Part III
Management of Project Evaluation

Chapter 1 Issues in Managing Evaluations

This chapter explains how JICA should manage evaluation projects (i.e., its method) and the issues that need to be addressed. In many cases, data collection and the analysis of evaluations are handled by consultants; however, project operational departments must manage the evaluation study – including the recruitment of consultants – to ensure that it is conducted in line with the evaluation purpose.

Tips!

- Management begins by preparing a public notification of the evaluation's content. This notification must clarify the "purpose and background of the evaluation" and "evaluation questions." When preparing the notification, it is useful to refer a TOR.
- It is extremely important to select the appropriate personnel in order to ensure the quality of the evaluation.
- When preparing and managing the Evaluation Grid, the project operational department must provide information and appropriate advice to the evaluation team because it has the greatest access to information on which the grid is based.
- When coordinating with on-site personnel, any advice from the counter-part government for the grid should be included in the evaluation design.
- In making preparations prior to the evaluation, it is important to send questionnaires and make appointments with concerned personnel. At this time, it should be confirmed whether or not the questionnaire reflects the content of the grid and whether persons who have been contacted through appointments are appropriate information sources. It is also important to have enough time for preparations.
- In field study, it is very important to build consensus with the partners concerning the evaluation design and the result of the evaluation.
- The compilation of evaluation results (which includes formulation of recommendations and lessons learned) is a vital process that influences how the evaluation is applied. Efforts should be made to confirm that the evaluation results are presented as the basis for formulating specific and practical recommendations and lessons.
- The project operational department is responsible for examining the evaluation results and feeding them back into projects.

1. The Role of JICA Project Operational Departments

JICA evaluations－from the ex-ante to ex-post stages－are conducted for the purpose of managing project operation; thus, it is required that the results of the evaluation be directly fedback into the decision making. In order to make this happen, JICA personnel (project supervisors, evaluation chiefs, and department supervisors) attached to a department that is in charge of a particular project personally take on the role of conducting evaluations. Furthermore, such personnel take on the dual role of “evaluator” and “evaluation manager” so that they may serve the “evaluating side” as a member of the evaluation team.

In general, the evaluation period can be divided into three sub-periods: the “preparatory period,” the “on-site evaluation period,” and the “consolidation period.” In each, the project operational department and the evaluation team primarily conduct the following duties.

(1) Preparatory period

During an evaluation’s preparatory period, an overall evaluation plan is drawn up that covers the scope of the evaluation and the methods to be used. This work is principally divided into two areas: 1) formulation of a public notification and 2) pre-evaluation preparation.

Prior to formulating the public notification, a study is conducted of the evaluation’s purpose based on the relevant project materials as well as on the scope of evaluation and evaluation methods. A TOR (Terms of Reference – a document that notes items contracted to evaluators) is then prepared into which the results of the above-mentioned study are incorporated. Then, taking the public notification that was prepared based on the TOR and other procedures (approval by government officials, etc.), management operations that cover all areas of pre-evaluation preparation are conducted. This includes selection of evaluation team personnel, preparation of an Evaluation Grid, coordination with local personnel, and pre-evaluation sending of questionnaires. It should be noted, however, that because in JICA’s case the public notification takes the place of the TOR, it is first of all important to prepare an appropriate public notification.

(2) On-site evaluation period

Activity during the on-site evaluation period centers on the preparation of a framework for the evaluation as well as the data collection and analysis/interpretation by the evaluation team. If the results of the evaluation are to be collated into a “minutes,” the evaluation team and personnel of the target country hold discussions on the “conclusions,” “recommendations,” and “lessons learned,” and the operational department uses this process to promote consensus within the evaluation team. For evaluations of individual projects, there are cases in which data analysis is not completed because the on-site evaluation was limited to two to three weeks,[12] and there are cases in which data analysis and interpretation is continued in the consolidation period after the team's return to Japan.

