Impact	3
Relevance	3
Efficiency	2
Sustainability	2

Project Description

Total cost: 1,100 million yen

Period of cooperation: September 2011 – September 2016

Partner country's implementing organizations:
Ghana Health Services (hereinafter referred to as GHS)

The number of experts dispatched:
25 persons

The number of technical training participants:
21 persons (6 for Country-focused Training in Japan, 6 for Country-focused/Thematic Training, 8 for Group Training, 1 for Training Program for Young Leaders)

Main equipment provided:
Equipment for the project office and training (PC, photocopy machine, cabinets, chairs, generators, flip chart stand), car, etc.

Overall Goal:
Maternal and Neonatal Health (MNH) services in Upper West Region (UWR) is continuously improved

Project Purpose:
Improve MNH services utilizing Community-based Health Planning and Services (CHPS) system in UWR

Output:
1. Capacity building on MNH services improved
2. Systems for MNH services strengthened
3. Community mobilization and support systems on MNH strengthened

A CHPS Compound at the community where maternal and neonatal health services are provided

Effects of Project Implementation (Effectiveness, Impact)

As for the achievement status of the project purpose, i.e., improvement of maternal and neonatal health services, at the time of project completion, the achievement of three indicators (proportion of those receiving antenatal care (ANC), skilled delivery, and postnatal care (PNC)) out of four was high. Concerning the remaining one indicator (coverage and correct use of partograph, which shows the progress of delivery, as well as postpartum observation sheet), the correct use achieved the target, although the coverage did not. Hence, the achievement status of the project purpose is assessed to be high. With regards to the overall goal, three indicators out of four (concerning the proportion of those receiving ANC, PNC, skilled delivery and so on) have been achieved, showing the project effects almost as planned. In addition, the achievement status of the project purpose remained to be high from the project completion to the time of ex-post evaluation, except for Indicator 4 concerning partograph and postpartum observation sheet. It is assumed to be brought by the continued achievement of the project outputs. As for other indirect effects, the project is regarded to have contributed to the improvement of maternal mortality ratio to some extent, owing to continued achievement of the project outputs, the project purpose, and complementary effects by other projects. Thus, the project's effectiveness and impact are high.

Relevance

The direction of the project, which is aimed at improving MNH services by utilizing CHPS, sufficiently corresponds with Ghana's development policies and development needs as well as with Japanese aid policy. Thus, relevance of the project is high.

Efficiency

The project costs and the project period exceeded the plan, due to frequent replacement and short length of stays of Japanese experts. On the other hand, the fields and quality of the Japanese experts were appropriate, and dispatch of them is regarded to have contributed to the achievement of the outputs. Therefore, the project has fair efficiency.

Sustainability

As the direction to promote CHPS is maintained, sustainability in terms of policy and political commitment is high. The sustainability from the institutional/organizational and technical aspects are assessed high. On the other hand, financial sustainability regarding training is high because of donors including the Phase 3 project, which succeeded this project, but low for the implementing organization. Thus, some minor problems have been observed in terms of financial aspect. Therefore, the sustainability of the project's effects is fair.

Conclusion, Lessons Learned and Recommendations

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

As for the recommendations, it is desired that District Health Management Teams (DHMTs) at UWR continue to regularly monitor the situation at the Health Centers and CHPS, which offer MNH services, on

the reprinting of partograph forms, postpartum observation sheets, and so on to avoid a situation in which recording information is not possible due to a shortage of forms. Regional Health Management Team (RHMT) is asked to continuously receive regular reporting on monitoring results from DHMTs. When necessary, it should try to solve the problem.

Concerning the lessons learned, firstly, in a technical cooperation project which conducts a wide variety of trainings, and the trainees' application of knowledge or skills gained through the training for their workplaces is essential for achieving the project purpose, it is important for the project team to conduct on-site monitoring, i.e., visiting the workplace for actually observing the utilization status of knowledge, instead of just compiling the data and reports received from those who are concerned. Secondly, in planning a technical cooperation project, for which support of construction of infrastructure or Japan Overseas Cooperation Volunteers (JOCV) dispatch for detailed assistance to local government is beneficial, it is important to have a program mindset, clarify a program objective, and formulate a program. Then, JICA can plan projects based on them.

Training of trainers for seminars at the communities

Table Achievement of Project Purpose by Project's Completion

<table>
<tr><th>Project Purpose</th><th colspan="2">Indicator</th><th>Achievement</th><th>Achievement Level</th></tr>
<tr><td rowspan="4">Improve maternal and neonatal health (MNH) services utilizing CHPS system in UWR. (High)</td><td>1</td><td>Proportion of clients receiving first trimester antenatal care is increased to 60%</td><td>56.9% (DHIMS2 data) (→94.8% of the target value) (Reference: 77.5% by the Endline Survey data)</td><td>High</td></tr>
<tr><td>2</td><td>Proportion of clients receiving skilled delivery in UW Region is increased to 70%.</td><td>62% (institutional delivery, DHIMS2 data) (→88.6% of the target value) (Reference: 83.4% by the Endline Survey data (skilled delivery))</td><td>High</td></tr>
<tr><td>3</td><td>Proportion of clients receiving first PNC within 48 hours is increased to 75% and second PNC within 7 days after delivery is increased to 75%</td><td>1st PNC: 93.4% (DHIMS2 data) (Reference: 77.5% by the Endline Survey data)
2nd PNC: 76.2% (The Endline Survey data. No DHIMS2 data)</td><td>High</td></tr>
<tr><td>4</td><td>Coverage and correct use of Partograph and postpartum observation sheet for the first 6 hours amongst applicable cases at SDHT improve to 90% (coverage) and 80% (correct use)
(unit: %)<table><tr><th></th><th>Coverage</th><th>Correct Use</th></tr><tr><td>Partograph</td><td>90</td><td>80</td></tr><tr><td>Postpartum Observation Sheet</td><td>90</td><td>80</td></tr></table></td><td>The achievement is shown below.
(unit: %)<table><tr><th></th><th>Coverage</th><th>Correct Use</th></tr><tr><td>Partograph</td><td>82</td><td>85</td></tr><tr><td>Postpartum Observation Sheet</td><td>51</td><td>85</td></tr></table></td><td>Medium</td></tr>
</table>

Source : Project Completion Report P.14-17. There was a gap between the actual values from DHIMS2 and those from the end-line survey. Considering the representativeness of the collected data, the data from DHIMS2–the national information system–were used as the primary data for this analysis.
Note 1 : The indication at the Achievement Level means as follows.
High (80% of or above the target level) Medium (50% ~ 79%) Low (Less than 50%)
Note 2 : DHIMS2 stands for District Health Information Management System 2.
Note 3 : SDHT stands for Sub-District Health Team.

