



Welcome

Introduction and Overview of JICA's Operating System



Purpose of Training

- To provide JICA staff in field offices and their counterparts with knowledge, skills and abilities in Monitoring and Evaluation (M&E).
- Desired results: Enhanced ability to manage M&E activities.



Course Objectives

At the end of this course participants will be:

- Clear about current JICA M&E practices including the Project Design Matrix (PDM) and Development Assistance Committee (DAC) five evaluation criteria
- Familiar with basic M&E concepts and techniques from a management perspective



Course Objectives (Cont'd)

- Able to design and manage JICA's M&E activities including Terms of Reference (TORs)
- Aware of how to apply these concepts to the JICA M&E cycle



Basic Competency of Good Evaluation Supervisor

- Able to identify needs and interests of stakeholders towards evaluation
- Able to formulate appropriate evaluation questions
- Able to develop a good evaluation survey plan
- Able to supervise evaluation process
- Able to check quality of evaluation reports
- Able to communicate evaluation results to stakeholders



Course Overview

- **Introduction and Overview of JICA Operating System**
- **Module 1 Framework of JICA Evaluation**
- **Module 2 Logic Model and PDM**
- **Module 3 Evaluation Criteria & Questions**
- **Module 4 Design and Measurement Strategies**
- **Module 5 Data Collection Options and Methods**
- **Module 6 Data Analysis Strategy**
- **Module 7 Reporting the Results**
- **Module 8 Managing JICA's Evaluation Activities**



Monitoring and Evaluation

Definitions

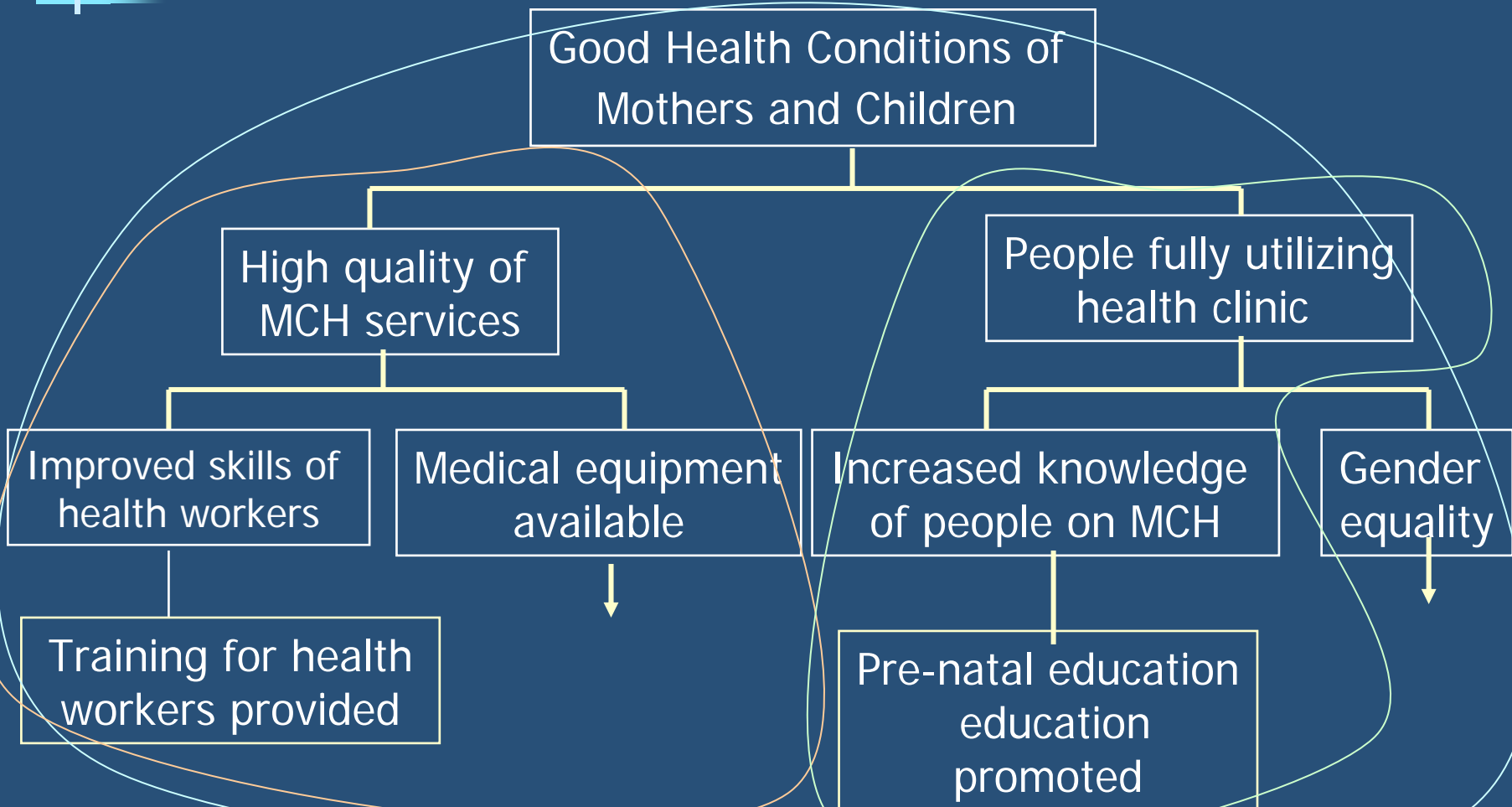
- **Monitoring** is a continuous internal management activity to ensure project/program implementation and on-going operation are on track.
- **Evaluation** is an internal or external management activity to assess whether a project/program is achieving its intended objectives.



