



Module 1

Framework of JICA Evaluation



Learning Objectives

- To understand framework of JICA's evaluation activities
- To become more knowledgeable about major steps of JICA's evaluation studies



3 Phases of JICA Evaluation

1. Assessment of performance
2. Value judgment based on ‘Five Evaluation Criteria’
3. Making recommendations and lessons-learned; and feedback



Assessment of Performance

- Project results
 - Achievement of objectives, effects and impact
 - Inputs, outputs delivered
- Implementation process
 - Various incidents during implementation process
 - Management of activities, perception of stakeholders, communication processes, etc.
- Causal linkage
 - Causal relationship between the effects and the project



Example - Analysis of Project Performance

Improvement of Mother and Child Health

- Results
- Implementation Process
- Causal Linkage



Value judgment based on 5 Evaluation Criteria

- Relevance
- Effectiveness
- Efficiency
- Impact
- Sustainability



5 Evaluation Criteria

- Relevance
 - Validity and necessity of the project
- Effectiveness
 - Direct effects of the project
- Efficiency
 - Costs efficiency of the project
 - Efficiency of implementation process



5 Evaluation Criteria (cont'd)

- Impact
 - Indirect and long-term effects of the project
 - Both positive and negative, expected and unexpected
- Sustainability
 - The sustainability of project effects after termination of assistance



Recommendations, Lessons-learned and Feedback

- Analysis of inhibiting/contributing factors
- Feedback for utilization



Steps in M&E Process

- I. Planning
- II. Doing
- III. Reporting the Results



Major Steps of JICA Evaluation Activities

I. Planning

- Confirm evaluation objectives
- Review comprehensive picture of the project
- Develop evaluation design



Flow of Evaluation Design

1. Determining Your Questions
2. Selecting a Monitoring and Evaluation Design
3. Identifying Your Measures and Measurement Strategy
4. Developing Your Data Collection Strategy
5. Identifying Your Data Analysis Strategy
6. Reviewing and Testing Your Plan



Major Steps of JICA Evaluation Activities (Cont'd)

II. Doing

- Conduct survey (if needed)
- Gather data
- Analyze and interpret data



Major Steps of JICA Evaluation Activities (Cont'd)

III. Reporting the Results

- Findings and recommendation
- Executive Summary
- Evaluation Reports
- Oral Briefings



Elements of “Good” Evaluation

- Usefulness
- Independence and impartiality
- Credibility
- Degree of participation of recipient country/stakeholders



Case Overview

- Math and science scores were low: 80% of students scored less than 15 (full score is 100).
- Needs assessment found problems:
 - Attitude of teachers
 - Teaching methods
 - Teaching materials
 - Mastery of content



Case Overview (cont'd)

- **Project:**
 - Improving Math and Science Project
- **Overall Goal:**
 - Upgrading the capacity of students in mathematics and science
- **Project Purpose:**
 - Improving the quality of education in mathematics and science



Case Overview (cont'd)

Project Activities:

- Establish a system of in-service education and training
- Train national-level trainers at the Teacher College
- *National level trainers train district-level teachers*
- Nine districts participate



Case Overview (cont'd)

Project Activities:

- Project funded in 1998.
- National training: 4 cycles between 1999 and 2002
- District training: 3 cycles between 2000 and 2002.



Exercise 1: Case

1. Read the case in your workbook.
2. What kinds of issues and concerns might JICA managers have in terms of oversight and effectiveness?
3. What kinds of issues and concerns might the school administrators have?



End of Module 1

Any Questions?