Key Point of Evaluation — On-site monitoring to enhance training effects

This project aimed to improve MNH services by achieving three project outputs, i.e., human resources development, institution-building, and community participation. Varieties of training were conducted to wide varieties of people related to all project outputs. For this type of project, it is essential that the trainees actually utilize the knowledge they gained at the training at their medical workplace and so on in its proper context. In general, you can expect enhancement of trainees' knowledge to some extent, if you conduct appropriate training. However, whether or not the knowledge gained at the training is utilized at the workplace is influenced by varieties of factors, such as working environment, way of thinking of trainees' bosses, the continuance of trainees' motivation after training and so on. On the other hand, the target area of the project is the whole UWR, which is vast with harsh natural environment. In addition, the project targeted all the levels of its health administration, i.e., region, districts and sub-districts. Under these circumstances, the project team often visited the project sites in order to monitor the utilization status of the knowledge at the workplace. At the time of ex-post evaluation, counterparts including the trainees and their bosses at the project sites strongly recognized that "JICA would come to the site after the training to confirm whether the trainees actually utilize the knowledge they gained at the training." This recognition led to raising consciousness and creating tense relations in a good sense of the medical workers who participated in the training, that promoted the appliccation of the gained knowledge and skills for their duties. This eventually resulted in improvement of the performance at the project sites. This is regarded as a good example of a case that on-site monitoring is meaningful for enhancing project effects, although it takes time and manpower.

Bangladesh

ODA Loan

Telecommunications Network Development Project

Contributing to the development of information infrastructure by flexibly responding to changes in the surrounding environment, such as the communication technology innovations

External Evaluator: Katsuya Tokuda, Ernst & Young ShinNihon LLC

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

Project Description

Loan amount/Disbursed amount:
8,040 million yen / 5,076 million yen

Loan agreement: June, 2006

Terms and conditions:
Interest Rate: 0.01%
Repayment Period (Grace Period): 40 years (10 years)
Conditions for Procurement: General untied

Final disbursement date: June, 2015

Excecuting agency:
Bangladesh Telecommunications Company Ltd; BTCL

Overall Goal:
Contributing to the economic growth of Bangladesh through private sector development and facilitation of information flow

Project Purpose:
Improving the quantity and quality of telecommunications services in major cities of Bangladesh and their surrounding areas

Output:
Developing interconnection facilities for mobile and fixed telephone networks, international exchange equipment, and broadband access facilities

Interface device

Effects of Project Impelementation (Effectiveness, Impact)

The Project developed telecommunications infrastructure, such as interconnection facilities for mobile and fixed telephone networks, international exchange systems, and broadband access facilities. Thanks to the implementation of the Project, the internet capacity and number of lines used have increased, and a stable supply of high-quality telecommunications infrastructure and the smooth flow of information have been achieved to a certain extent.

The interviews with the beneficiaries of the Project have confirmed that the installation of inexpensive, stable, and high-speed Internet-related equipment have had an impact in facilitating the smooth information flow of the business in the broadcasting industry which needs to download and upload data-heavy files and content, such as videos in addition to promoting the telecommunications industry itself. On the other hand, the number of actual connections to the capacity of the broadband services expanded by the Project is limited, leaving some room for improvement in the effectiveness of the Project.

Therefore, effectiveness and impacts of the Project are fair.

Relevance

Both at the time of project appraisal and the ex-post evaluation, the expansion and modernization of the telecommunications network were and are considered to play a role in the country's economic growth and poverty reduction. Changes in development needs, occasioned by technological innovations have been addressed by flexible adjustments in the scope of the Project.

Based on the above, its relevance is high.

Efficiency

The main outputs of the Project have been largely achieved for the project objectives, except for those parts that required changes in the scope because of the changes in development needs and the delays in the commencement of the Project due to delays in the corporatization of BTTB. Although the project cost was within the plan (62%), the project period exceeded the plan (190%) because of delays in the commencement of the Project due to delays in the corporatization of BTTB as a precondition for the effectuation of the L/A.

Based on the above, efficiency of the Project is fair.

Sustainability

While the facilities installed by the Project are generally well-maintained and have been properly operated, minor problems were identified in terms of financial and institutional aspects, such as a lack of established maintenance standards and rules, as well as the shortage of management-level workforce, required for the appropriate operation and maintenance of the facilities.

Therefore, sustainability of the Project is fair. .

Conclusion, Lessons Learned and Recommendations

In light of the above, this Project is evaluated to be partially satisfactory. As lessons learned, there are important points to consider in planning projects with corporatzation as a precondition for the effectuation of the L/A, as well as understanding the uniqueness of

Broadband access facilities used by customers

Supply-side broadband access facilities

projects in the telecommunications sector. In this Project, the delays in corporatization as a precondition for the effectuation of the L/A and the subsequent delays in the commencement of the Project resulted in changes in the Project scope, while the precondition also had a significant impact on promoting reforms in the telecommunications sector. Therefore, it was necessary to consider all the risks posed by corporatization and the countermeasures to implement. Moreover, technological innovations take place faster in the telecommunications sector than in other sectors, and existing telecommunications technologies often become obsolete easily, hence when implementing a project in the telecommunications sector, in particular, the project must be shortened through rapid planning and implementation. When a project is to be set for a long period of time, both parties should agree, in the project appraisal, to review and adjust the plan flexibly with the status observed in the interim monitoring.

