

Project Evaluation System

JICA conducts an evaluation of each of project, using the plan, do, check, action (PDCA) cycle, whether Technical Cooperation, ODA loan or Grant Aid. JICA's evaluation utilizes a uniform framework that encompasses the pre-implementation, implementation, post-implementation, and feedback stages, while reflecting the features of each aid scheme such as the assistance period and timing of project effects. Such individual stage-based evaluations utilizing the PDCA cycle allow JICA to enhance its development-related accomplishments on a project-by-project basis.

Characteristics of JICA's Evaluation System

1. Uniform Evaluation in line with the Project's PDCA Cycle
(See Table 1)

2. Evaluation Based on Coherent Methodologies/Perspectives under the Three-Assistance Scheme

In considering the unique feature of each aid scheme, while standardizing the review framework, JICA aims to conduct evaluations based on a uniform concept and to utilize evaluation results to improve future projects. In specific terms, this entails the evaluation in each project phase based on the PDCA cycle, the Five DAC Criteria (see Table 2), as an international ODA evaluation perspective, devised by the Organization for Economic Cooperation and Development's (OECD) Development Assistance Committee (DAC), the development of the

rating systems. As a complementary benefit, this allows JICA to publish evaluation results in a consistent and uniform manner.

3. A Comprehensive and Cross-Sectoral Evaluation by Program Level Evaluation

JICA identifies common recommendations and lessons by comprehensively evaluating and analyzing its cooperation, starting with development objectives and specific themes. So far, JICA has conducted theme-based evaluations that encompass development-related challenges, specific regions and methods of assistance. Going forward, however, JICA will continue to review evaluation methods with respect to JICA Cooperation Programs, under a strategic framework addressing the medium-term development objectives of developing countries.

4. Evaluation with Objectivity and Transparency

JICA has incorporated external evaluations in the ex-post evaluation stage, which requires the objective verification of project implementation effects. Going forward, JICA will strive to further improve evaluation transparency and objectivity. Moreover, JICA receives advice with respect to the formulation and implementation of its evaluation policy including evaluation systems from the Advisory Committee on Evaluation, which consists of a panel of independent experts. In this context, JICA continues to construct mechanisms that

reflect the viewpoints of external parties in its project evaluation practices.

5. Evaluation Considering the Utilization of its Results

JICA is strengthening feedback systems, so that evaluation results at each stage of the project can link directly to the action stage of the PDCA cycle. The results of the evaluation have to be used not only as the proposals concerning the improvement of the project under evaluation, but also as the lessons for similar projects in the future or other projects in progress. Moreover, JICA is endeavoring to reflect the evaluation results on projects, programs, and priority policies such as development policies, through evaluation feedback to the government and/or joint evaluations.

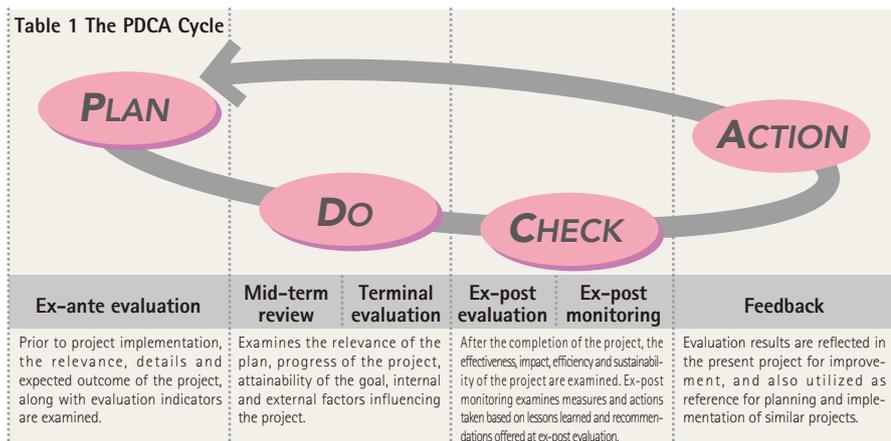


Table 2 Evaluation Perspectives Using the Five DAC Evaluation Items

Relevance	Question the need and validity of project objectives from the context of conformity to benefactor needs, consistency between policy of partner countries and Japan aid policy and suitability in addressing development-related issues and challenges.
Effectiveness	Question whether the implementation and achievement of project objectives provides benefits to the target society and other beneficiaries.
Efficiency	Question whether input resources are being utilized effectively with a focus on the relationship between project input and achievement.
Impact	Question the degree to which top objectives were met, as well as the long-term impact and ripple effect resulting from project implementation.
Sustainability	Question whether the affects of the project continue to develop in a sustainable manner after the conclusion of the project.