(3) Period for consolidation of evaluation results

The period for the consolidation of evaluation results includes the interpretation of data (if necessary) and the writing of the Evaluation Report. Responsibility for writing the report is divided to take full advantage of the roles each team member plays.

The evaluation results must be fed back into the decision-making process of the organization. Thus, after receiving the Evaluation Report, the operational department must disclose the information through briefings, seminars, and other events, and it must tie the results to utilization. The steps of evaluation work are shown in Table 3-1-1.

Operational departments in JICA are responsible for managing these activities appropriately. Essentially, this means they are responsible for work that will ensure the quality of the evaluation (i.e., quality control). This chapter presents the following five items as roles that must be assumed by operational departments in order to ensure evaluation quality.

Roles of JICA departments in charge of evaluations are as follows:

- Preparation of a public notification
- Management of pre-evaluation preparations
- Management of the on-site evaluation
- Preparation of reports
- Feedback of evaluation results

Table 3-1-1: Duties of the JICA operational department (project evaluation)

Evaluation flow	Duties (checklist or to-do-list)
Planning of evaluation *Preparation begins approximately 2 months before the on-site evaluation	Preparation of the advertisement of a contract - Liaison with on-site personnel (requests for information, collection of materials, etc.) - Arrangement of evaluation targets - Establishment of the evaluation purpose

12 The ex-post evaluation period of country-program evaluations, program evaluations, and others is longer.

*Consultants are determined one month before the on-site evaluation	- Study and setting of evaluation questions - Study of evaluation scope and methods (evaluation framework) - Study of the evaluation team's composition - Preparation of advertisement of a contract Pre-evaluation preparation - Selection of team personnel (including the announcement of consultants) - Preparation of Evaluation Grid - Sending questionnaires in advance - On-site coordination (schedule, setting of appointments, etc.) - Evaluation in Japan, if necessary (interviews with returned experts, domestic support committee members, etc.)
On-site evaluation (2 to 3 weeks)*	- Discussions and agreement on evaluation design - Data collection - Data analysis - Data interpretation - Basic agreement on evaluation results (minutes, etc.)
Preparation of Evaluation Report (1 to 2 weeks)	- Data analysis (continued if necessary) - Data interpretation (continued if necessary) - Preparation of Evaluation Report

Evaluation Report/feedback	- Briefings and seminars held
	- Feedback to the partner government and concerned agencies
	- Reflection on the decision-making process
	  - Decisions on target projects
	  - Planning of similar projects
	  - Formulation of cooperation programs

*The overall evaluation period for ex-post evaluations of country-program evaluations, program evaluations, etc., tends to take longer.

2. Preparation of the Advertisement of a Contract

Evaluation management begins with the preparation of a TOR (Terms of Reference – a document that notes the responsibilities that are contracted to evaluators.) The presentation of the TOR clarifies the scope of the evaluation and its approaches from the point of view of whoever ordered the evaluation. For contracted parties, the TOR clarifies the scope of their authority and responsibility. The process for preparing a TOR involves clarifying the background and purpose of the evaluation, examining the evaluation team composition that would be best suited to conduct an evaluation in line with the purpose, and formulating a conceptual image of the end results. Table 3-1-2 provides examples of the items that could be included in a TOR. It should be noted that, in publicly announcing the selection of consultants, it is important to keep all of these items in mind when preparing a draft of the announcement as well as of the written orders.

As can be seen by examining the sample items, the process of preparing a TOR or the advertisement of a contract is the same as the process used for designing an evaluation. In particular, the "background and purpose of the evaluation" and "main evaluation questions" are items that must be clearly described by the operational department. The evaluation cannot be described as meaningful if the questions "What are we trying to learn through this evaluation?" and "To whom should the results of the evaluation be fed back?" are not clearly answered.

The following brings together the items that the operational department must study when it prepares the advertisement of a contract. (Related methodologies are described in references found in these guidelines.)