There are three recommendations to the Executing Agency: development of training mechanisms and systems to resolve the shortage of management -level workforce, clarification of maintenance standards and rules for sustainable operation of installed equipment, and strengthening of the marketing department and planning strategies to resolve the current situation that the number of actual connections to the capacity of the broadband services is limited due to the shortage of subscribers.

Table Status of achievement of outputs

		2013	2017	2019
		Before Installation (Baseline)	1 year after completion	3 years after completion
Fixed line phone	Capacity (millions)	1.47	1.46	1.63
	Actual subscribers (millions)	0.90	0.66	0.55
ADSL (Low speed Internet)	Capacity (number of lines)	47,000	89,000	89,000
	Actual subscribers	13,000	20,000	15,000
GPON (High speed Internet)	Capacity (number of lines)	N/A	110,000	110,000
	Actual subscribers	N/A	212	2,791
International phone call	Incoming calls (10 million minutes)	207.56	494.4	279.41
	Outgoing calls (10 million minutes)	3.64	2.32	1.23

Key Point of Evaluation — Flexible support in line with the local development needs based on a customer-centric approach

The Project is characterized by the following three features: delays in the commencement of the Project due to delays in corporatization, significant changes in the environment surrounding the Project including the development needs due to technological innovations in the telecommunications sector during that period, and the flexible adjustments in the scope of the Project. Specifically, at the time of the appraisal, the main objective of the Project was to expand fixed, mobile, and international telephone lines, but the significant decrease in demand for fixed-line phones, spread of mobile phones, and the sharp increase in demand for broadband line usage occurred through the technological innovations by the time corporatization process was completed. This Project is an example that demonstrated a certain level of effectiveness by flexibly changing the scope of the plan in line with the shifts in the development needs to meet the actual needs during the project implementation.

Furthermore, in this Project, there were delays in the commencement of the Project due to delays in corporatization as a precondition of the project implementation, which also resulted in changes in the scope of the Project. Thus, it was necessary to identify the risks that could arise due to the corporatization and to sufficiently consider the countermeasures to reduce or avoid them during the planning phase.

Republic of Kenya

Technical Cooperation

Sustainable Smallholder Irrigation Development and Management in Semi-Arid Lands Project

Strengthening the resilience to frequent droughts through participatory smallholder irrigation development

External Evaluator: Ayako Nomoto, International Development Center of Japan Inc.

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

Project Description

Total cost: 1,132 million yen

Period of cooperation: August 2012 – June 2016

Partner country's implementing organizations:
Ministry of Water & Sanitation and Irrigation, Ministry of Agriculture, and county governments where the pilot sites are located.
*In Kenya, devolution was introduced in 2013 with the new constitution enacted in 2010, and the country was divided into 47 local governments (counties).

The number of experts dispatched: 12 persons

The number of technical training participants: None

Main equipment provided:
Construction materials, construction equipment, and machines, equipment for training, vehicles, surveying equipment, GPS, and others.

Overall Goal:
Expected utilization of the proposed plan: Improved SIDEMAN (Sustainable Smallholder Irrigation Development and Management) model* is approved as a model for smallholder irrigation development and applied in Kenya.
*The model means participatory smallholder irrigation development management practices implemented following the participatory irrigation project guideline, IWUA framework, and staff training master plan.
Impact 1 (Expected goals through the proposed plan): Increase in the number of smallholder irrigation schemes in semi-arid lands using the proposed plan in this project.
Impact 2: The effectiveness of the SIDEMAN model is verified (stable irrigation water supply, improved farming technology, increased crop production, increased yield, and crop diversification at the pilot sites).

Project Purpose:
No Project Purpose was set for this project.
(As this project is a Technical Cooperation for Development Planning, it is not mandatory to set Project Purpose. This is because producing the outputs of the master plan, feasibility study, and others is generally a goal to be achieved within the project period.)

Output:
1. SIDEMAN model is improved.
2. Pilot projects are implemented.

An intake weir constructed by the project and irrigation water users association members

Effects of Project Implementation (Effectiveness, Impact)

This project was a Technical Cooperation for Development Planning to research how to apply a capacity development model for strengthening resilience to droughts to semi-arid lands.

At the completion of the project, a draft guideline for the model was developed, and the capacity of Irrigation Water Users Associations (IWUA) and farmers at the pilot sites (13 sites in total) was strengthened; however, the outputs were partially achieved because some of the smallholder irrigation facilities have not been completed (6 sites).

"Expected utilization of the proposed plan" to be achieved after the completion of the project was partially achieved, the guideline has not yet been formally approved; however, the revised guideline based on the experience of the project will be reflected in the Irrigation Regulation (2020), which was under development at the time of the ex-post evaluation. New smallholder irrigation development as an " Expected goals through the proposed plan" could not be verified because the model has not been formally approved.

As for the effects at the pilot sites, the irrigated area and the number of beneficiaries in the 6 irrigated sites where irrigation took place were 51% and 68% of the planned area, respectively, which was partially achieved.

Besides, stable and efficient distribution of water, increase in cultivated area and production, and diversification of crops were confirmed. Further, positive impacts were observed in terms of (1) increased agriculture revenue, farm income, and savings, (2) improved nutrition, (3) improved quality of life, (4) access to education, (5) expansion of farmland, and increased investment in agriculture. On the other hand, sites, where irrigated agriculture was not practiced, did not have the expected impacts.

Therefore, the effectiveness/impact of the project are fair.

Relevance

The relevance of the project is high. The project was consistent with the development plan that aimed at increasing the irrigated areas to ease Kenya's dependence on rain-fed agriculture. Also, the need for irrigation development was high as the actual irrigated area was small out of the total irrigable area, and the growth rate of the agricultural sector was affected by the lack of rainfall. This project was also in line with Japan's ODA policy to Kenya.

