

Annual Evaluation Report on Japan's Economic Cooperation 2010



Preface

In order to make Official Development Assistance (ODA) more efficient and effective, the Government of Japan has been introducing a number of reforms. In recent years, in October 2008, the new Japan International Cooperation Agency (JICA) was created, under which the activities of loan aid, technical cooperation and grant aid are centralized. In addition, in July 2009, the structural reform of the International Cooperation Bureau of the Ministry of Foreign Affairs (MOFA) was implemented. Furthermore, at the beginning of 2010, MOFA started the review of ODA under the direction of Foreign Minister Katsuya Okada and carried out discussions mainly on the five issues: (1) Principles and basic policy for international cooperation; (2) Efficient and effective implementation of aid; (3) Coordination with various parties concerned; (4) Promotion of public understanding and support; and (5) JICA. The results of the review were released in June 2010.

In the ODA review, it was decided that endeavors must be made to enhance the ODA evaluation system and steadily reflect the lessons learned in future assistance, and that the evaluation methodologies must be examined for the implementation of easy-to-understand evaluation. The role ODA evaluation plays is important in implementing ODA of an even higher quality, and as such, MOFA is making daily efforts to further improve ODA evaluation. Also, as ODA evaluation serves to fulfill the accountability to the public and to promote greater understanding of ODA, MOFA strongly recognizes its importance.

To ensure the objectivity and transparency of evaluation, MOFA commissions external experts to conduct third-party evaluations. The recommendations gained from these evaluations are utilized when formulating ODA policies and improving implementation.

This report outlines ODA evaluations respectively implemented in FY2009 by MOFA, other related government ministries, and JICA. I sincerely hope that this report helps the Japanese people to deepen the understanding on Japan's ODA and its evaluation.

The contents of this report will soon be made available on MOFA's website at <http://www.mofa.go.jp/policy/oda/evaluation/index.html>. The full text and the outline of the individual ODA third-party evaluation reports carried out during FY2009, which are also included in this report, have been made available on the website, so I urge you to take a look by all means. In addition, if you have any questions or comments concerning ODA evaluation, please feel free to send them using the "Comments and Questions" form on the ODA website at <https://www3.mofa.go.jp/mofaj/gaiko/oda/iken/> (Japanese only).

December 2010

Shiro Sadoshima

Director-General
International Cooperation Bureau
MOFA

Cover photo

Country Assistance Evaluation of India (Kolkata Solid Waste Management Improvement Project: Edification activity to encourage residents to separate waste)

With the aim of improving the living and hygienic environment of local residents and protecting the environment, the Kolkata Solid Waste Management Improvement Project is implemented in six cities in the urban Kolkata area in West Bengal province located in the eastern part of India. The project is carried out with a view to promote the appropriate treatment of solid waste generated in the area by establishing a sustainable and extensive solid waste treatment system including the construction of hygienic final treatment sites.

Traditionally, there is no custom of separating domestic waste in India. Edification activities are carried out on the grassroots level to implant the habit of separating waste through such means as mobilizing instructors who are local residents (social mobilizers) to visit each house to explain how to separate waste, as well as holding meetings.

It is expected that as a result of these activities taking root, the hygienic condition of the area will improve significantly.



Refuse collectors separating the waste

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Chapter 1

An Overview of ODA Evaluations

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The Beginning of ODA Evaluation in Japan

The evaluation of ODA began when the then Overseas Economic Cooperation Fund (OECF) began ex-post evaluations on individual projects in 1975, following the push for such evaluations by the Development Assistance Committee of the Organisation for Economic Co-operation and Development (OECD-DAC) from around 1970. MOFA began evaluations under the former Economic Cooperation Bureau in 1981, and a system for the evaluation of ODA by MOFA and assistance implementing agencies was begun.

Furthermore, regarding all the policies of government agencies, in addition to ODA, the establishment of the Government Policy Evaluation Act (GPEA) in June 2001 obligated government agencies to evaluate themselves and appropriately reflect the evaluation results in their policies in order to comprehend the effectiveness of those policies under their jurisdiction.

Currently, MOFA, JICA, and other ministries and agencies conduct various ODA evaluations. ODA evaluation is conducted within MOFA by the International Cooperation Bureau's ODA Evaluation and Public Relations Division and within JICA, by the Evaluation Department.

The ODA Charter and the Enhancement of ODA Evaluation

The former ODA Charter, which was approved by the Cabinet in 1992, stipulated that “future evaluation activities should include third-party evaluations and joint evaluations with other countries for the benefit of future international cooperation.” The Charter also stipulates “promotion of comprehensive evaluations of ODA.” At that time, ex-post evaluations were conducted by MOFA, Japanese diplomatic missions overseas, implementing agencies and third parties, although the third-party evaluations accounted for only a small part. This was at a time when the importance of more comprehensive evaluations was being pointed out within MOFA.

At the beginning of the 21st century, with the economic rise of emerging countries and escalation of global issues, the international community advocated the concept of “human security,” and formulated the Millennium Development Goals (MDGs) in 2000. It then became more necessary than ever to respond to new issues such as poverty, which is increasingly severe following globalization, regional and internal conflicts, and international terrorism. Under such circumstances,

the ODA Charter was revised in August 2003.

The new ODA Charter stipulates that the objectives of ODA are not only to contribute to the peace and security of the international community, but also to contribute to Japan's own security and prosperity, and high expectations are placed on the strategic uses of ODA that will serve to promote private-sector economic activities and secure energy and resources.

The new ODA Charter specifies “the enhancement of evaluations” as “Consistent evaluations through the ex-ante, interim and ex-post stages, and evaluations of policies, programs and projects shall be implemented. At the same time, while third-party evaluations by those who possess expertise shall be enhanced to measure and analyze the outcomes of ODA and form objective judgments, policy evaluations by the government itself shall also be implemented. Moreover, the results of evaluation shall be reflected in the subsequent formulation and efficient and effective implementation of ODA policy.” A prominent feature of the position accorded to evaluation within the ODA Charter is the effort to implement a comprehensive and consistent evaluation from ex-ante to ex-post, covering the entire spectrum with policies at one end and individual projects at the other. In an effort to enhance effectiveness, the focus of development assistance has shifted in recent years to a more comprehensive approach, which targets a sector or a country as a whole, in addition to individual projects. In this sense, evaluations with broader scope that target not only individual projects but also all assistance activities at the field or country-level are now required.

An additional feature is its reference to self-evaluation by governmental administrations, following the introduction of the GPEA, in addition to the third-party evaluations required to improve objectivity. The ODA Charter also stipulates that evaluation results should be reflected in the formulation and implementation of policies.

In addition, as the ODA Charter advocates partnership with recipient countries and international organizations, there is also a need to enhance joint evaluations with recipient countries, international organizations, and others. As the ODA Charter and others emphasize the importance of ODA evaluation, evaluation is an important pillar of ODA.

PDCA Cycle

As the significance of evaluation began to be widely acknowledged, the GPEA was put into force in 2002. In “Basic Policies 2005,” approved by the Cabinet in June 2005, it was announced that “objective third-party evaluations, including cost-effectiveness analysis on the results of ODA projects, should be conducted, with their outcomes disclosed to the public and the PDCA (plan, do, check and act) cycle established, reflecting such results in the formulation and planning of aid policy.” Following this, MOFA raised the issue of the “Improvement of Checking Systems” and aimed to enhance the evaluation system and reflect the evaluation in policies by establishing the PDCA cycle. Specifically, by positioning ODA evaluations in the PDCA cycle and strengthening the system of feedback on evaluation results for aid policy formulation and implementing agencies (in both Japan and recipient countries), MOFA is making efforts to utilize the lessons learned and recommendations derived from evaluations, in the formulation and revision of aid policies.

