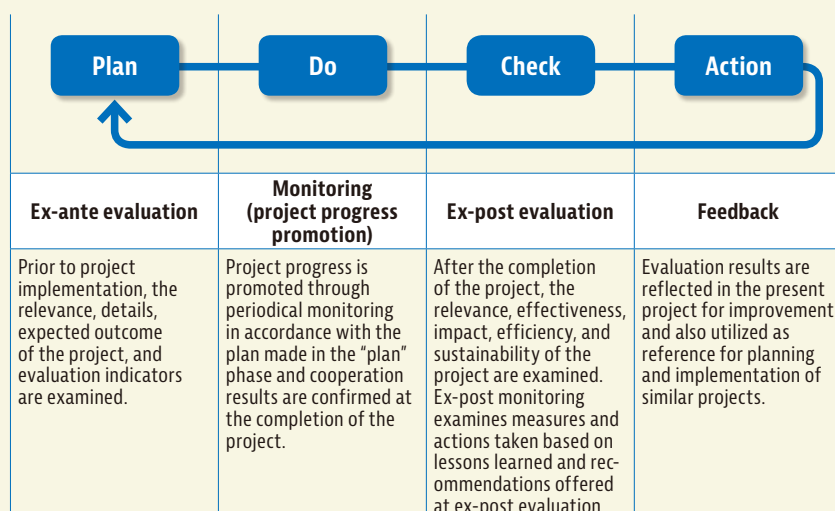# Operations Evaluation

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 Organisation for Economic Co-operation and Development (OECD) as an international ODA evaluation criteria [➡ see table below], as well as using its own rating system.

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

PDCA Cycle

Plan	Do	Check	Action
Ex-ante evaluation	**Monitoring (project progress promotion)**	**Ex-post evaluation**	**Feedback**
Prior to project implementation, the relevance, details, expected outcome of the project, and evaluation indicators are examined.	Project progress is promoted through periodical monitoring in accordance with the plan made in the "plan" phase and cooperation results are confirmed at the completion of the project.	After the completion of the project, the relevance, 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.

evaluations provides recommendations and lessons common to the selected sector.

In fiscal 2018, JICA continued its efforts to derive lessons and deepen analysis with new monitoring and evaluation methods, such as problem-driven iterative adaptation (PDIA) in peacebuilding projects, experimentation in quantitative analyses based on satellite data, adopting qualitative comparative analysis (QCA), and conducting process analyses.

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 development policies and respective projects of partner countries by feeding back the evaluation findings.

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, 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?
Effectiveness	Mainly 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 project uses resources effectively to achieve the desired results.
Sustainability	Measures whether the benefits of the project are likely to continue after the closure of the project.

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/2018/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]