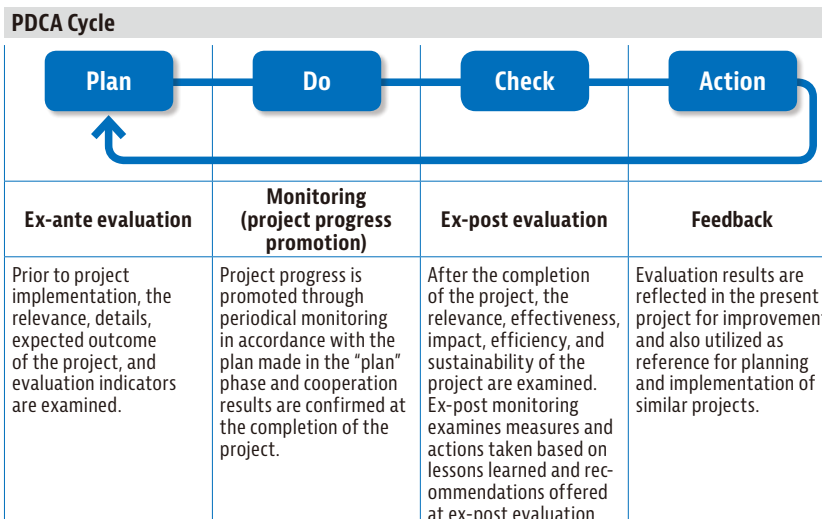# Project Evaluation

Purpose and Policy of Project 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 evaluations provides recommendations and lessons common to the selected sector.

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.

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.

*In December 2019, DAC added "coherence" as a new evaluation criterion, bringing the total number of criteria to six. In light of this change, JICA is now working on possible revisions to its evaluation method.

In fiscal 2019, JICA conducted a wide array of evaluation activities. For example, JICA, on the occasion of the 40th anniversary of the commencement of Japan's ODA to China, conducted a comprehensive review of its cooperation in two fields—the environment and infectious disease control—to analyze the contributions made by such cooperation. The findings of the review were shared in China. Also, in order to derive lessons and insights regarding its support for conflict-affected countries, JICA made an expert analysis of the ex-post evaluations of its projects aimed at assisting internally displaced persons in Uganda.

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 project 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.

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/2019/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]