For instance, MOFA conducts comprehensive evaluations of ODA offered to certain countries (country policy evaluations). MOFA also undertakes follow-ups on a regular basis to ensure that the lessons learned and recommendations derived from the results of evaluations are reflected in future aid policy (Please refer to Chapter 3). Furthermore, the sharing of know-how among government ministries and agencies is encouraged through the Experts Meeting of ODA Evaluation, held with other ministries and agencies, and the public disclosure of the state of follow-up measures (Please refer to Chapter 1, “ODA Evaluation Implementation Structure”).

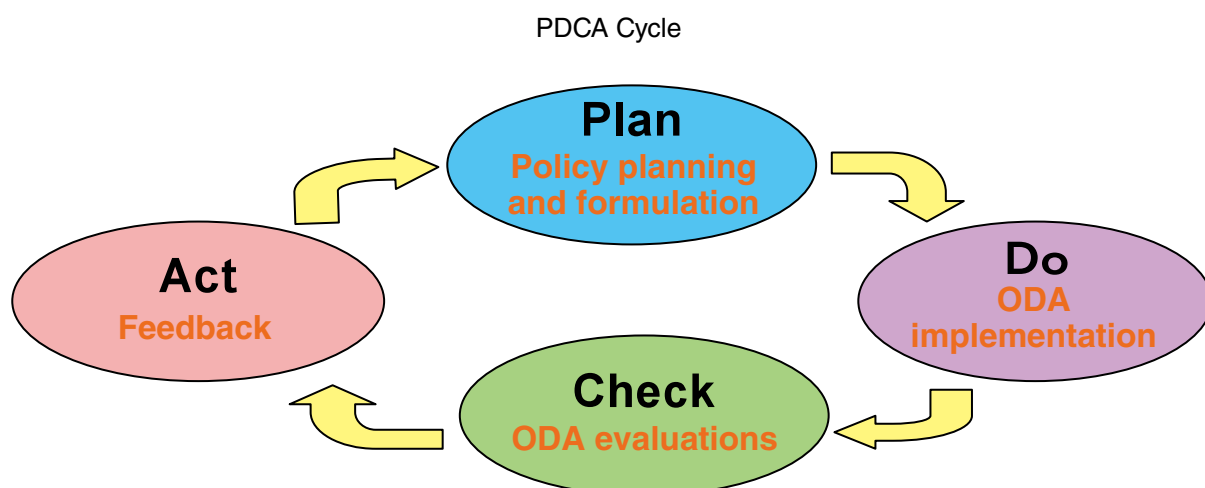
ODA Implementation Structure Reform and Evaluation

In July 2009, MOFA undertook the structural reform of the International Cooperation Bureau. The Grant Aid and Technical Cooperation Division and the Loan Aid Division were abolished in order to shift the focus from aid modalities to recipient countries. Then the responsibility of administering country development cooperation has been assigned to different divisions for each region so as to offer more deliberate responses respectively.

Meanwhile, the amended law concerning the Independent Administrative Institution JICA was put into effect in October 2008, and the new JICA became responsible for all tasks including continuing technical cooperation traditionally carried out by JICA, as well as most of the ODA loans formerly conducted by the Japan Bank for International Cooperation (JBIC), and most of the grant aid formerly conducted by MOFA.

Such reforms of the implementation structure are expected to enable more proactive partnerships among schemes than has previously been possible, and a more flexible response to the various development needs of developing countries.

Likewise for ODA evaluation, in addition to individual projects, the establishment of a consistent monitoring and evaluation (M&E) system which bears in mind the particular characteristics of individual recipient countries, programs, and schemes has become necessary.



The ODA Review

In February 2010, MOFA began its ODA Review under the instruction of the Minister for Foreign Affairs, Katsuya Okada. Recognizing that Japan's ODA has not gained sufficient understanding from the public, MOFA launched this exercise in order to promote public understanding and support of ODA and to improve its strategic value and effectiveness. Since the inception of this review, MOFA has carefully considered the following issues under the direction of specific task forces: (1) philosophy and basic policy of international cooperation; (2) effective and efficient implementation

of ODA; (3) cooperation with various stakeholders in development; (4) promotion of public understanding and support; and (5) JICA. Throughout this process, it received input from the private sector, NGOs, representatives of international organizations, and other experts. The results of the review were presented in June 2010. For more information, please refer to the website of MOFA: http://www.mofa.go.jp/policy/oda/reform/pdfs/review1006_report.pdf.

Therein are presented concrete initiatives concerning ODA evaluation and pathways for their steady implementation and the improvement of ODA evaluation.

The ODA Review (Excerpts relating to ODA evaluation)

1 Reinforcing the ODA evaluation division

ODA evaluation arrangement will be strengthened with increased independence to raise the objectivity and the value of evaluation. MOFA will therefore reform its ODA evaluation division by recruiting an expert to the head of the division or transferring the division out of the ODA policy division. In addition, an ODA opinion box will be put in place to listen to various opinions from outside MOFA and JICA.

2 Mechanisms to learn lessons

A feedback mechanism will be strengthened to draw lessons from both good practices and failures in the past through evaluation and make use of them in future projects. For the policy-level evaluation, the cases to be evaluated will be selected in accordance with the priorities of foreign policy and development cooperation. At the project level, detailed evaluation will be conducted for the selected projects from which useful lessons are expected to be drawn. The results of evaluation will be compiled and made available to all of the relevant officers in MOFA and JICA through a database. At the time of formulation and selection of new ODA projects, a procedure will be set in place to make sure lessons from past practices are utilized.

3 Improving accessibility of information on evaluation

The results of ODA evaluation should be shared not only within MOFA and JICA but also with relevant government ministries and agencies as well as the public including NGOs, relevant private companies and researchers. Reports on evaluation results will be made more readable for the public by rendering the contents succinct, avoiding technical terms and using graphical materials. All the reports will be released on the websites of MOFA and JICA.

Background

■ From Project Level to Program Level

Prior to the 1980s, the evaluations of ODA were conducted individually within each donor country's administrative activities. With increasing international awareness of the importance of ODA evaluation at the OECD-DAC and other international meetings since the 1980s, discussions on the evaluation have been earnestly carried out internationally. Subsequently, evaluations have been gradually growing in importance as a means to enhance the effectiveness and efficiency of ODA and achieve government accountability to the public. In accordance with this, evaluation activities have come to be incorporated as part of the development assistance system.

Following the DAC New Development Strategy in 1996 and the Comprehensive Development Framework (CDF) announced by the World Bank in 1998, development assistance activities have shifted their focus from the individual project level to the program level (groups comprising a number of projects with a common goal). In accordance with this, evaluation targets have been expanded from individual projects to the development activities at the sector and the country level. Moreover, with the MDGs, which were adopted at the UN Millennium Summit in 2000, setting out macro-level indicators in developing countries, development assistance and evaluation perspectives have accordingly evolved away from individual projects toward being able to respond to the issues and needs particular to the country in question, while remaining conscious of the need for consistency with the procedures of recipient countries and partnerships with other donors.