(1) Confirm the background and purpose of the evaluation

First of all, the target and purpose of the evaluation should be confirmed. The purpose and assumed feedback targets of an evaluation differ depending on the stage at which it is performed within the project cycle. Furthermore, there are cases where a number of projects are evaluated in a crosscutting manner to cover a specific theme (e.g., gender, poverty, or the environment). The questions "What evaluation questions are important?" "What sort of data should be obtained?" and "How should the data be evaluated?" receive different answers depending on the evaluation's purpose. Because of this, it is important to keep the purpose constantly in mind when proceeding with the evaluation. It is most important to avoid making the implementation of the evaluation itself the purpose. (See 2-2-2.)

Table 3-1-2: Examples of Items included in Evaluation TORs

1. Background and Purpose
- Outline of the project targeted for evaluation
- Purpose of the evaluation
- Expected target/receiver of evaluation results (i.e., the "user" of evaluation results)

2. Major Evaluation Questions
- Five evaluation criteria (including reasons if priority criteria are included)
- Evaluation questions ("What is to be learned through the evaluation?" and major related questions)

3. Suggested/Required Evaluation Methods
- Presentation of a framework for the evaluation method within a feasible scope (i.e., comparison with non-project areas, before/after comparison of implementation groups, participatory evaluation, statistical analysis, analysis of cost efficiency, qualitative analysis, etc.)
- Presentation of particularly desired data-collection methods, if any (e.g., questionnaires, interviews, focus groups, etc.; include information sources and target samples, if possible)
- List of existing data sources

4. Team Members and Roles
- Roles of team members; division of responsibilities
- Abilities required of each team member (e.g., expert knowledge necessary for the above-mentioned evaluation, analytical capacity, experience, language ability, etc.; if there are desired qualifications, they should be listed together with minimum qualifications)

5. Schedule of Major Tasks
- Major tasks and specific schedules for the preparatory period, on-site evaluation, and consolidation period

6. Expected Products
- Types of expected products, persons to receive products, and deadline
- Proposed items to be included in the Evaluation Report
- Other materials

7. Budget
- Budget breakdown and total amount

(2) Set evaluation questions

In order to conduct an evaluation that is aligned with its purpose, thought should be given to the items whose evaluation would prove beneficial. In the case of evaluations intended to improve a targeted project, it is important to ask questions that identify feelings pertaining to everyday issues and items connected with various topics gained from reports and monitoring information. In the case of ex-ante evaluations that contribute to the formulation of project plans, there is a high probability that evaluation questions will center on the content of the project plan, its relevance, its relevance to programs, and its efficiency. After considering questions that will form the basis of the evaluation, it is possible to think of even more specific questions by breaking these questions down; however, this step can be left until after the selection of team members. Because JICA has general standards for evaluations (the "Five Evaluation Criteria"), it is possible to consider specific evaluation questions using these standards as a reference. (See 2-2-1.)

(3) Examine the evaluation method framework

After determining the purpose and the evaluation questions, the next step is to study the evaluation method. Items which are examined here include methods of collecting, analyzing, and evaluating data (e.g., comparison with regions with/without intervention, participatory evaluation, statistical analysis, analysis of cost effectiveness, qualitative analysis, etc., as well as questionnaire surveys, interviews, discussions by focus groups, etc.). (see 2-2-2, 2-2-3, and 2-2-4)

At this point, only the appropriate method needs to be described as the evaluation team will conduct the evaluation with their own expertise. The important thing is to study the evaluation method framework in a way that considers the kinds of abilities that will be required of team members (including consultants), the length of time that will be appropriate, etc.