Efficiency

Outputs of this project were partially achieved, as the draft guideline based on the project model was prepared; however, the pilot projects were partially completed. Both the project cost and project period exceeded the plan due to the delays in the procurement process, changes in the project scope, and the delays in the construction in the part of the smallholder irrigation facility development.

Therefore, the efficiency of the project is fair.

Sustainability

Although policy and political commitment for the sustainability of project effects is assured, there are some challenges in the institutional/organizational, technical, and financial aspects such as the insufficient number of staff at the county level, weak set up for the technical transfer and upgrade, and insufficient budget for the irrigation development.

Therefore, the sustainability of the project effects is fair.

Conclusion, Lessons Learned and Recommendations

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

As for recommendations, the Kenyan side is recommended to consider taking measures for the sites where irrigation facilities were not completed/functional, and also JICA is recommended to follow-up the situation.

With regards to lessons learned, because the irrigation facility development works were not completed at the time of project completion and that some of the expected effects/ impacts were not produced as a result, it is necessary to determine the project scope and conduct an appropriate feasibility study at the time of project formation to avoid incomplete works when infrastructure development is part of a project.

Besides, during the implementation of this project, devolution progressed, and the overall development of small-scale irrigation became the responsibility of the county governments, so the county governments were also involved in this project. However, the responsibility for the remaining works after the completion of the project was not clearly decided between the central government and the county governments, and as a result, the remaining works have not been carried out.

If it was envisaged that the national government carries out the remaining works after the completion of the project, there was a need for greater involvement of the national government in the design and construction supervision phase to ensure the continuity of the remaining works and its responsibility. In that case, it is necessary to decide the feasible scale of the project (the number of sites), taking into account the implementation capacity of the counterpart country and the duration of the project.

Interviewing IWUA members

Canal developed by the project

Table 1 Status of achievement of outputs

Output	Indicator	Result
1. SIDEMAN model is improved.	–	Achieved: A draft guideline was developed upon completion of the project.
2. Pilot projects are implemented.	1. The number of smallholder irrigation facilities constructed in the pilot projects	Not achieved: Of the 13 sites in the pilot projects, eight sites had work remaining at the time of completion of the project. Of these, the remaining work on six sites had not been carried out at the time of the ex-post evaluation.
	2. Capacity enhancement of O&M of irrigation facilities and on farming technology	Achieved: Through the training, the farmers in the pilot sites gained knowledge on the management of the Irrigation Water Users Association (IWUA), which is necessary to strengthen resilience, and developed awareness on market-oriented farm management.
	3. Strengthening of the capacity of Ministry of Water and Irrigation staff for participatory irrigation development	Achieved: The workshops and training were conducted primarily for the Sub-County Irrigation Officer (SCIO) and Sub-County Agriculture Officer (SCAO) for the eight counties to which the pilot sites belonged. The content of capacity-building includes feasibility studies and design training, Training of Trainers (TOT) on IWUA capacity building training, contract management training, training of SCAOs on farming techniques, and others.

Table 2 Status of achievement of Overall Goal

Overall Goal	Indicator	Result
Expected utilization of the proposed plan Improved SIDEMAN model is approved as a model for smallholder irrigation development and applied in Kenya.	1.Status of approval of the model by the Government of Kenya	Partially achieved - The guideline developed under a preceding project was approved in August 2003 and distributed and used nationally. - The guideline was subsequently revised (most recently in 2018); however, they have not been approved or distributed because they are subject to the public participation process for approval and distribution as required by the Constitution of Kenya. In revising this guideline, the experiences and issues of the project have been incorporated.
	2.Status of the utilization of the model by the Government of Kenya	Partially achieved -The 2003 Guideline has been distributed throughout the country and is being well utilized. Besides, the guideline has significantly influenced policy. - At the county government level in the pilot sites, the model used in this project has been applied in smallholder irrigation schemes when transferring technology to farmers.
Impact 1 (Expected goals through the proposed plan) Increase in the number of smallholder irrigation schemes in semi-arid lands using the proposed plan in this project.	1.The number of smallholder irrigation schemes utilizing the proposed plan in this project.	Not verified -Verification is not possible because the model developed in this project has not been formally approved. - At the county level, where the pilot sites are located, interviews indicate that Kilifi County has used the experience of the project in 10 new irrigation schemes since the implementation of the project. The irrigated area is estimated to be between 1,000 and 3,000 acres.
	2.Irrigated area using the proposed plan in this project.	
Impact 2 The effectiveness of the SIDEMAN model is verified (stable irrigation water supply, improved farming technology, increased crop production, increased yield, and crop diversification at the pilot sites).	1.Irrigated area and the number of beneficiary farmers (the number of Irrigation Water Users Associations (IWUA) members who use the irrigation water)	Partially achieved The average of the irrigated area and the number of beneficiary farmers in the pilot sites (13 sites) are 26% and 31%, respectively (51% and 68%, respectively, excluding the 6 sites with 0% irrigated area).
	2.Technologies introduced	Partially achieved According to the interviews with farmers, they continue to develop a cropping calendar and conduct market research.
	3.Cultivated area, production, the yield of main crops, and diversification of crops	Partially achieved According to the interviews with the farmers, there has been an increase in the cultivated area and production, and diversification of crops (before the project, maize and cassava were the main products of rain-fed agriculture; however, after the project, okra, tomatoes, spinach, and kale have been grown).

Key Point of Evaluation — Impacts on irrigation development areas and incompleted areas

During the field visits for the ex-post evaluation, group interviews were conducted with approximately 100 members of IWUAs at pilot sites. In all of the sites where irrigation facilities were in operation, the following impacts were reported: (1) increased agricultural revenue, farm income, and savings from year-round production and production of high value-added crops; (2) improved food security and nutrition (especially for children); (3) improved quality of life such as upgrades of housing from mud-walled houses to permanent houses, and the ability to purchase vehicles; (4) ability to pay school fees, enabling children to go to school and receive a better education at private schools, and (5) expansion of farmland and investment in agriculture. However, in the sites where irrigated agriculture was not conducted due to inadequate irrigation facilities, the impact of incomplete infrastructure development on the project effects was significant, as the respondents expressed disappointment that the expected results were not achieved and anxiety about the uncertain future of the facility development.