■ The OECD-DAC Network on Development Evaluation

The OECD-DAC has various subsidiary bodies. The DAC Network on Development Evaluation is one of them and is responsible for evaluations. It may be described as the best-known and most authoritative international body in the area of development assistance evaluation.

The Network was set up in 1981 as the DAC Group of Evaluation Correspondents. Following this, after going through several name changes, the group was renamed the DAC Network on Development Evaluation in 2003. The objective of the Network is to raise the effectiveness of international development assis-

tance by supporting strong, information-rich, and independent evaluation.

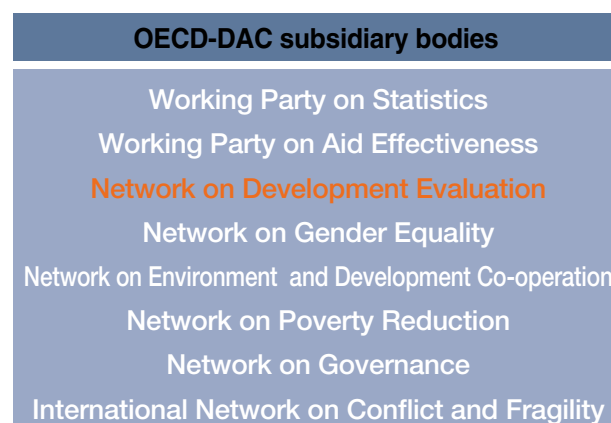
Chronological Table of the DAC Network on Development Evaluation

1961	OECD-DAC established.
1981	DAC Group of Evaluation Correspondents established.
1982	Third meeting held with the primary objective of reporting on the results of past evaluations. Renamed the DAC Expert Group on Aid Evaluation. Stronger emphasis was placed on raising assistance results and joint surveys, including information exchange among members and strengthening of evaluation activities and capabilities.
1998	Renamed the DAC Working Party on Aid Evaluation. Thirty-seventh meeting held.
2003	Renamed the DAC Network on Development Evaluation. Tenth meeting held in February 2010.

(Reference: A History of the DAC Expert Group on Aid Evaluation (OECD, 1993), etc.)

The Network works toward the strengthening of evaluation structures among approximately 30 donor countries and organizations, improving evaluation quality, promoting joint evaluations, and sharing the results of evaluations among its members. It aims to promote evaluation efforts in each country and to improve the effects of development assistance by gathering information on the evaluation structures and evaluations being implemented in each country and contributing to the sharing of that information, in addition to promoting discussion and the exchange of information concerning methods of evaluation through meetings and other avenues. In the future, discussions are slated to cover such issues as development and research concerning impact evaluations and evaluations of the efficiency of multilateral aid, evaluation on capacity development of partner countries, and the handling of the DAC Quality Standards for Development Evaluation, which was established in February 2010.

DAC Organizational Chart



■ The DAC Criteria

The five evaluation criteria proposed by the DAC in 1991 (so-called “the five DAC Evaluation Criteria”) have been adopted by most of the world’s development evaluation agencies as basic evaluation standards.

The DAC Criteria represent a comprehensive perspective for the evaluation of development assistance projects and are used for the comprehensive verification of the efficiency, cost effectiveness of projects, and the sustainability of effects after projects are concluded, etc.

Based on these five evaluation criteria, MOFA established the three evaluation standards of (1) relevance of policies, (2) effectiveness of results, and (3) appropriateness of processes, for policy-level evaluations (country policy evaluations and priority issue evaluations) and program-level evaluations (sector program evaluations, etc.) implemented by MOFA. JICA, in its ex-post evaluations, employs the DAC criteria in their original form. In this manner, The DAC criteria represent the standard for various organizations in conducting evaluations at various levels.

The Five DAC Criteria

Relevance:

The extent to which the objectives of development assistance are consistent with beneficiary requirements, country needs, global priorities, and partner and donor policies.

Effectiveness:

The extent to which the development assistance objectives are achieved, or are expected to be achieved. Judged by taking into account the relative importance of objectives.

Efficiency:

A measure of how economically resources/inputs (funds, expertise, time, etc.) are converted to results.

Impact:

A measure of the positive and negative, primary and secondary long-term effects produced by development assistance, regardless of whether effects are direct or indirect, intended or unintended.

Sustainability:

The continuation of major benefits from development after major development assistance has been completed. The probability of continued long-term benefits, and the resilience to the risk that benefits of development will be lost over time.

Recent Trends

■ The Paris Declaration on Aid Effectiveness

Today, the international development assistance community is increasingly aware of the importance of improving aid effectiveness. At the “Paris High-Level Forum on Aid Effectiveness” held in Paris in March 2005, the Paris Declaration on Aid Effectiveness (Paris Declaration) was endorsed, bringing together the

measures necessary to enhance aid effectiveness. Based on this, reform efforts have been made by both donors and recipient countries.

As part of donor efforts to “improve the effectiveness of assistance,” there is a process for aligning aid policies, strategies, and procedures of each donor and organization with those of recipient countries (alignment) and harmonizing assistance procedures among donors, which used to be taken by each donor individually (harmonization). This is expected to help reduce the transaction costs on recipient countries.

In addition, on the recipient countries’ side, efforts are being made to formulate independent development objectives and strategies with a higher degree of ownership than before, so that the recipient countries become able to promote economic and social development by efficiently utilizing development aid resources. Efforts are also being made to strengthen support among donors and the people of the recipient countries for development plans through explanations of how resources for development are used (accountability).

Efforts are also being made to have recipient countries and donors utilize achievement outcomes in the decision-making process, placing an emphasis on the perspective of development outcomes at each stage of its development strategy, from planning through implementation to M&E (outcome management).

■ Evaluation of Implementation State

The DAC is to evaluate aid effectiveness improvement efforts according to the 12 evaluation indicators of the Paris Declaration. In the period from 2006 to 2008 as “Phase 1,” monitoring was carried out mainly concerning the relationship between the Paris Declaration and effectiveness of aid and development. The evaluation results were announced at the Third High Level Forum on Aid Effectiveness (HLF3), which was held in Accra in September 2008. At that time, the Accra Agenda for Action was endorsed, aiming toward achievement of the objectives in 2010.

Verifications of the outcomes of efforts for improvement of aid effectiveness through the Paris Declaration and the achievement status of the Accra Agenda for Action will be conducted during “Phase 2,” which is the period from 2009 to 2011, and the results are to be presented at the Fourth High Level Forum on Aid Effectiveness held in South Korea in 2011. As a link in “Phase 2,” Japan is implementing an evaluation of donor headquarters.

The ODA Evaluation Workshop

MOFA and JICA have invited parties from the Asia-Pacific region involved in evaluations to the ODA Evaluation Workshop every year since its inception in FY2001. FY2009 marked the ninth gathering of the workshop.

The objectives of the ODA Evaluation Workshop are to (1) increase understanding of ODA evaluation methods and issues surrounding ODA evaluation, and improvement of evaluation capacity in the Asia-Pacific region, and (2) through the improvement of ODA evaluation capacity, enhance ownership, transparency, and development efficiency in partner countries, in addition to enhancing aid efficiency in the donor countries.