(4) Study the team composition

After studying the evaluation method framework, it is important to consider the specialties of team members. As was explained in Chapter 1 of Part I "Criteria for Good Evaluation," personnel who are highly reliable and can conduct fair evaluations are required. Thus, expertise in the relevant fields, understanding of aid schemes, knowledge of evaluation theory, and research ability are needed. In some cases, expertise in all of these areas can be supplied by one person; however, in others, a team of two or more people is required. It is important to make the selection of appropriate human resources by considering the relevant project content, evaluation purpose, the planned evaluation method to be used, and other items.[13]

For example, it is important that team members have skills in statistical analysis and social surveys if a questionnaire survey is targeting a large population. If the evaluation is to focus on public participation, members will be required to have expertise in participatory evaluations and skills in qualitative analysis and facilitation. Examination of the skills that team members should have is an extremely important task because it has a direct impact on the quality of the evaluation.

(5) Verify the conceptual image of the expected products and the evaluation budget

It is important to clarify the content of the final report, the items that should be included in the report, and the deadline. In addition, it is important to confirm the entire budget for the evaluation project. Because the amount of money applicable to the evaluation has been predetermined in many cases, these items often become conditions that influence how the evaluation questions and evaluation scale are studied. If the budget is adjustable, action appropriate to the scale of the evaluation can be considered. For example, after looking at the evaluation purpose and the evaluation questions, it may be necessary to adjust the budget or schedule if additional local consultants need to be hired or a larger survey is conducted. The party contracted to perform the evaluation should consider in concrete terms the types of evaluation it can perform based on the evaluation purpose and the expected products and evaluation materials.

Reference: Employment of local consultants
If social research to measure the impact on local residents is to be implemented, if the target of the evaluation is large, or if an evaluation of the impact on beneficiaries is to be carried out, there are cases where sufficient data cannot be obtained by the Japan-dispatched evaluation team alone. In such cases, it is necessary to hire a local consultant and to create a framework for partial commencement of the survey prior to the arrival of the evaluation team, and to take an approach whereby the local consultant and the team conduct the evaluation together, etc.

Advantages of hiring a local consultant
● Because the local consultant is familiar with the local conditions, it is possible to involve a local perspective not only in the implementation of the evaluation but also in data analysis.

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[13] Even for internal evaluations, the perspective of a third party is needed to keep objectivity. Thus, third parties that are not involved in the project's implementation can be employed to serve as team leaders or as members.

- The local consultant can speak the local language.
- It is easier to get the cooperation of people targeted by the evaluation.
- The local consultant can be appropriately employed in a manner that matches local conditions in sampling/collection of questionnaire surveys, etc.

Issues to remember when hiring a local consultant

- A consultant that has the necessary evaluation skills and experience should be selected.
- Prior to the evaluation, the consultant should have a full understanding of the evaluation design (evaluation purpose, questions, method, etc.).
- The scale of the evaluation (method for compiling results and expected products) should be clearly defined.
- Monitoring should be conducted during the evaluation.

After studying items like those presented above, it is important that they be reflected in an appropriate public notification. The content of the notification should differ according to the evaluation purpose, evaluation questions, presumed method for collecting data, etc. That every evaluation will have a public notification presenting the same methodology is inconceivable. In order to conduct a useful evaluation, the party ordering the evaluation must consider "what sort of methodology is desired," "what kinds of technology are required," and "who should administer these technologies."

Table 3-1-3 presents the public notification items that are used in current JICA service contracts as well as their relationships with study items. Although the conceptual image of the expected products and other items studied may not necessarily be included in the public notification, these items must be properly shared among concerned personnel after the team members have been determined.

Table 3-1-3: Examples of items in public notifications and their relationship to study items

*Please see Table 3-1-2 for examples of TOR items.

