Project Evaluation System

JICA conducts an evaluation of each project, using the plan-do-check-act (PDCA) cycle to be commonly applied to Technical Cooperation, Loan Aid and Grant Aid. JICA's evaluation utilizes a common 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 timeframe for expected results. By conducting the evaluation at each stage of the PDCA cycle, JICA aims to improve the development results of the project.

Characteristics of JICA's Evaluation System

1. Consistency throughout the Project by Reflecting the PDCA Cycle (See Table 1)

2. Coherent Methodologies and Criteria for All Three Schemes of Assistance

JICA aims to conduct the evaluation and to utilize the findings based on a consistent philosophy and a standard evaluation framework, while it takes into consideration the characteristics of each assistance scheme. This entails project evaluation based on the PDCA cycle; evaluation using the Criteria for Evaluating Development Assistance (see Table 2) laid out by the Development Assistance Committee (DAC) of the Organization for Economic Co-operation and Development (OECD) as an international ODA evaluation perspective; and publication of evaluation results based on a standard rating system.

3. Cross-Sectoral and Comprehensive Evaluation Offered at Program-Level Evaluation

JICA derives recommendations and lessons learned by comprehensively evaluating and analyzing its cooperation by specific themes and development objectives. JICA has conducted thematic evaluations by development issues, regions and assistance methods. In future evaluations, JICA will also be taking steps to evaluate "cooperation programs" which are part of a strategic framework to support developing countries in achieving specific mid- and long-term development objectives.

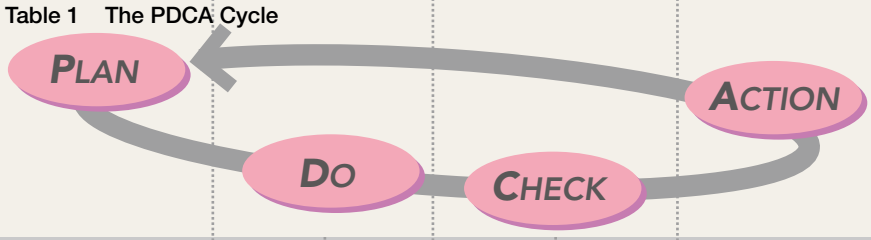
4. Ensuring Objectivity and Transparency

JICA has incorporated external evaluations in the ex-post evaluations which require objective verification of project implementation results. JICA will continue its efforts for increasing the objectivity and transparency in its evaluations. JICA has set up mechanisms by which the viewpoints of external parties are reflected in the project evaluation system. In this context, JICA receives advice on evaluation policy and implementation, as well as on the evaluation system and methodology from the Advisory Committee on Evaluation consisting of third-party experts.

5. Emphasizing Use of Evaluation Results

JICA is strengthening its feedback system. The evaluation results from each stage of the project are reflected in the "Action" phase within the PDCA cycle. This feedback is utilized as recommendations for improvement of the present project and lessons learned for similar projects that are in operation or in preparation. At the same time, JICA makes efforts to reflect evaluation results on the project, program and upper level plan, such as development policies, through providing feedback of evaluation findings to the partner government and conducting joint evaluations.

Table 1 The PDCA Cycle



Ex-ante evaluation	Mid-term review / Terminal evaluation	Ex-post evaluation / Ex-post monitoring	Feedback
Prior to project implementation, the relevance, details and expected outcome of the project along with evaluation indicators are examined.	Examines the relevance of the plan, progress of the project, attainability of the goal, and internal and external factors influencing the project.	After the completion of the project, the effectiveness, impact, efficiency and sustainability of the project are examined. Ex-post monitoring examines measures and actions taken based on lessons learned and recommendations offered at Ex-post evaluation.	Evaluation results are reflected in the present project for improvement and also utilized as reference for planning and implementation of similar projects.

Table 2
Evaluation Perspectives Using the DAC Criteria for Evaluating Development Assistance

Relevance
Examines the extent to which the aid activity is suited to the priorities and policies of the target group, recipient and donor: Does the goal of the aid activity 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
Measures the extent to which a program or a project attains its objectives.

Efficiency
Measures the outputs in relation to the inputs to determine whether the aid uses the least costly resources possible to achieve the desired results.

Impact
Examines positive and negative changes produced by the program or project, directly and indirectly, intended and unintended.

Sustainability
Measures whether the benefits of a program or project are likely to continue to after donor funding ceased.