The FY2009 Workshop was held on 18 February 2010, in Tokyo. A total of approximately 50 people from 22 countries and international organizations in the Asia-Pacific region participated in the workshop. Discussion was carried out in a roundtable format to activate discussion and allow everyone a chance to participate. Professor Hiromitsu Muta, Executive Vice-President, Tokyo Institute of Technology, Japan, served as chair, and Professor Yoshio Wada of the National Graduate Institute for Policy Studies (GRIPS) activated discussion as a moderator.

This workshop covered the following themes.

Item 1: A Study on Examples of Project-Level and Program-Level (Joint) Evaluations

Two presentations were given: "Case Studies on Project-Level Evaluation of Japan's ODA Projects" and "Example of Joint Evaluation and Vietnam's Efforts for M&E." After the presentations, participants discussed the following points: (a) What are the expected benefits from the evaluations on infrastructure and capacity development projects? How do you take advantage of them? (b) What are the appropriate costs of evaluation (expenditure and time) compared with the expected benefits? (c)



What are the methods/tools/indicators and design for the ODA evaluations? (d) Who should be the evaluators? Are they internal or external specialists? and (e) What are the advantages or disadvantages of joint evaluations?

Item 2: The Role of Evaluation in the PDCA Cycle and Feeding Back of Evaluation Outcomes

Two presentations were given: "System for ODA Evaluation (Policy-Level) and Feedback at MOFA" and "Introduction to Policy Evaluation of Participating Countries: Some Observations from Nepal." After the presentations, participants discussed the following points: (a) How do the governments of donor/partner countries reflect the evaluation findings/recommendations to their PDCA cycles? (b) What are the necessary capacities for implementing PDCA cycles? and (c) How far should the governments follow up evaluation results? What are the particular benchmarks for terminating the follow-up?

Item 3: The Present State of the System for ODA Evaluation, Improvements, and Their Results

Two presentations were given from a perspective of aid coordination: "Efforts to Improve Development Evaluation: The Philippine Story" and "Pakistan's Efforts to Improve ODA Evaluation System and Their Results." After the presentations, participants discussed the following points: (a) How do you evaluate the evolution of the ODA M&E systems in your country? and (b) What are the effective ways to enhance the sector development outcomes in the existing M&E systems?

Additionally, the keynote addresses by participants from Singapore, the World Bank, and the Secretariat for the Evaluation of the Paris Declaration were given and led to beneficial exchanges of information among the audience.

The chair brought the workshop to a close by summarizing the outcomes: "Through the interactive discussion, the participants shared a wide range of experiences and insights in our region, not only to improve our evaluation capacity but also to attain our common goal: effective and accountable development interventions."

The Ninth ODA Evaluation Workshop: From the Participants (1)

Mr. Cao Manh Cuong
Deputy Director General
Foreign Economic Relations Department
Ministry of Planning and Investment
The Socialist Republic of Viet Nam

The Ninth ODA Evaluation Workshop was held on 18 February 2010, in Tokyo. Like previous ODA evaluation workshops, a number of the partner countries, including Vietnam, were invited to this event to share their experiences and achievements in establishing ODA evaluation systems and developing evaluation culture.

Together with the JICA Evaluation Team, Vietnam had an opportunity to introduce its national M&E system as well as the good practices in the Vietnam-Japan Joint Evaluation Programme, which was demonstrated by specific and remarkable examples. For the partner countries like Vietnam, leadership, ownership, and capacity development were very essential in this regard.

Over the past ten years, Vietnam has made tremendous efforts within these three pillars: (1) Legal and institutional framework; (2) Methods and technological capability; and (3) Human resource development. Additionally, it has enjoyed a favorable environment, especially with strong commitment from the government and development partners during the implementation of the Paris Declaration, Hanoi Core Statement, and Accra Action Agenda (AAA). The following issues still remain however:

- The level of institutionalization of M&E at concerned stakeholders and Project Management Units (PMUs) are still below expectation
- Lack of Cost Norm for Evaluation Regulations
- Lack of human resources for evaluation in both the government and non-government sector
- Constraint in utilization of evaluation results, especially at policy level

At this ODA Evaluation Workshop, partner countries expressed great interests in the joint evaluation model, and the Vietnamese delegation had a chance to exchange its views and practical experiences with those countries who were expecting to follow this model in the future.

Furthermore, Vietnam also actively participated in the initiative to set up the Asia-Pacific Evaluation Association Network by providing comments on its proposal and draft charter.

In conclusion, on behalf of the Vietnamese delegation, I would like to express my deep appreciation to MOFA of Japan for organizing this workshop. It was truly beneficial for partner countries like Vietnam.



Deputy Director General Cuong presenting at the workshop

The Ninth ODA Evaluation Workshop: From the Participants (2)

Mr. Waqar Hussain Abbasi
Deputy Secretary
Economic Affairs Division

Mr. Zuhfran Qasim
Assistant Chief
Economic Affairs Division
Pakistan

To begin with, the Pakistan delegation would like to thank the Government of Japan for providing the opportunity to participate in the Ninth ODA Evaluation Workshop in Tokyo. This brief but well-organized event provided an excellent opportunity to learn about the role played by Japan's ODA in the development strategies of various recipient countries, including Pakistan.

Pakistan ranks 7th among all the recipients of Japan's ODA in terms of volume. Since its inception in 1961, ODA has taken the form of loan aid, grant aid, and technical cooperation. So far, more than 60 projects have been completed. The annual Japanese assistance to Pakistan has reached 300 million to 400 million US dollars, in addition to exceptional relief assistance like debt rescheduling, food aid, earthquake relief assistance, etc. Three priority areas have been provided in Japan's Country Assistance Program for Pakistan:

- Ensuring human security and human development
- Development of a sound market economy
- Achievement of balanced regional socioeconomic development

The projects initiated in the health and education sectors have contributed to human resource development by assisting implementing organizations to improve operational capabilities and establish linkages between various schemes. Japan's ODA contributed in the construction of the Indus



Assistant Chief Qasim presenting at the workshop

highway and Kohat tunnel, helped Pakistan with village electrification, contributed to increasing agricultural productivity, and enhanced the capacity of the Environmental Protection Agency.

While Japan's ODA has greatly contributed to the economic development of Pakistan, many of Pakistan's socio-economic indicators remain below those of other countries with similar per-capita national income. Rising prices of oil and food have scarred the economy. Additional aid of enhanced quality and quantity in tandem is necessary, therefore, to achieve sustainable development results.

The workshop has enhanced our understanding of international evaluation standards and provided us with an opportunity to learn about other country's experiences on various ways to improve development policies and implementation. For instance, the "Case Studies on Project-Level Evaluation of Japan's ODA Projects" presentation made it clear that results measured by quantitative indicators are most important in loan projects, whereas assessment of the process was most important in technical cooperation within human capacity development. That result is equally applicable in case of Pakistan. Similarly, the various presentations given during the workshop developed a consensus among the participants that both internal and external evaluators were needed: internal for improvement of project management, and external for accountability to the taxpayer.

Participants from Pakistan expressed their opinion that the Paris Declaration should not only promote improvement of aid delivery, but also prompt appropriate evaluation. Participants from other countries took keen interest in various initiatives taken by Pakistan toward enhancing aid effectiveness, which indicated that more and more countries are now working on agendas of aid effectiveness.

Lastly, the Pakistan delegation would like to suggest that, in future, the participants be provided with the background of all ODA seminars held previously. At least one page on each of the previous ODA seminars should be shared in advance, so that continuity of the event can be maintained, and the participants can reap the benefits of previous feedback to make the next results.