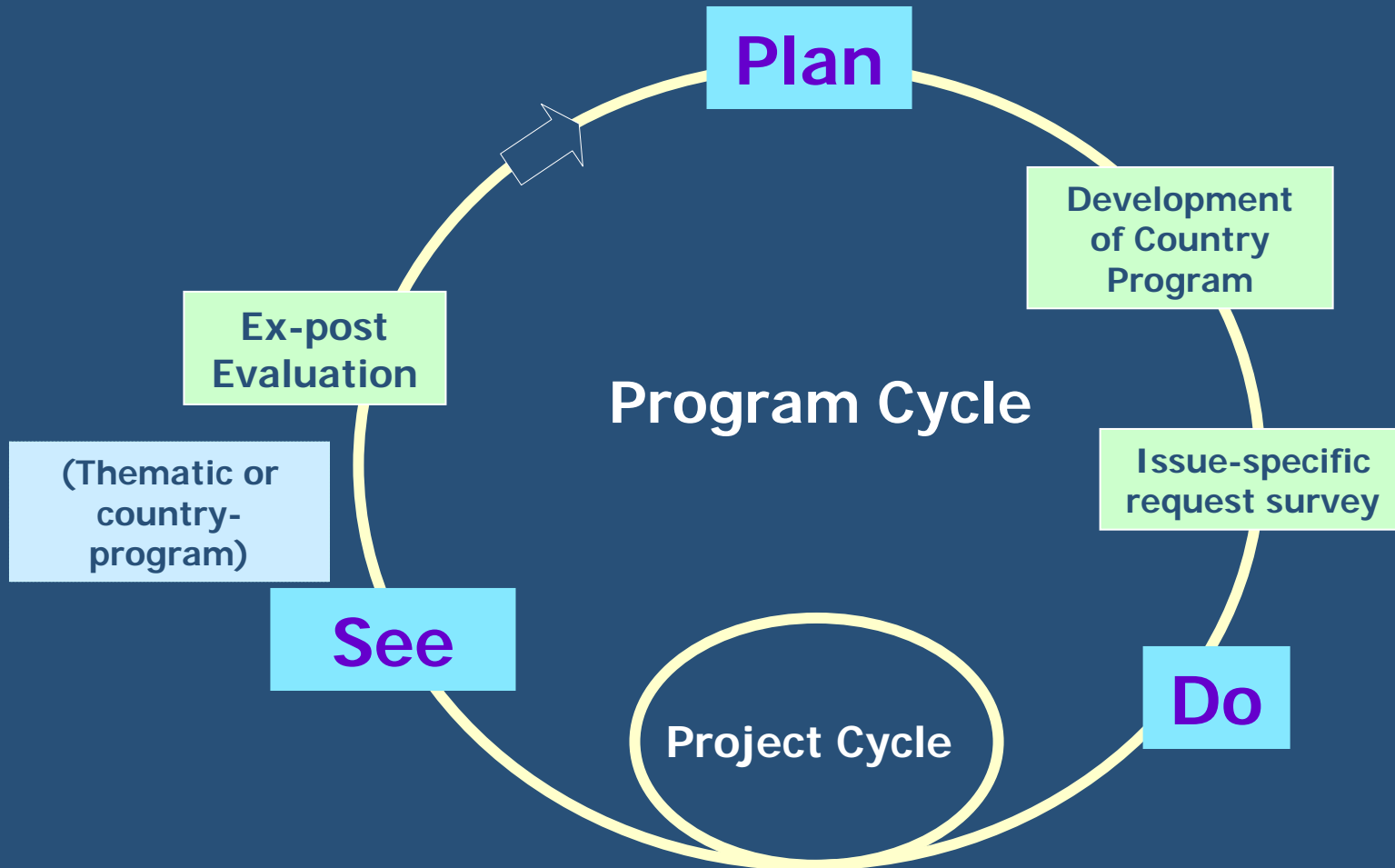
Program-Project JICA Context

- A “project” is a planned undertaking designed to achieve specific objectives within a given budget and timeframe.
- A “program” is a group of projects or services directed to a common goal or related to each other under a specific sector.

For example – Program/Projects



JICA's Operating Cycle



Program/Projects Linkage

Program

Sector goal or
Development objectives

Project
objectives

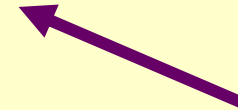
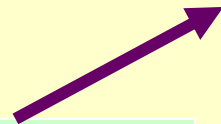
Activities