Sample Items of Contract Advertisement		Relationship with pre-evaluation study items (Content to be reflected on the Contract Advertisement)	Relationship with TOR content*
1. Consultant scheduled to be contracted	Items of responsibility, number of years experience (after university graduation)	Study of team composition: expertise necessary for the evaluation, number of years experience	4. Team Members and Roles
2. Scheduled period of operations	Preparatory period, dispatch period, consolidation period, etc.	Study of the evaluation framework: required evaluation period (e.g., a large-scale questionnaire requires more time than is usual)	5. Schedule of Major Tasks
3. Necessary vaccinations	Necessary/ unnecessary		
4. Basic proposal	Number of copies to be submitted, period for submittal, etc.		
5. Issues to remember when making descriptions	Languages, target country/region, similar operations	Study of team composition: experience in the evaluation fields deemed necessary (not simply evaluation experience but also experience in social surveys and statistical management, expertise in target fields, etc.)	4. Team Members and Roles
6. Conditions	Possibilities for reinforcement, remuneration conditions, etc.		

7. Composition of personnel	Evaluation team composition	Study of team composition: personnel expertise as deemed necessary after considering the evaluation purpose and evaluation framework	3. Suggested/Required Evaluation Methods 4. Team Members and Roles
8. Overall purpose	Evaluation background, project outline, evaluation purpose, etc.	Study of the project background, confirmation of the purpose, and examination of the main evaluation questions: purpose for applying the evaluation results and main evaluation questions that must verify this application (Conduct of an evaluation under the Five Evaluation Criteria is not the objective)	1. Background and Purpose 2. Major Evaluation Questions
9. Responsibilities	Evaluation method, specific responsibilities	Study of the evaluation framework: main evaluation methods	3. Suggested/ Required Evaluation Methods
10. Other items	Necessity of interpreters, etc.	Items that are not mentioned above but that have a particular bearing on the consultant's abilities must be considered	

3. Preliminary Preparation for the Evaluation

Prior to the actual commencement of an evaluation, JICA's operational department must select evaluation team members (and consultants), prepare an Evaluation Grid, and coordinate with on-site personnel.

(1) Selection of team members

Evaluation team members who have appropriate expertise and skills should be selected in accordance with the evaluation design that was studied during the process of preparing the public notification. The selection of consultants shall be based upon the process stated in the public notification.

(2) Preparation of the Evaluation Grid

In preliminary preparation, an Evaluation Grid that focuses on the evaluation team shall be prepared as part of the evaluation design. (See Chapter 2 of Part II for the basic methodology of each item contained in the Evaluation Grid.) Because the operational department has the greatest access to project information needed in the evaluation design, the department must manage the process of formulating the evaluation design while sharing the above-mentioned information with the team.

The operational department shall provide information necessary for preparing the Evaluation Grid while at the same time paying attention to the following issues in order to ensure evaluation quality.

Approach to Evaluation Grid preparation by the operational department

Evaluation questions

- Confirm the evaluation purpose and feedback targets, and present general evaluation questions.
- In the case of general evaluation questions, check to see if specific questions have been considered by breaking them down into sub-items, etc.

Criteria and methods

- Present the criteria and methods of the evaluation (e.g., target values, methods for comparison, etc.)
- If there are no target values in the logframe or if indicators have been deemed inappropriate, discuss new criteria (to replace target values) and indicators with concerned persons.

Necessary data

- Loan out materials pertaining to existing data (monitoring information, statistics, etc.)

Information sources and data collection methods

- Provide advice on who can provide necessary data, and where such data can be accessed.
- Confirm if information sources and data are biased.
- Provide information particularly on key informants and persons/organizations that should be evaluated.
- Check if the design is clear enough to answer the evaluation questions.

(3) Coordination with on-site personnel

Preliminary coordination with on-site personnel must be properly carried out prior to the on-site evaluation. Specifically, this involves such activities as coordinating the evaluation schedule, obtaining advice from the local JICA office with regard to the Evaluation Grid, distributing questionnaires and interview items, requesting appointments with information sources, etc. Regarding the content of the Evaluation Grid, advice from the local office should prove valuable in securing information sources, providing cultural and social background, bringing data collection methods into an appropriate form, etc. Furthermore, because normal project evaluations are conducted over a short period (two or three weeks), it is necessary to secure a time when questionnaires can be distributed prior to the evaluation and in which the evaluation team can engage in some level of analysis during their mission.