Deputy Secretary
Abbasi, Pakistan
representative

Evaluation Objectives

ODA evaluations carried out by MOFA have the following two objectives.

■ Improving ODA Management

To work toward raising the quality of ODA by verifying ODA activities, and reflecting the lessons learned and recommendations derived from the results of evaluations into ODA policies and the ODA implementation process (feedback).

■ Accountability

To promote the public understanding of and participation in ODA by increasing the transparency of ODA; to fulfill the duty of accountability by publicly disclosing evaluation results.

Partnership among MOFA, Implementing Organization (JICA), and Other Ministries and Agencies

■ Implementation of ODA Evaluation

The evaluation of Japan's ODA is primarily carried

out by the MOFA and the implementing agency, JICA. In order to carry out efficient evaluations, MOFA and JICA clarify the division of roles and differentiate their evaluation targets. Since MOFA assumes the role of planning and formulating economic cooperation policies, it focuses on evaluations at the policy and program level. JICA, on the other hand, is responsible for implementing individual projects, and therefore focuses on evaluations at the project level, and in recent years, conducts evaluations of programs and thematic evaluations from cross-sectional viewpoints.

■ Other ODA Evaluations

Aside from these ODA evaluations, MOFA also conducts evaluations based upon the GPEA (self-evaluations) (Please refer to Chapter 2, Outline of Evaluation Results, Column: "Evaluation based on the GPEA and ODA Evaluation").

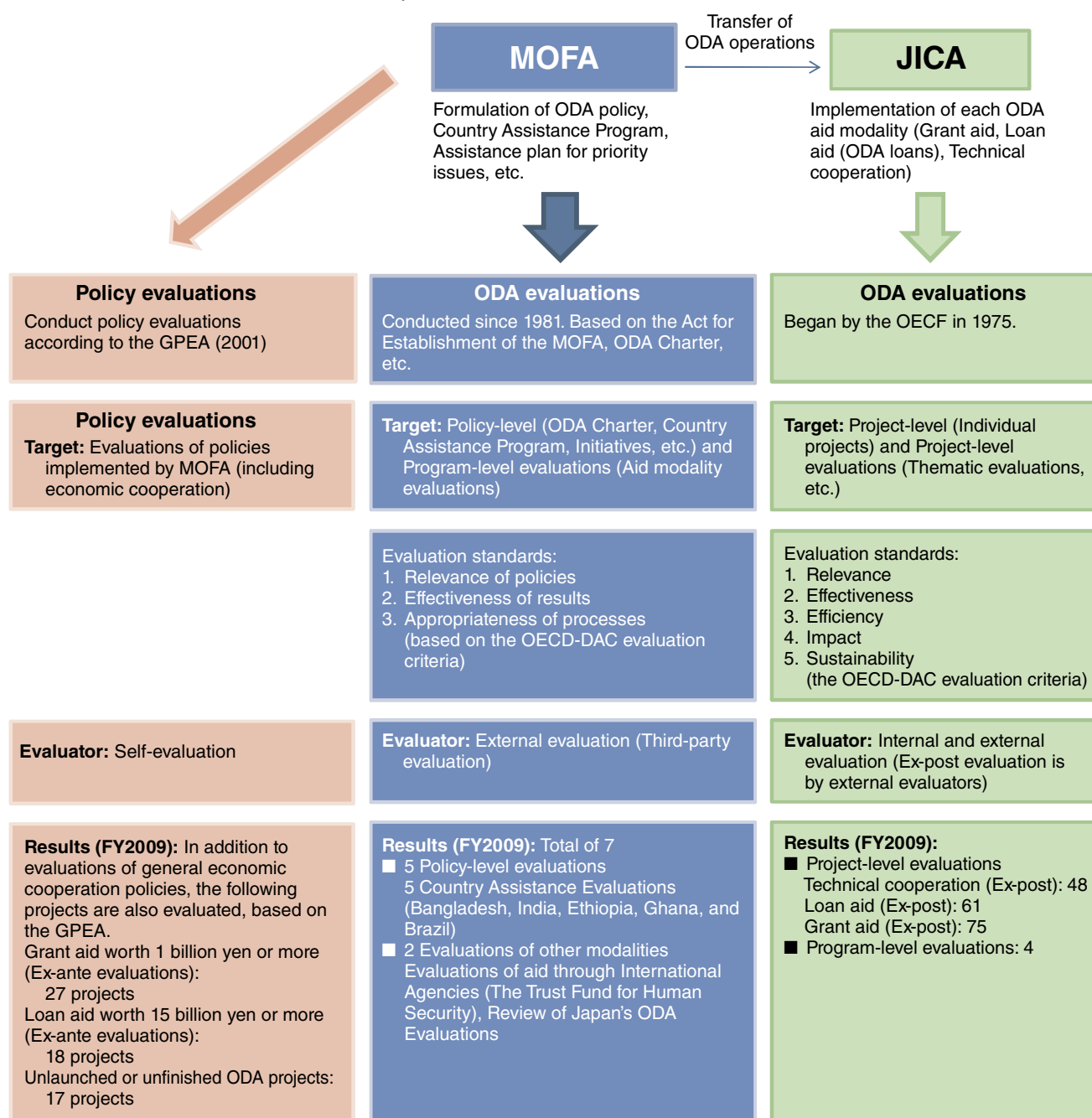
■ Coordination with Other Ministries and Agencies

Ministries and agencies that dispatch experts and conduct research studies as part of their ODA

Evaluations Categorized by Target

Type of Evaluation	Overview		Specific Evaluation Cases
Policy-level evaluations They evaluate groups made up of several programs and projects, with the objective of realizing the country's basic economic cooperation policy (MOFA implements country policy evaluations and priority issue evaluations).			
Country policy evaluations	They evaluate the overall aid policy for each country. Specifically, they target the country assistance policies and Country Assistance Programs drawn up by MOFA.		"Country Assistance Evaluation of Mongolia," "Country Assistance Evaluation of Pacific Island Countries," etc.
Priority issue evaluations	They evaluate priority issues and sectors in the ODA Charter and sectoral initiatives announced by Japan at international conferences such as G8 summits.		"Evaluation of Japan's ODA in the Health Sector," "Evaluation of Japanese Education Cooperation Policy "Basic Education for Growth Initiative (BEGIN)," etc.
Program-level evaluations They evaluate groups comprising a number of projects with a common goal. (MOFA conducts aid modality evaluations and sector-program evaluations targeting a particular country. Meanwhile, JICA conducts comprehensive evaluation and analysis of its assistance through the lens of specific themes or development objectives.)			
Aid modality evaluations	They evaluate one particular aid modality out of the forms of assistance (aid modalities) that MOFA has, with the primary objective of deriving lessons for their review.		"Evaluation of Japan's Grant Assistance for Grassroots Human Security Projects," "Evaluation of Japan's Development Studies," etc.
Sector program evaluations	They essentially evaluate groups of ODA activities in a single sector in a single country. When a country has sectoral development plans for areas such as medical care, health and infrastructure, the plans form the targets of the evaluation; when a country has no such plans, the ODA activities as a whole in each sector form the target of the evaluation.		"Evaluation of Japan's Assistance to the Education Sector in Laos," "Evaluation Study on Japan's ODA to the Health Sector in Thailand," etc.
Project-level evaluations They evaluate individual projects. (JICA conducts evaluations according to an integrated framework that encompasses the whole process, from the ex-ante stage, implementation, the ex-post stage, and onward to feedback. Since FY2009, JICA has established a consistent evaluation mechanism according to the three aid schemes of loan aid, grant aid, and technical cooperation.) → Please refer to Chapter 2, Outline of Evaluation Results: "Evaluations by JICA"			

Japan's ODA Evaluation Mechanism



operations, in addition to conducting human resource development projects, such as accepting trainees and hosting seminars, conduct evaluations based on the GPEA. MOFA compiles the results of such evaluations conducted by other ministries and agencies (Please refer to Chapter 2, Outline of Evaluation Results: "Evaluations Conducted by Other Ministries and Agencies").