In this regard, the lesson learned drawn is that in an irrigation project where infrastructure development is included in the scope, it is important to ensure that the construction is completed during the project implementation or to pay attention to the institutional set up of the post-completion of Japan' support for the case of incomplete construction.

Examples of Applying Lessons Learned from Past Projects

Application of Lessons Learned from Past Similar Projects to Ongoing and Future Projects

In order to address increasingly complicated development issues, JICA needs to apply lessons learned from its past projects to improve the effectiveness and efficiency of project implementation. With this recognition, JICA attaches great importance to the application of lessons learned from past project experiences and evaluation results to ongoing and future similar projects to improve the quality of actions in the PDCA cycle.

Below are actual examples of either implementing projects based on lessons learned from past projects or drawing useful lessons to improve ongoing and future similar projects, selected from among external evaluation results.

▶ Projects providing potentially useful lessons for ongoing and future similar projects

National Highway No. 1 Bypass Road Construction Project, National Highway No. 1 Bypass Road Construction Project (II), Cuu Long (Can Tho) Bridge Construction Project, and Cuu Long (Can Tho) Bridge Construction Project (II) in Viet Nam (ODA Loan)

These projects aimed to improve the efficiency of logistics and contribute to socioeconomic development in the Mekong Delta region by constructing the Can Tho Bridge crossing a tributary of Mekong River and related approach roads. During this construction, there was a tragic accident where tentative piers collapsed and caused the death of 54 people (as reported in a press release on November 12, 2007 by the Ministry of Foreign Affairs in Japan). Although the infrastructure completed after the accident was utilized very much and rated as "B" on the four-level overall rating scale of JICA's post-evaluation system, JICA took this accident extremely seriously and took the following recurrence prevention measures.

After the collapse of the Can Tho Bridge, the Japanese Ministry of Foreign Affairs held seven sessions of Special Committee for the prevention of repetition of accidents of Can Tho bridge to seek input from experts and issued "Proposals to prevent the repetition of the accidents and points of improvement of project supervision of ODA Loans" in July 2008. Based on these proposals, JICA has continued its unremitting efforts to promote construction safety for ODA Loan projects. First of all, JICA set up a Safety Measures Technical Advisory Group for ODA Loan Projects, a consultative group on construction safety promotion, to report on construction accidents and analyze their trends as well as to discuss how to promote construction safety. Based on their discussions, JICA published "Construction Safety Policy for ODA Projects Involving Facility Construction, Etc." under the name of its President in March 2015 to articulate its basic policy on construction safety and assign itself the role of spreading and establishing the safety culture of Japan. Under this policy, JICA senior advisors with knowledge and experience in construction works validate the construction safety measures put in place for ongoing projects. In addition, "JICA Rules on Measures against Persons Engaged in Fraudulent Practices, Etc. in Projects of ODA Loan and Grant Aid" were revised to enable JICA to take measures against contractors whose improper safety management causes injury or death of a person or property damage. Moreover, the General Terms and Conditions for both ODA Loans and Grants were revised to require the governments and executing agencies of partner countries to take due diligence to ensure construction safety during their project implementation. The Procurement Guidelines for both ODA Loans and Grants were also revised to promote construction safety promotion by requiring the governments of developing countries engaged in project implementation to take an active part in safety management. Furthermore, "The Guidance for the Management of Safety for Construction Works in Japanese ODA Projects" was published in September 2014 to specify safety management procedures for contractors and has been widely used as safety requirements for Japanese financial assistance projects. In February 2021, "JICA Standard Safety Specification" (JSSS), a supplement to the Conditions of Contract for Construction published by the International Federation of Consulting Engineers (FIDIC) and referred to for ODA Loans, was issued in February 2021 to further promote construction safety for ODA Loan projects.

The lessons learned from the ex-post evaluation results of these projects also include the importance of monitoring the quality of tentative structures (e.g. tentative piers) to prevent similar accidents from occurring. More specifically, it is recommended that support should be provided to ensure that safety management measures will be taken in accordance with the above-mentioned "Guidance on security control of ODA construction works" and other requirements to prevent accidents from happening in similar ODA Loan projects. Thus, the lessons learned from the tragic accident are used to reinforce the principle of safety first in cooperation project management in order to prevent serious accidents from occurring.

▶ Project using lessons learned from past similar projects

The Project for National Single Window and Customs Modernization by Introducing Automated Cargo Clearance System in Myanmar (Grant Aid)

This project was implemented to establish the Myanmar Automated Cargo Clearance System (MACCS) and the Myanmar Customs Intelligence Database System (MCIS) to improve the efficiency of customs clearance procedures, thereby contributing to strengthening the financial basis through trade facilitation and customs revenue growth.

Before this project, JICA carried out a Grant Aid project to establish an IT system for customs clearance procedures in Viet Nam (The Project for E-Customs and National Single Window for Customs Modernization from 2012 to 2014), together with a Technical Cooperation project to support human resource and institutional development in the customs sector of Viet Nam.

The ex-post evaluation of this past project identified lessons learned, including the necessity of linking system development with the review and modification of operation procedures and relevant laws and regulations while checking them against the requirements of the system. In addition, the importance of pursuing environmental development in accordance with the progress of system establishment from design through development to testing, and the significance of estimating long-term costs and securing funding for system operation and maintenance were also discovered.

Therefore, this project was designed to ensure flexibility of inputs and activities as follows in order to facilitate the timely implementation of Technical Cooperation projects for human resource and institutional development in accordance with the progress of system development in the Grant Aid project. One of Technical Cooperation projects was continued for three and a half years after the MACCS and MCIS were put into operation to provide technical support, including establishing a support center to reduce confusion at the launch of the systems and solve other operational problems, modifying programs, extending the service area of the systems, and updating hardware equipment. Another characteristic of this project is that the executing agency in Myanmar secures the necessary funding by collecting service fees and making budget requests in a systematic manner based on the estimated operation and maintenance costs. Thus, these cooperation facilitated the smooth operation and maintenance of the MACCS and MCIS by the Myanmar Customs Department and increased the effectiveness and sustainability of the Grant Aid project.