Project
objectives

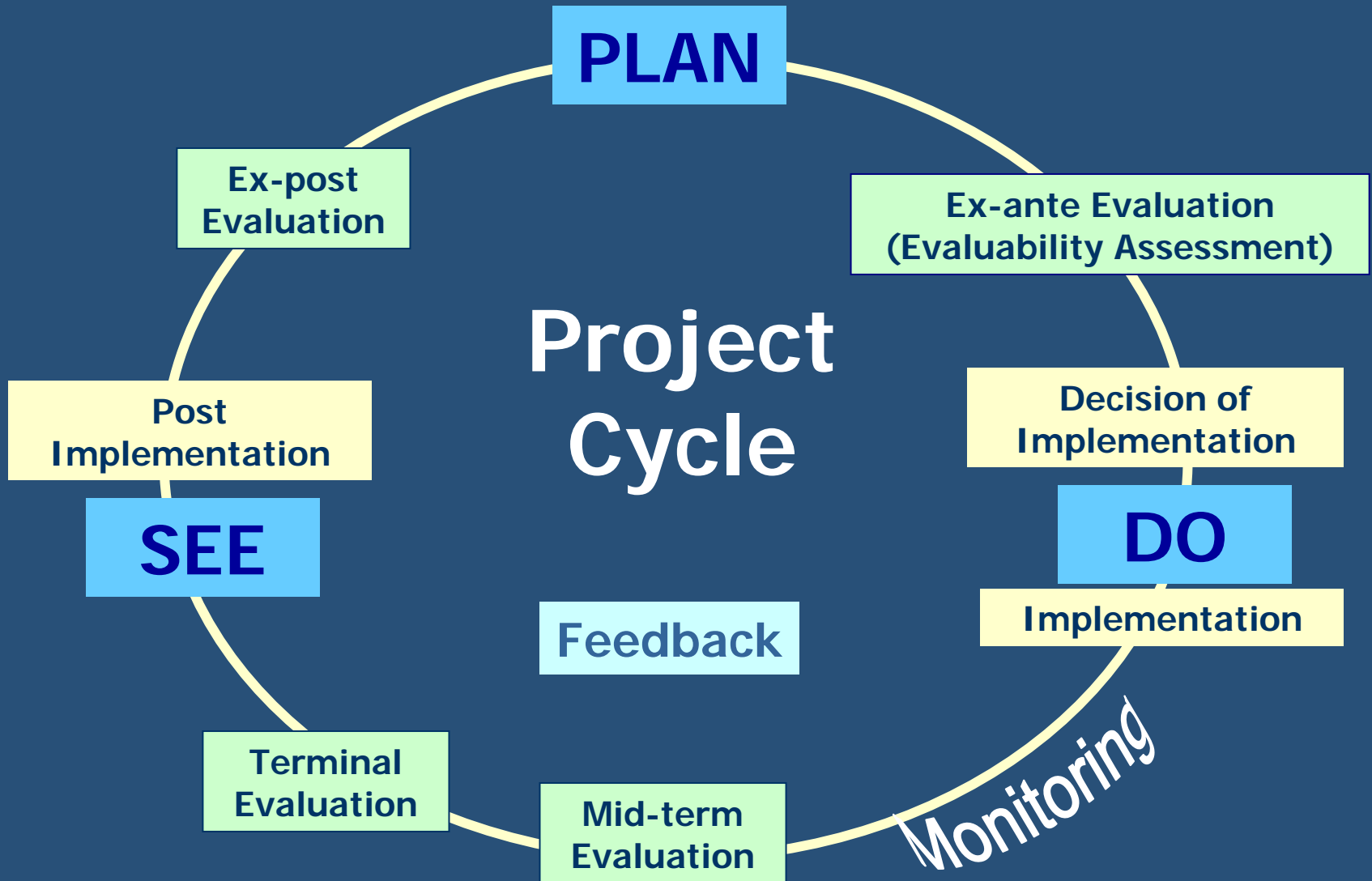
Activities

Project
objectives

Activities



JICA's Operating Cycle





Types of M&E within JICA's Operating Cycle

- **Ex-ante evaluation**

- Before the project begins: are we doing the right thing?
- Can we start the project?
- Can we evaluate the project?

- **Monitoring**

- On-going feedback: are we doing things right?
- Are we doing the right thing?
- Should we make any modification of project design?



Types of M&E within JICA's Operating Cycle (cont'd)

- **Mid-term evaluation**
 - Are we on course?
- **Terminal evaluation**
 - Did we do what we intended and did we get the expected results?
- **Ex-post evaluation**
 - Impact and lessons learned



Why is M&E Important?

- Project/program perspective
- Management perspective



Why is M&E Important?

Project/program perspective

- Improve the project/program
- Need to learn and make changes to projects and programs based on facts



Why is M&E Important?

Management perspective

- Oversight and Accountability
 - Decisions about future funding and technical assistance projects
 - Assure public and stakeholders that money is spent appropriately and will achieve good purposes
 - Ensure contractors are doing the best monitoring and evaluation given the situation
- Learning
 - Enhance learning among stakeholders



Why is M&E Important?

Management perspective (cont'd)

- Need to oversee contracts with others who conduct oversight of projects
 - Need to know about how well the projects have been implemented
 - Need to know whether they are having the desired impacts
 - If not, why not?



Discussion

- What M&E projects have you worked on?
- What were your best experiences?
- What challenges did you experience?