Furthermore, MOFA was given the function of central coordination across the government as a whole in terms of overall ODA planning under the Basic Law on the Administrative Reform of the Central Government (1998). Since then, MOFA has

been holding the Experts Meeting of ODA Evaluation consisting of ministries and agencies involved in ODA.

Private Sector Participation in ODA Evaluation (Third-Party Evaluation by External Experts and Joint Evaluations with NGOs)

■ Various evaluators

In October 2003, MOFA established the "External Advisory Meeting on ODA Evaluation," which consists primarily of external academics, as an advisory body

to the Director-General of the Economic Cooperation Bureau (currently the Director-General of the International Cooperation Bureau). In order to ensure the objectivity of their evaluations, MOFA began third-party evaluations with appointment of chief evaluators from the members of “The External Advisory Meeting on ODA Evaluation” (this was conducted until FY2009). From the standpoint of reviewing the overall ODA evaluation, the “External Advisory Meeting on ODA Evaluation” was brought to an end as of March 2010, and evaluations are scheduled to be conducted under a new system from FY2011.

In addition, evaluations by recipient country governments or agencies (including think tanks and academic institutions) and joint evaluations with external agencies (such as other donors and NGOs) are conducted.

■ Partnerships with NGOs

Following discussions at the NGO-MOFA Regular Meetings (meetings set up as a venue for provision of information on ODA and regular exchanges of opinion on matters such as improving policies for partnerships with NGOs, with the aim of strengthening the partnership between NGOs and MOFA, and promoting dialogue), “Joint Evaluation by MOFA and NGOs” have been carried out since 1997, principally in program-level evaluations.

In addition, “the External Advisory Meeting on ODA Evaluation” includes representatives from NGOs who conduct evaluations as chief evaluators. In this

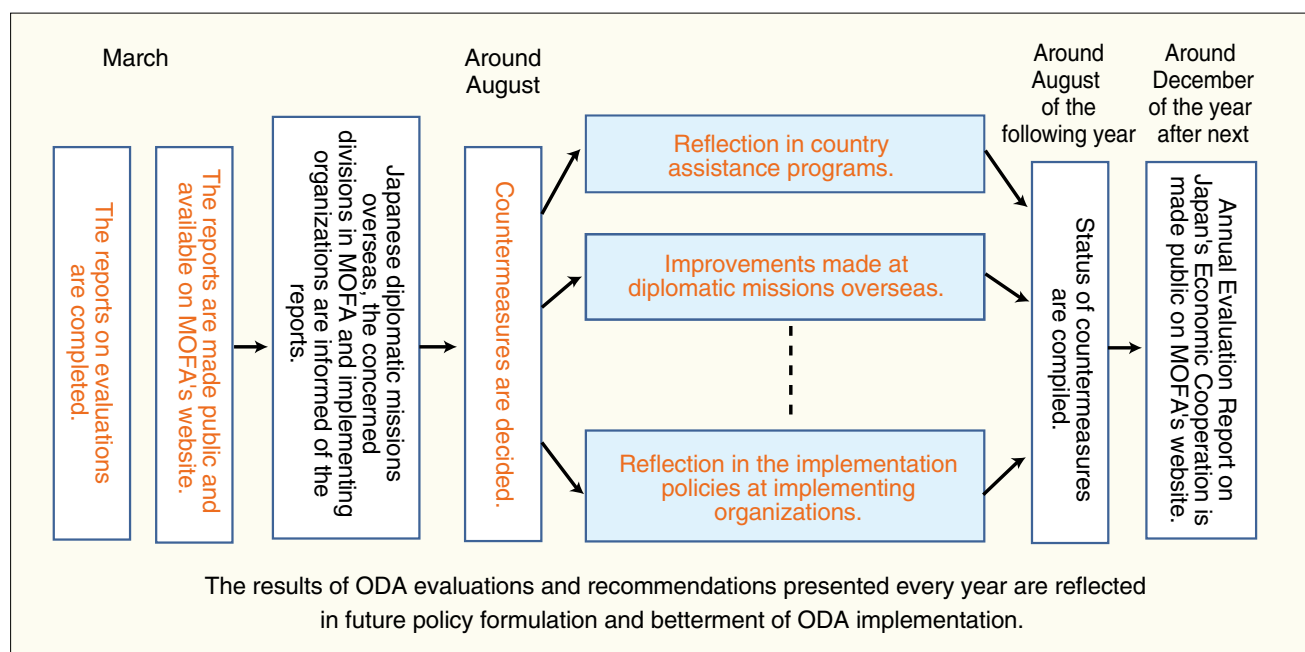
way, ODA evaluations reflect the viewpoints of NGOs.

In terms of projects, the grant aid for Japanese NGO Projects Effect Measurement Program, in which NGOs verify the effects of projects that were carried out using the grant aid for Japanese NGO projects, is implemented. In FY2009, the effects of projects concerning the agriculture and environment sectors and income-generation in the Philippines were verified by the program.

Recent Joint Evaluations by MOFA and NGOs (From FY2004)

Fiscal Year	Joint evaluations with NGOs (program-level evaluations)	ODA evaluations with an NGO representative as chief evaluator (policy-level evaluations)
FY2004	Evaluation of “the Grant Aid for Japanese NGO Projects” Modality	Country Assistance Evaluation of Ethiopia
FY2005	Evaluation Study on Japan’s ODA to the Education Sector in the Philippines	Country Assistance Evaluation of Senegal
FY2006	Evaluation Study on Japan’s ODA to the Health Sector in Thailand	Evaluation of Japan’s ODA for Agriculture and Rural Development
FY2007		Country Assistance Evaluation of Sri Lanka
FY2008	Evaluation of Japan’s Assistance to the Education Sector in Laos	Country Assistance Evaluation of Pacific Island Countries
FY2009		Country Assistance Evaluation of Bangladesh

Feedback Mechanism



Efforts toward ODA Evaluation Improvement

■ ODA Evaluation Improvement Based on “the ODA Review”

The following initiatives will be pursued based on the results of “the ODA Review: Final Report,” which was released in June 2010 (Please refer to Chapter 1, An Overview of ODA Evaluations: “The ODA Review”).

- In addition to carrying out organizational change to strengthen the independence of the evaluation division, appoint external personnel with knowledge and experience of evaluations to positions of responsibility.
- Choose more effective evaluations and compile evaluation results in a database, thereby making use of this information in the drawing up and improvement of policy by sharing this information with all concerned MOFA and JICA officers and offering more concrete feedback on evaluation results.
- Widely release information concerning ODA evaluation results through the website and devise the creation of reports in order to promote easy to understand evaluations for the public.

■ Feedback of ODA Evaluation

With the objective of correctly positioning ODA evaluation in the framework of the PDCA cycle, feedback on recommendations presented in yearly ODA evaluations is conducted. The flowchart below shows the steps for feedback about ODA evaluation.