As shown by this example, the project design based on lessons learned from past similar projects at the planning stage and the strategic use of other cooperation to follow up project outcomes are essential to ensuring the effectiveness and sustainability of projects.

Customs clearance at Yangon International Airport

▶ Project providing useful lessons for ongoing and future similar projects

Project on Capacity Building for the Customs Administrations of the Eastern African Region (Phase 2) (Technical Cooperation)

This project aimed to ensure effective and efficient customs operations by supporting the enhancement of customs activities and the development of human resources, especially to facilitate the introduction and operation of one-stop border posts (called OSBPs, referring to a model concept that makes the customs clearance process more efficient by shifting from a two-stop to a one-stop procedure) at land boarders in five countries in the East African region.

In the evaluation, we could find the project brought impacts, such as strengthening the capacity of customs officers and customs clearing and forwarding agents (CCFAs), speeding up customs clearance at target borders, contributing to the advancement of customs administration systems and frameworks in the East African Community member states by supporting the establishment of Regional Accreditation System for CCFAs. Two useful lessons learned were also identified from other indirect impacts. Firstly, it was suggested that economic considerations should be given to local residents as it was reported that the introduction of OSBPs had reduced waiting time at borders and resulted in sales declines at hotels and restaurants in the border areas and economic downturns in their surrounding communities. Therefore, it is suggested the development plan of OSBPs should include projections of changes in the lives and economic activities of local communities and the planning of alternative economic measures (e.g. encouraging the establishment of commercial facilities easy to access for those going through customs in the border areas) in order to reduce the above-mentioned negative impact.

Secondly, the evaluation results showed the importance of public awareness-raising activities. Although Joint Border Surveillance and Joint Water Surveillance were introduced, their deterrent effect on smuggling was limited because they only facilitated information sharing and did not lead to frequent joint patrolling. On the other hand, public relations activities in local communities (to increase public awareness of when no customs duties are collected at borders) made local people realize that they would not be taxed or would be taxed at a low rate if the value of goods cleared through OSBPs did not exceed a certain amount and discouraged them from smuggling. This indicates that proper awareness-raising activities may have a deterrent effect on smuggling. It is therefore suggested that support for the operation of OSBPs should include community awareness-raising activities, together with national border surveillance activities, on both sides of national borders to provide local people in border areas with correct knowledge about customs clearance.

A strategic approach to local communities can increase the impact of projects. While the African Union and its development agency, the African Union Development Agency - New Partnership for Africa's Development (AUDA-NEPAD), are planning to promote OSBPs in the African continent to facilitate regional integration, JICA also continues to support these activities to streamline the border-crossing process. Based on the lessons learned from this ex-post evaluation, JICA is promoting communication with local communities surrounding OSBPs to raise public awareness of OSBPs in its ongoing similar projects. Moreover, given that these lessons have been compiled in the OSBP Sourcebook to accumulate and provide the information required to establish and operate OSBPs around the African region, these insights are expected to be widely applied to new OSBPs.

Local people going through the border-crossing process instead of smuggling

Internal Evaluation: Highlights

▶ "Technical Cooperation in Strengthening the Backstopping Capacities for the DADP Planning and Implementation" and "the Project for Strengthening the Backstopping Capacities for the DADP Planning and Implementation under the ASDP Phase 2" in Tanzania Lessons Learned from the Ex-post Evaluation

Based on the Agriculture Sector Development Programme (ASDP), the Tanzanian and Japanese governments and other development partners established the ASDP Basket Fund. Since July 2006, the district governments have formulated the District Agricultural Development Plan (DADP) annually; using the Fund as a capital to promote agricultural sector development in the districts.

JICA implemented the Technical Cooperation in Strengthening the Backstopping Capacities for the DADP Planning and Implementation (hereinafter, "Phase 1 project") from March 2009 to March 2012 to support capacity development of the district government personnel through formulating guidelines and manuals to establish and manage the DADP progress. From October 2012 to June 2016, JICA successively implemented the Project to Strengthen the Backstopping Capacities for the DADP Planning and Implementation under the ASDP Phase 2 (hereinafter, "Phase 2 project") and supported efforts to further enhance the strategy of the DADP and promote agricultural economic growth by collaborating with private companies, NGOs and other private sector entities.

Planning and implementation of more strategic and effective DADP nationwide were expected by broadly applying the insights obtained from a pilot project implemented during the Phase 2 project to DADP's planning and monitoring system established in the Phase 1 project. During the ex-post evaluation, however, such expectations were not observed. This was because no budgets were allocated from the Fund due to the fact that the Tanzanian government and development partners did not agree with the budget allocation as well as the limited budget for districts to implement the DADP.

Meanwhile, positive impacts were observed in the pilot districts where technological dissemination was ongoing, utilizing manuals formulated during the Phase 2 project and technical transfer to newly assigned agricultural extension workers. Moreover, coffee seedlings were distributed to farmers by collaborating with private companies and the production of coffee, rice and horticulture increased thanks to the use of private investments. In Lushoto, one of the pilot districts, training manuals formulated in the Phase 2 project were utilized in a training component of an African Development Bank-funded project, strategically incorporating road improvements and market developments available for target farmers. Consequently, some target farmers of the Phase 2 project were able to ship their products more swiftly and economically via improved roads, representing development synergy with other resources. In terms of sustainability, although the lack of extension workers and other overseeing personnel remained an issue, efforts in pilot districts, such as utilizing funds of private companies and other donors, were observed despite a lack of funding and government budget.