If all of these operations are considered, it will be desirable to keep the preparation period as long as possible.

4. Managing On-site Evaluations

The on-site evaluation begins when evaluation planning (with focus on the Evaluation Grid) is completed. There are three duties necessary for the management of on-site evaluations: 1) promotion of consensus concerning the evaluation design, 2) data collection and analysis of evaluation results, and 3) promotion of consensus concerning the evaluation results (preparation of the minutes, etc).

(1) Promotion of consensus concerning the evaluation design (holding of Joint Evaluation Committee meetings)

When the team arrives at the evaluation site, meetings are held with the partner side in order to reach agreement and share information on the evaluation content based on the Evaluation Grid formulated by Japan.[14] For technical cooperation projects, a Joint Evaluation Committee is established to conduct a joint evaluation with the partner government. Consensus building on the evaluation design should be carried out with the following objectives:

Objectives of consensus building

- Sharing the evaluation purpose among concerned personnel
  Sharing the evaluation purpose with the partner side is extremely important. As there is a strong perception that "evaluation equals a report card," it is important to gain an understanding that evaluation (including the means for applying evaluation results) is a part of project management.
- Fostering understanding of the evaluation method
  The means for evaluating the project should be shared with the partner side. Here, perspectives for confirming implementation conditions and the Five Evaluation Criteria, thinking behind causal-relationships models, methods for collecting and analyzing data, etc., must be explained.
- Correction of the evaluation design
  Opinions should be exchanged with the partner side on the content of the Evaluation Grid, and necessary changes should be made when feasible. This will be an opportunity for obtaining the partner side's opinions on local conditions and for discussions on efficient and effective evaluation (including whether or not there are any problems in the setting of sampling methods or the target region).

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[14] If the evaluation has a strong participatory element, it is desirable to hold workshops so that concerned personnel can be involved in the work of designing the evaluation. See Annex II for information on participatory evaluation.

(2) Data collection and analysis

After the evaluation begins, the progress should be confirmed (e.g., Is data collection being conducted without delay? Are there any problems in the response rate?). The process of analyzing and evaluating collected data involves evaluation under each of the Five Evaluation Criteria, formulation of a conclusion, and preparation of recommendations and lessons learned. On top of this, management should ensure that appropriate analysis is conducted from the following viewpoints.

Issues to be checked in evaluating the Five Evaluation Criteria and formulating conclusions
- Have the evaluation questions been answered precisely? - Are inhibiting/promoting factors being analyzed? - Do the conclusions stand up to the evaluation purpose? - Are elements tied to the recommendations and lessons learned being analyzed?

Issues to be checked in preparing recommendations and lessons learned
- Are collected data and results of analysis mentioned as the basis for the recommendations/lessons learned? - Have the feedback issues been clarified? - Are the recommendations/lessons learned specific and realistic?

(3) Fundamental consensus building concerning the evaluation results (Joint Evaluation Committee)

When the evaluation has been completed, a meeting is held to discuss the evaluation results, and fundamental consensus building is carried out with personnel of the partner country. For evaluation results (including recommendations and lessons learned) for which information is insufficient or consensus cannot be reached because of differences in interpretation, the fact that there are limitations on the data shall be clearly mentioned. Based on this, each of the opinions expressed shall be reflected in the Evaluation Report (i.e., the views of both sides will be presented together) when it is prepared later.

Secondary outcomes gained by sharing evaluation results are 1) better understanding of the evaluation method by the partner side, and 2) better application of the recommendations and lessons learned by organizations in the partner country. The partner side is an important feedback target. A better sense of "ownership" of the evaluation results by the partner side can be expected by involving it in the evaluation process.