As before, the status of the above follow-up activities are published partly in the Annual Evaluation Report on Japan's Economic Cooperation, and fully on MOFA's website (Please refer to Chapter 3, “Application of Evaluation Results”).

From the standpoint of providing more concrete feedback, approaches such as the following are being considered: (1) narrow down recommendations to follow and intensively implement follow-up measures; and (2) reduce the period of time spent on follow-up.

■ Review of the Past Evaluations on Japan's ODA

In FY2009, “Review of Japan's ODA Evaluations Between FY2000-2007” was conducted (Please refer to Chapter 2, Outline of Evaluation Results: “Review of Japan's ODA Evaluations”). The recommendations produced in the process of this review will be considered and those that are viable will be reflected in the evaluations. The recommendations include the

following; “State the priority and addressee as clearly,” “Recommendations should be stated with three points included; foundation of the findings, direction of the correspondence and specific correspondence action, wherever possible,” “Introduce a comprehensive evaluation system in order to deliver findings which are easy to understand,” etc.

■ Efforts to Meet International Standards

The evaluation standards of OECD-DAC have been adopted to evaluate ODA. Additionally, the DAC Network on Development Evaluation has developed the criteria regarding evaluation quality. The “Quality Standards for Development Evaluation,” which were approved in February 2010, serve as a pillar of the process required to ensure the high-quality ODA evaluation and its outcomes. These standards for evaluation quality will also be taken into consideration in the future evaluation within Japan.

Chapter 2

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• Horticultural Produce Handling Facilities Project (ODA Loan) Ex-Post Monitoring (Kenya)	

Overview of FY2009 Evaluations

Chapter 2 introduces concrete cases of ODA evaluation conducted by MOFA, recipient governments or agencies, other ministries and agencies, and the implementing agency, JICA.

Evaluations Conducted by MOFA

The seven ODA evaluations conducted by MOFA in FY2009 (third-party evaluations conducted by external experts), based on the ODA Evaluation Guidelines (5th Edition, February 2009) published by MOFA, involved a comprehensive review from the perspectives of “relevance of policies,” “effectiveness of results,” and “appropriateness of processes.” Specifically, the evaluation teams held review meetings, formulated the evaluation design, conducted literature reviews, interviews in Japan, and field research, and analyzed the information collected. The overview of these evaluations is introduced on the following pages. The contents published are the views of the parties implementing the evaluations and do not represent the position or views of the Government of Japan.

● Policy-Level Evaluation/Country Assistance Evaluation

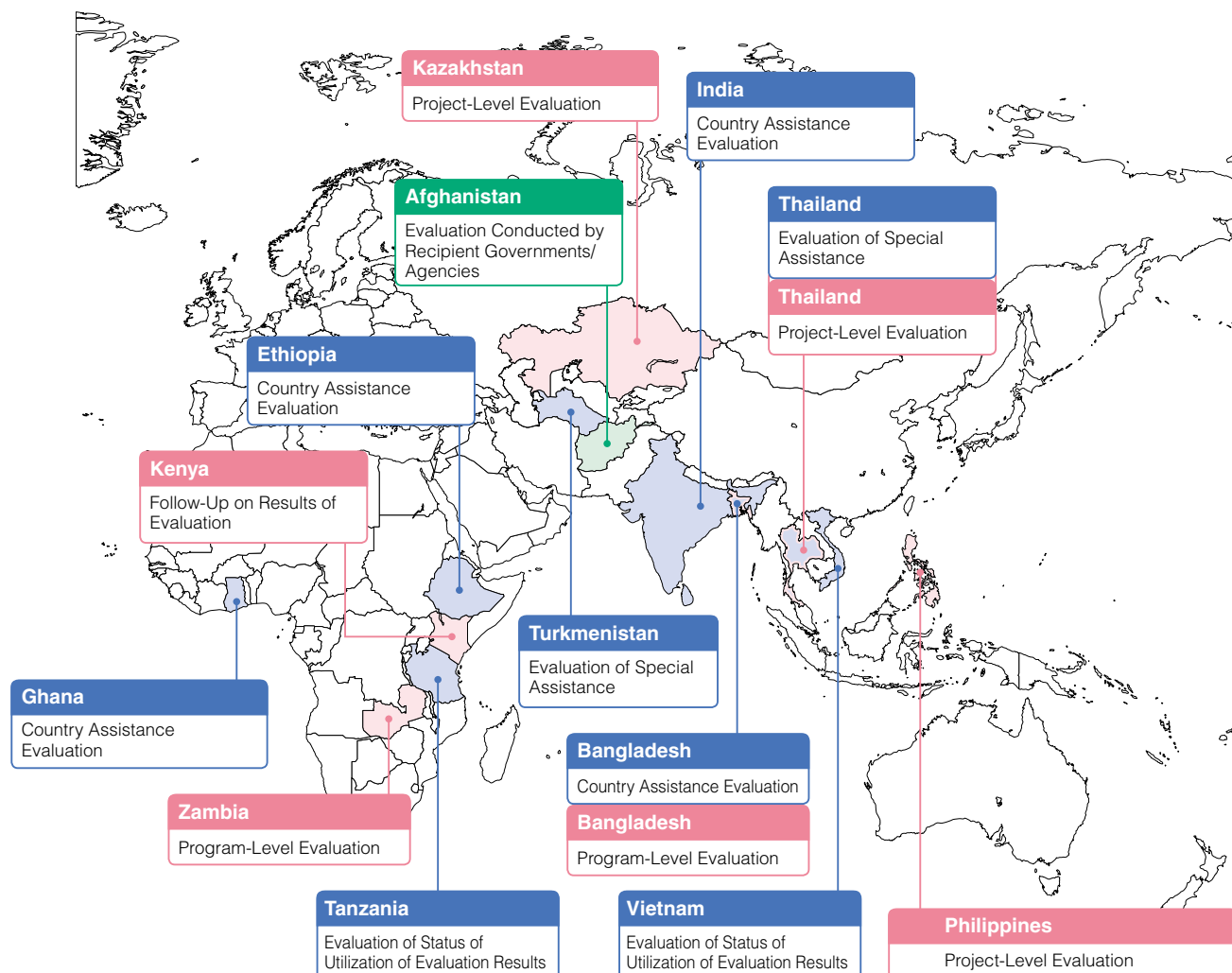
- Bangladesh
- Ethiopia
- India
- Brazil
- Ghana

● Other Evaluations/ Evaluation of Special Assistance

Evaluation on Multilateral ODA: The United Nations Trust Fund for Human Security (UNTFHS) (Thailand, Turkmenistan)

● Other Evaluations/Evaluation of Status of Utilization of Evaluation Results

Review of Japan's ODA Evaluations between FY2000-2007 (Vietnam, Tanzania)