Lastly, the field survey for this ex-post evaluation was originally scheduled for around April 2020. However, the COVID-19 pandemic meant movement was restricted in Tanzania, whereby namely, central government officers were temporarily prohibited from traveling outside their allocated region. Since the JICA Tanzanian office staff telecommuted, the survey was conducted remotely. The national staff of JICA Tanzania interviewed each stakeholder via email, phone and WhatsApp to process data confirmation and perform other tasks. Since January 2019, JICA has implemented the Project for Strengthening DADP Planning and Implementation capacity through Use of SHEP Approach (TANSHEP) as a project following that of Phase 2. After confirming with counterparts from central government and district offices several times by phone, the ex-post evaluation report could be compiled. Although some rural areas lack an Internet connection and phone reception and some district offices have unstable Internet connections, which preclude transmission of large files, some extension workers traveled to neighboring towns via motorbike taxi and used private Internet services to respond.

Close communication and confirmation with counterparts are key to the ex-post evaluation under the COVID-19 pandemic. With this ex-post evaluation work, JICA anticipates smoother communication with counterparts, which will help promote the TANSHEP project activities.

National staff overseeing evaluation in JICA Tanzania Office


Cropping calendar visualizing seasons of peak demand and cropping timing of target varieties


An extension worker in Lushoto District.

▶ Multi-beneficial measure for the mitigation of climate change in Vietnam and Indochina countries by development of biomass energy in Viet Nam
- Development, introduction and dissemination of advanced technologies via the SATREPS*1 project to solve issues in developing countries -

Since January 2018, the Vietnamese government has required the entire nation to meet the request of the Prime Minister to use petrol (E5) mixed with 5% bioethanol (BE) as an alternative to unleaded petrol, RON95. While moves to introduce petrol containing 10% bioethanol (E10) are under consideration, the government has also recommended to use diesel fuel mixed with 5% of biodiesel fuel (BDF). For BE, ethanol is produced at five locations nationwide at the 100,000-ton production level using starch extracted from cassava as a raw material. However, the country also imports BE for cost reasons.

The project aimed to come up with measures to mitigate climate change, environmental pollution, and poverty in Viet Nam and other Indochina countries by establishing cultivation, production and utilization of biomass energy cycle through (i) the development of oil materials for producing BDF, (ii) the development of a countermeasure technology for polluted soil and corresponding plantation techniques, (iii) the production of BDF from raw material oil with green technologies, (iv) the development of an environmental monitoring method for evaluating the impact of BDF utilization, and (v) the verification of the feasibility of the developed results in Viet Nam, thereby contributing to the promotion of the production and utilization of BDF.

In 2020, lockdowns were imposed in Hanoi, Ho Chi Minh and other major cities in Vietnam due to the COVID-19 pandemic. Despite the circumstances, the ex-post evaluation survey was successfully completed thanks to great efforts made by Vietnam National University (VNU) and other implementing agencies. The evaluator was unable to work in the office during the lockdown period, so the task of the ex-post evaluation had to be completed while telecommuting; interviewing the implementation agencies involved in this project via email, phone and other means of communication. Meanwhile, the survey period was extended, given that many complex and technical aspects of the project required in-person interviews and on-site visits to confirm the contents and correct information.

Since the completion of SATREPS in 2016 to date, VNU researchers have continued and extended various research to promote BDF production/utilization in collaboration with Japanese researchers; aiming to improve fuel production technologies developed during this project. For example, it emerged that Jatropha grows well on degraded lands in Quang Tri Province in the north-central region but would not flourish in the climate of northern Vietnam. Accordingly, the VNU researchers explored other oil-plants that would thrive in the northern region, such as Pongamia Pinnata.

To disseminate research outcomes developed under the project and optimize the social application effect achieved, consideration and time are still needed. Conversely, lessons learned included the realization that related organizations and JICA should consider ongoing advocacy support to help ensure the project's outputs are reflected in related central government policies. In addition, JICA is expected to further collaborate with the Ministry of Agriculture and Rural Development that is responsible for building up a plan for raw material plantation development to supply the biofuel production industry or the program of the Ministry of Industry and Trade, which oversees the promotion of biofuel use.

Vietnamese researchers working at a laboratory

Analytical equipment provided by the SATREPS project at VNU

*1 : SATREPS: Science and Technology Research Partnership for Sustainable Development

Learnings from internal ex-post evaluation in the in-house internship program

JICA has an in-house internship program for its staff in order to assist them with their capacity building and autonomous career development and enhance their contribution to the organization and its programs. The Evaluation Department uses the in-house internship program to provide opportunities for young staff of project implementation departments to experience evaluation tasks and see a project from the perspective of an evaluator so that they can learn lessons they can apply to the formulation and management of Technical Cooperation, Grant Aid, and other projects they are responsible for at their own departments. Below is a report from a participant in the in-house internship program for FY2020.

Internship Report

Currently, I am assigned to Infrastructure Management Department, and in charge of several infrastructure projects in Asian, African and Central American regions. My responsibilities are mainly on project formulation and management. The in-house internship program of the Evaluation Department for FY2020 allowed me to participate as an investigator/evaluator in the internal evaluation of the "Project for Mangrove Rehabilitation Plan for Enhancement of Disaster Prevention in Ayeyawady Delta*1" (Grant Aid)in Myanmar.

[Conducting a remote study]

The internal ex-post evaluation in which I was involved as part of the in-house internship program did not include field visits due to the COVID-19 pandemic, so the evaluation was based on existing documentation and additional information provided by the Burmese implementing agency. The internal evaluation of this project was able to be conducted without field visits not only because sufficient local information was collected with support from the JICA Myanmar Office but especially because the Burmese implementing agency continued activities and kept records of them after the project ended. When making an evaluation, I carefully considered from different angles how to make an evidence-based, persuasive, and objective assessment with infinite information sources. I worked to make as reliable judgement as possible by having repeated discussions with the Myanmar Office and the Evaluation Department and checking the consistency of quantitative data and other information.

