

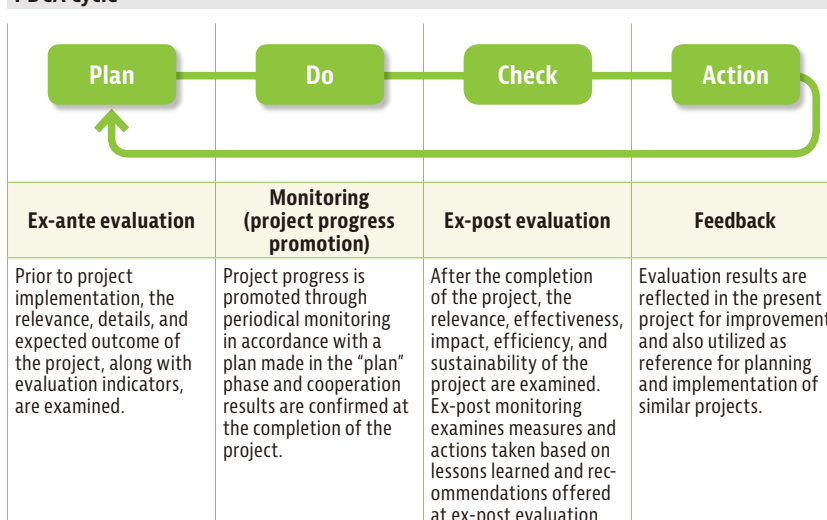
# Operations Evaluation

## ● Consistent and Coherent Evaluation

In order to further improve its projects and ensure accountability to stakeholders while aiming to enhance 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.

Moreover, JICA is aiming to conduct consistent evaluations of projects, including Technical Cooperation, Finance and Investment Cooperation, and Grants in line with the plan-do-check-action (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 [→ see table below], as well as using its own rating system.

PDCA Cycle



## ● Comprehensive and Cross-Sectoral Evaluation and Analysis

In addition to evaluating individual projects, 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. Conducting evaluation and analysis from a specific point of view that is different from that of project

### Evaluation Perspectives Using the DAC Criteria for Evaluating Development Assistance

<b>Relevance</b>	Examines the extent to which the aid activity is suited to the priorities and policies of the target group, partner country, and donor. Does the goal of the aid activity meet the needs of beneficiaries? Are the activities and outputs of the program and project consistent with the overall goal and the attainment of its objectives?
<b>Effectiveness</b>	Mainly measures the extent to which a program or a project attains its objectives.
<b>Impact</b>	Examines positive and negative changes as a result of the project. This includes direct and indirect effects and expected and unexpected effects.
<b>Efficiency</b>	Measures the outputs in relation to the inputs to determine whether the aid uses the least costly resources possible to achieve the desired results.
<b>Sustainability</b>	Measures whether the benefits of the project are likely to continue after the closure of the project.

evaluations provides recommendations and lessons common to the selected sector.

In fiscal 2017, evaluation methodologies applicable to the Science and Technology Research Partnership for Sustainable Development (SATREPS), Private-Sector Investment Finance, and projects in vulnerable countries were examined, and lessons learned for special economic zone development were identified and analyzed.

## ● 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, and the 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 method, structure, and the entire system is provided periodically by the Advisory Committee on Evaluation consisting of third-party experts.

## ● Emphasis on the Utilization of Evaluation Results

JICA's operations evaluation is also designed to feed evaluation results back to the processes of planning and implementing similar projects to improve their quality. Such feedback is also utilized to further strengthen JICA's cooperation strategies. At the same time, JICA makes efforts to reflect the evaluation results in its development policies and the respective projects of partner countries by feeding back the evaluation findings.

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/2017/index.html](https://www.jica.go.jp/english/our_work/evaluation/reports/2017/index.html)]  
Use the lookup function to see evaluations of individual projects [→ JICA's Web page: <https://www2.jica.go.jp/en/evaluation/index.php>]