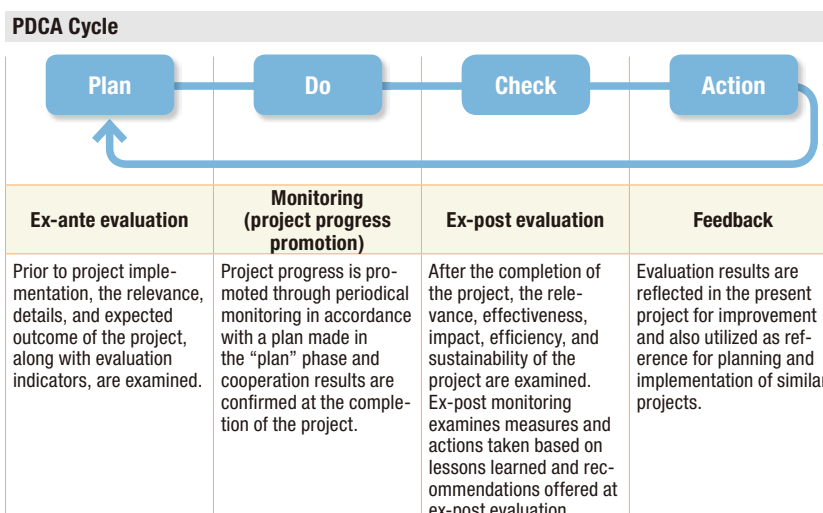


Operations Evaluation

JICA uses the plan-do-check-action (PDCA) cycle to conduct evaluations of projects and programs, including technical cooperation, Loan Aid and Grants. JICA utilizes a common framework for monitoring and evaluation that encompasses the project formulation, implementation, post-implementation and feedback stages while taking into account the features of each scheme of assistance, the assistance period and time frame for expected results.

By conducting evaluations in the PDCA cycle, JICA aims to improve the development results of its assistance efforts.



● Characteristics of JICA’s Operations Evaluation

1. Evaluation along the PDCA Cycle of a Project

[→ See the table]

2. Coherent Methodologies and Criteria for Three Assistance Schemes

JICA conducts evaluations and utilizes the findings based on a standardized framework and evaluation methodology, while also recognizing that there are differences in operational characteristics among the three assistance schemes. For example, JICA conducts monitoring and evaluation along the PDCA cycle, using the Criteria for Evaluating Development Assistance laid out by the Development Assistance Committee (DAC) of the Organization for Economic Co-operation and Development (OECD) as an international ODA evaluation criteria. JICA also uses its own standardized rating system across all evaluations.

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.
Impact	Examines positive and negative changes as a result of the project. This includes direct and indirect effects and expected and unexpected effects.
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.
Sustainability	Measures whether the benefits of the project are likely to continue after the closure of the project.

3. Cross-Sectoral and Comprehensive Evaluation through a Thematic Evaluation

JICA conducts thematic evaluations, in which multiple projects are selected for comprehensive and cross-sectoral evaluation and analysis; specific development issues and assistance methods are also chosen for evaluation. Thematic evaluations have a different perspective from that of project evaluations, and provide recommendations and lessons common to the selected sector.

4. Ensuring Objectivity and Transparency

JICA conducts external evaluations for ex-post evaluations that provide an objective view of project implementation results. An external third-party makes objective evaluation judgments for projects over a certain size. In addition, results of the evaluations are published on the JICA website to ensure the transparency of these evaluations. Furthermore, in order to improve the quality of evaluation, advice on the evaluation framework, structure, and the entire system is provided periodically by the Advisory Committee on Evaluation.

5. Utilization of Evaluation Results and Assurance and Improvement of Evaluation Quality

JICA’s project evaluations put a high value on quality improvement of the “plan” and “do” phases of the PDCA cycle by utilizing evaluation results in the next step of the “action” phase: the use of evaluation results or feedback. To achieve this, JICA utilizes recommendations, lessons learned, cross-sectoral analyses, and results of thematic evaluations to further strengthen JICA’s strategies for cooperation, including cooperation programs and the JICA Thematic Guidelines. JICA also shares the evaluation results with partner governments so that they can utilize the results for their national projects and programs and development policies.

See the Annual Evaluation Report for the details of project evaluations [→ JICA’s Web page: http://www.jica.go.jp/english/our_work/evaluation/reports/2015/index.html]

Use the lookup function to see evaluations of individual projects [→ JICA’s Web page: http://www.jica.go.jp/english/our_work/evaluation/tech_and_grant/project/ex_post/about.html]