[Getting a perspective beyond that of an evaluator of individual projects]

As a program officer responsible for formulating and managing Technical Cooperation and Grant Aid Projects at my own department, I incorporated the perspective of a project manager into the evaluation and assessment. One of the main purposes of this project was to recover the mangrove forest that had been damaged by a devastating cyclone. In addition, the project's positioning in the forest sector of Myanmar and the project's maintenance mechanism in collaboration with local residents were key evaluation points. I was able to make a profound evaluation of this project by analyzing it from a bird's eye view of the target country and sector and examining the original plan, including the intention to collaborate with other projects and the maintenance plan after the completion of the project, from my own perspective. Moreover, as a program officer, I had known the important role of ex-post evaluation in learning lessons for other projects, so I worked to summarize the good practices of this project in a way that would facilitate their application to other projects.

[Applying lessons learned from the in-house internship program]

At first, when participating in the in-house internship program, I thought it was mainly intended to learn how to make an accurate assessment of a project with a specific evaluation framework. However, while analyzing a project not from the usual perspective of a project manager but from that of an evaluator, I learned to see a project from a broader point of view. For example, I learned the importance of setting appropriate targets and indicators and defining a reliable evaluation framework by taking into account the size and monitoring system of the project at the project planning stage. Moreover, my involvement in the ex-post evaluation of a project made me realize that it is possible to communicate with counterparts to collect relevant information and identify issues in the target country and sector after the project through ex-post evaluation. I feel that I learned the importance of paying attention not only to the activities to be implemented during the project but also to the continuity of activities after the project and the impact of the project on the entire sector. I believe these findings are helping me take a broader perspective when talking with various stakeholders involved in the projects I am in charge of at my own department. I will apply what I learned in the in-house internship program to my future work.

An activity at the project site

A cyclone shelter provided by the project

The in-house intern oversaw the ex-post evaluation of the project

*1: The ex-post evaluation result of the project has not been published yet. It will be available via the annual evaluation report of next year or later.

Difficulty and Ingenuity: Conducting Evaluation in the Time of COVID-19 Pandemic

Octavia Japan Co., Ltd. Kenichi Inazawa

Switching to a Remote Survey

The first field survey for the ex-post evaluation of two projects in Pakistan ("Indus Highway Construction Project (III)" and "Project for Improvement of Child Health Institute in Karachi") was initially scheduled for March 2020. With the spread of COVID-19, our international travel was cancelled. It was then decided that the evaluation would proceed with remote surveys.

Based on our experience, difficulty and ingenuity to conduct remote surveys is summarized below for future reference. As I had an opportunity to analyze the impact of COVID-19 in relation to the "Project for Improvement of Child Health Institute in Karachi," I would also like to share our experience at the end.

Remote Survey: Difficulty and Ingenuity

A Pakistani local consultant (hereinafter referred to as "LC") was recruited at the commencement of the evaluation study. After a series of teleconferences, LC and I decided to conduct the data collection, qualitative interviews and site inspections remotely from Japan by communicating with the LC. We thoroughly discussed the potential difficulties, work schedules and situations of the executing agencies. The executing agency of the "Indus Highway Construction Project (III)" increasingly advocated for its staff to work from home due to COVID-19. Therefore, it was difficult to see how we could manage the communication and correspondence. As for the "Project for Improvement of Child Health Institute in Karachi," all hospital staff were busy responding to the preventions of the infectious diseases. We were not sure if the remote survey would be possible. At times it even felt hopeless. LC and I first identified the key persons of the executing agencies while carefully grasping the status of COVID-19. Through the LC, we started by explaining to the executing agencies about the significance of JICA ex-post evaluation and their cooperation for the evaluation survey. I believe that explaining the significance and sorting out the situation "swiftly and carefully at the initial stage of the spread of infection" allowed us to establish an effective working relationship and mutual understanding.

As a way to proceed with the remote survey, we translated the summary reports required in the process of the evaluation work into the local language so that information was effectively shared among the three parties: Japanese evaluator, the LC and the executing agencies. We repeated the steps of sorting out, identifying missing data or information, checking with each other and adding new information in the process of evaluation analysis. Throughout the process, we carried out the information/data collection and evaluation analysis by carefully checking with each other to make sure there is clarity in all matters. As an evaluator, I tried to give thorough explanations at all times so as to obtain the necessary information and data. In order to maintain smooth working relationships, we had regular telephone communications through the LC. For the site inspections and qualitative survey (interviewing beneficiaries), I shared the viewpoints and important points to keep in mind with the LC. Unexpectedly, the site inspection of "Indus Highway Construction Project (III)" was conducted during the hottest time of the year (daytime temperature of 40 to 50 degrees Celsius). We couldn't obtain accurate information on the COVID-19 of the project areas. Since the society was in a confusing situation, it was difficult to contact and arrange interviews with the local governments and residents along the Indus Highway. As an evaluator, I tried to focus on the analysis of the situations remotely. The LC diligently carried out the survey, reported back and sought further instructions while taking maximum care for his and interviewees' safety. As a result, we could successfully conclude the interview survey as per our expectation.

Evaluation from a Different Perspective

"Project for Improvement of Child Health Institute in Karachi" was the ex-post evaluation of hospital facilities. As the survey was done remotely, there are some limitations. Nevertheless, I thought it would be meaningful to study an impact of COVID-19 on the project and how the project contributed to infectious disease control. After discussing with the LC, we decided to conduct interviews in this regard. Although it may have slightly deviated from the scope of the evaluation work, the interviews revealed some important facts. Many people of Karachi, Pakistan's largest city, lived in fear with the spread of COVID-19 and stagnant economy. In such circumstances, many parents of the patients (children) trusted and appreciated the Sindh Government Children Hospital for providing high-quality medical services. The survey also confirmed the presence of Japan's ODA support. In fact, the "impact" of the project was greater than what was initially expected in the time of COVID-19. It is possible that similar cases are found in other health care projects. From the viewpoint of capturing project's impacts, it is deemed meaningful to collect such cases and share the findings.

A local consultant conducting an interview following the instruction of the evaluator (at an interview with the Director of Highway Mobile Police in July 2020 during the field survey of the Indus Highway Project (III))

Medical staff ensuring citizens are well-informed about how to prevent COVID-19 infection (Project for Improvement of Child Health Institute in Karachi in July 2020)