(4) Preparation of the Minutes of Meetings

When consensus is reached on the evaluation results in the Joint Evaluation Committee, "minutes" are prepared that bring together the agreed-upon issues. This document is then signed and exchanged by the team and the partner country. It contains the agreed-upon issues at the time of the on-site evaluation. The Evaluation Report is later prepared based on the Minutes after the team returns to Japan. Although the minutes (Summary Report of the Evaluation Study) are no more than a record of basic issues of agreement reached at the evaluation site, the final Evaluation Report is a comprehensive document that covers the presentation of data, conclusions, recommendations/lessons learned, etc., that served as the basis for the evaluation.

A sample composition of minutes is presented in Table 3-1-4. It should be noted that some differences will emerge according to the evaluation purpose.

Table 3-1-4: Sample Minutes composition

- Consensus document
- Attachment: Summary Report of the Evaluation Study

Introduction
- Objective of the Evaluation Study
- Members of the Evaluation Team
- Schedule of the Study

1. Outline of the Project
   - Background of the Project
   - Summary of the Project

2. Methodology of Evaluation
   - Evaluation Questions and Indicators
   - Data Collection Method and Analysis
   - Constraints of the Method

3. Project Performance and Implementation Process

4. Evaluation Results
   - Relevance
   - Effectiveness
   - Efficiency
   - Impact

-Sustainability

5. Conclusion

6. Recommendations & Lessons Learned

5. Preparation of the Evaluation Report

After the team returns to Japan, the evaluation results are brought together into an “Ex-ante Evaluation Table” or “Summary Table of Evaluation Results” and an Evaluation Report. If data analysis and interpretation could not be sufficiently completed during the on-site evaluation period, continual analysis should be conducted. A summary of the report shall be prepared in the official language of the target country and submitted to concerned organizations in the target country. The preparation of an easy-to-understand report is an extremely important part of the evaluation. There can be no hope of feeding back the evaluation results if they are not properly presented. A staff member of the project operational department should serve as a team member to write the report; however, in the interest of maintaining the report’s quality, it is important that the department checks whether or not the report has been written clearly. Specifically, attention must be paid to the following items (see Table 2-3-2 on page for the report format).

Issues to be checked when preparing the Evaluation Report
- Isn’t the report too long?
- Is it written in a specific and concise manner?
- Is it composed with emphasis on desired issues of communication?
- Are the grounds for judgments made from evaluation results clearly noted?
- Are charts and tables appropriately used when explaining data?
- Are the sources for quoted data clearly noted?
- Are limiting factors in the evaluation clearly mentioned?
- Are the Evaluation Grid, questionnaires, collected data, etc., attached as reference materials?

6. Feedback of Evaluation Results

The report prepared by the evaluation team represents one means of supplying information for feedback and accountability. Its purpose is to improve the "learning effect" upon operational improvement and accountability through the appropriate application of evaluation results. After completion of the report, the JICA department in charge provides information to concerned parties through the following means. Parties to receive the information include concerned organizations in the target country; therefore, it is necessary to prepare a summary in English.

(1) Feeding back information into the decision-making process

- The operational department gives concrete form to the recommendations and lessons learned, makes decisions on measures for approaching these recommendations/lessons, and takes responsibility for reflecting them in project management.
- The evaluation results are primarily applied at the supervisor level through their notation in project-related documents (e.g., JICA Country Programs, project documents, etc.)

(2) Ensuring feedback and accountability in the organizational learning process

- Concerned personnel share knowledge through evaluation briefings. These briefings should be held at opportune times and be attended by appropriate persons (i.e., users of evaluation information).
- Feedback seminars should be held concerning the items taken from the recommendations/lessons learned that have been seen to have special significance in other similar projects. In this way, information will be provided to a wider range of concerned personnel.
- The report shall be prepared within three months. It should be posted on JICA's website and distributed to concerned personnel. An English summary must be prepared for concerned organizations in the target country.