

Operations Evaluation

JICA conducts evaluations of projects, including Technical Cooperation, Finance and Investment Cooperation, and Grants in line with the plan-do-check-action (PDCA) cycle. Aiming to improve the development results of assistance efforts, 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 assistance scheme, the assistance period, and the time frame for expected results.

1. Steps of Evaluation along the PDCA Cycle of a Project

[→ see the figure above]

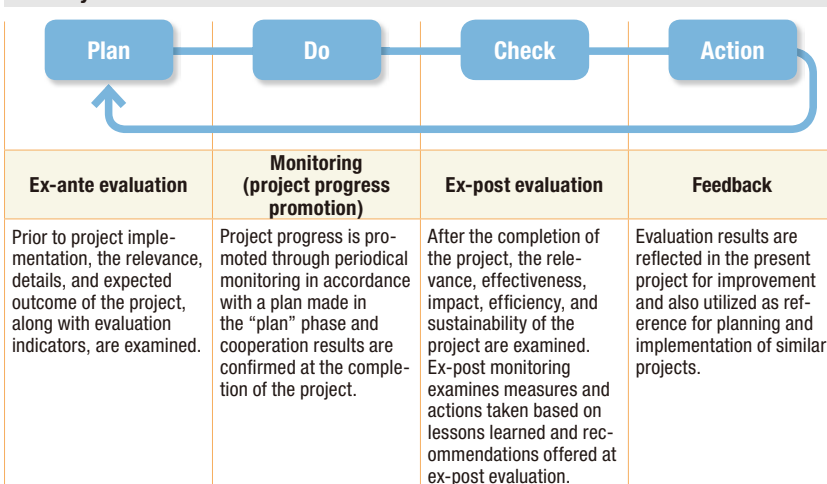
2. Coherent Methodologies and Criteria for Three Assistance Schemes

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.

PDCA Cycle



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. Emphasis on the Utilization of Evaluation Results

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: https://www.jica.go.jp/english/our_work/evaluation/reports/2016/index.html]

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

Ex-post Evaluation Case Study

Burkina Faso (Grant)

Project for Rural Water Supply in the Regions of Central Plateau and South Central

External Evaluator: Yasuo Sumita, Global Link Management, Inc.

Effects of Project Implementation: Effectiveness, Impact

The project was implemented for the purpose of contributing to the improvement of reliable access to safe drinking water by constructing facilities and developing the operation and maintenance systems. An increase of 90,000 people or more served by the constructed water supply facilities of the project was confirmed, and the number of facilities operational at the time of ex-post evaluation was 294 (98.3%) among the total of 299. Abnormalities and problems relating to water quality were not reported, and the amount of water required was supplied.

It was confirmed that working hours and school hours increased due to the reduction of water-fetching labor. Hygiene awareness was disseminated by hygiene education during the project, and waterborne diseases have been reduced among the water users. There was no negative impact on the environment, and the project has been carried out with no re-settlement. In light of these points, it can be concluded that planned effects were largely achieved.

Therefore, the effectiveness and impact of the project are high.

Relevance

At the time the project was planned, many people in the rural areas had poor access to hygienic drinking water, and women and children were forced to engage in the strenuous labor of fetching water. There is also a need to

keep improving access to safe drinking water in the target areas of the project at the time of ex-post evaluation. In light of this, the project has been relevant to the development policies and development needs of Burkina Faso during project planning and ex-post evaluation as well as Japan's ODA policy at the time of project planning. Therefore, its relevance is high.

Efficiency

The 299 deep wells with hand-pump facilities were constructed out of the target value of 300. All the activities for the project's capacity building programs were conducted as planned, and items borne by the Burkina Faso side were carried out without problems. Although the project cost was within the plan, the project period was longer than planned. Therefore, efficiency of the project is fair.

Sustainability

Although the current situation for operation and maintenance of the facilities is favorable, there is a revised operation and maintenance system being established, and the rate of progress differs according to the location. Residents' understanding of the revised system is also not adequate. Moreover, the water sector in Burkina Faso is largely dependent on funds from development partners. As stated above, some minor problems have been observed in terms of the future system and the financial status. Therefore, the sustainability of the project effect is fair.

Overall	
B	
Effectiveness and Impact	3
Relevance	3
Efficiency	2
Sustainability	2

Conclusion, Lessons Learned, and Recommendations

In light of the above, the project is evaluated to be satisfactory.

Lessons learned: (1) It is important to select appropriate implementation sites where favorable maintenance will be continued and the operation rate will be high. Evaluation criteria related to resident ownership was used in addition to water source and water quality surveys when the target sites were being short-listed. It is considered that keeping in mind maintenance after construction of the facility, the selection of the sites for implementation as such will lead to sustainability of the project. (2) Appropriate selection of the management entity and implementation of capacity building that contributes to the stable operation and maintenance of the facilities is also important.

Recommendations to the implementing agency: Toward the development of the revised operation and maintenance system currently being promoted throughout the country, (1) strengthening of staff and budget allocation to the responsible administrative agency, (2) establishment and implementation of appropriate monitoring and an evaluation plan, and (3) formulation of a communication strategy for enlightening people and an advocacy strategy to stakeholders regarding the importance of the water supply system.

[→ JICA's Web page: https://www2.jica.go.jp/en/evaluation/pdf/2015_0960130_4.pdf]

Analyzing Processes of Realizing Expected Results Case Study

India (ODA Loans)

Process Analysis on "Delhi Mass Rapid Transport System Project" in India (ODA Loans)

The Delhi Mass Rapid Transport System Project (also known as the Delhi Metro project) in India is noted as one of the most successful ODA projects. In fiscal 2016, JICA conducted a process analysis focusing on the implementation stage of the project, in addition to the ex-post evaluation. JICA introduced the project ethnography approach to this exercise that involves interviews with a wide range of project stakeholders and collected information on various episodes that it could not pick up through the ex-post evaluation based on the Five DAC Criteria. These episodes reveal the difficulties faced by those involved in the project, the ingenious contrivances to which they resorted and

the impacts the project achieved. The findings are presented in a storyline so that each reader can draw lessons of their own.

Following are the table of contents and excerpts from the report "Breaking Ground—A Narrative on the Making of Delhi Metro." This narrative inspires readers to ask themselves the following questions: What did leadership mean to the Delhi Metro project? What shortened the construction period for Delhi Metro and enabled an earlier start of operation than planned? What are the lessons learned from the Calcutta Metro project which is allegedly an unsuccessful case? What transformation is taking place in the life of Delhi citizens?

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[→ JICA's Web page: https://www.jica.go.jp/activities/evaluation/ku57pq00001zf034-att/analysis_en_01.pdf]