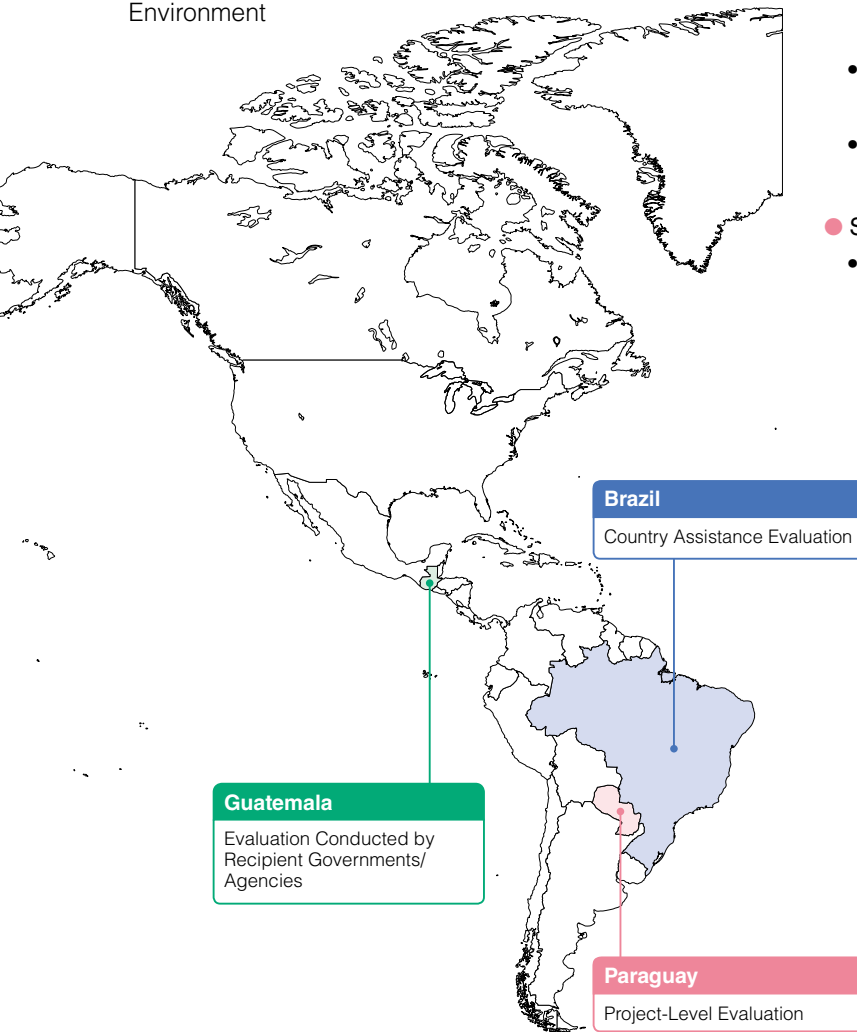


Evaluations Conducted by Recipient Governments/Agencies

- Afghanistan
Evaluation of “Japan’s ODA for the Education Sector of Afghanistan”
- Guatemala
Evaluation of “Japan’s ODA in Guatemala’s Health and Water Sectors”

Evaluation by Other Ministries and Agencies

Financial Services Agency/Ministry of Internal Affairs and Communications/Ministry of Justice/Ministry of Finance/Ministry of Education, Culture, Sports, Science and Technology/Ministry of Health, Labour and Welfare/Ministry of Agriculture, Forestry and Fisheries/Ministry of Economy, Trade and Industry/Ministry of Land, Infrastructure, Transport and Tourism/Ministry of the Environment



Evaluations Conducted by JICA

JICA conducts project evaluation to improve the effectiveness and efficiency of projects by gaining public support and understanding of its ODA projects. Evaluation results are being used as means to improve projects and ensure accountability. The evaluation studies introduced here are excerpts from evaluation studies carried out in FY2008 and published in the “JICA Annual Evaluation Report 2009.”

Evaluations Conducted by JICA

- Overview
- Program-Level Evaluation
 - Arsenic Mitigation Program (Bangladesh)
 - Empirical Evaluation of M/P Study to Formulate Program Evaluation Method (Zambia)
- Project-Level Evaluation
 - Thailand-Japan Technology Transfer Project (Thailand)
 - Project for the Improvement of Health Care Services in the Semipalatinsk Region (Kazakhstan)
 - Tiwi Geothermal Power Plant Complex Rehabilitation Project (Philippines)
 - Improvement of Small and Medium Scale Dairy Farm Management Project (Paraguay)
- Status of Follow-Up on Results of Evaluations in the Past
 - Ex-Post Monitoring on Horticultural Produce Handling Facilities Project (ODA Loan) (Kenya)

Country Assistance Evaluation of Bangladesh

Period of Evaluation Survey: From June 2009 to March 2010

Chief Evaluator: Masato Noda, Trustee, Nagoya NGO Center/Associate Professor, Department of International Relations, Chubu University

Advisor: Sanae Ito, Associate Professor, Graduate School of International Development, Nagoya University

Consultant: Foundation for Advanced Studies on International Development (FASID)



Original report (Summary): <http://www.mofa.go.jp/policy/oda/evaluation/FY2009/text-pdf/bangladesh.pdf>

Evaluation Policy

Objectives

The objective of this study is to conduct an evaluation of Japan's overall aid policies toward Bangladesh, in order to provide lessons learned and recommendations for the formulation of Japan's future aid policies, and for more efficient and effective implementation of assistance. It also aims to serve as a reference for the future development of Bangladesh through feedback of the evaluation results, to contribute to the publicity of Japan's ODA assistance, and to fulfill the government's accountability to the public through the publication of the evaluation results.

Scope and Period

From May 2006 to the point of implementation of field studies for this program (October 2009)

Evaluation Results

Relevance of Policies

Japan's aid policies toward Bangladesh are consistent with Japan's higher ODA policies (the ODA Charter and Medium-Term Policy on ODA), the Poverty Reduction Strategy Paper (PRSP) that forms part of the Bangladeshi government's national development plan, international priority issues, aid policies of the main donor countries and agencies, and Japanese initiatives; they are thus highly relevant to every aspect. However, changes are taking place with regard to the priority issues set by the Bangladeshi government in tandem with new trends initiated after Japan formulated the Country Assistance Program. In the future, there is a need to conduct reviews in a flexible manner in response to such changes in the situation.

Effectiveness of Results

With regard to poverty reduction, which has been positioned as the highest priority issue, although poverty rates have fallen slightly, the benefits of economic growth have not necessarily contributed

sufficiently to the poor, and governance has not succeeded in overcoming the vulnerability of administrative functions. Regarding Japanese assistance in priority sectors, complementary and cooperative relationships with assistance activities and programs implemented by other donor countries and agencies have been observed. Utilizing Japan's advantages, and as a result of injecting focused efforts, it can be said that the quality of each assistance project is high and has a comparatively high level of effectiveness.

However, the objective framework of the current Country Assistance Program aims to achieve outcomes by sector, and actual outcomes of cooperation hardly extend beyond the boundaries of that framework. It can be said that the impact on larger issue, rather than going over and beyond individual issues was limited.

Appropriateness of Processes

With regard to the processes of formulating the Country Assistance Program, evaluations were conducted from the following perspectives: the revision system, involvement of the Government of Bangladesh, coordination of local donors, and involvement of stakeholders. The Assistance Program was revised under the guidance of the local ODA Task Force, and their organization and expertise played a significant role in the revisions. On the other hand, due to the fact that it was a sector group-centered Task Force, it was more difficult to respond to priority issues that went beyond the sector and to narrow down priority areas.

With respect to reflecting the needs of Bangladesh, a high level of consistency was achieved through matching the timing for the processes of revising the Assistance Program and of formulating the PRSP. In addition, there was close policy coordination and cooperation with the top three donors other than Japan. However, there is still room for improvement with regard to areas such as the limited involvement of NGOs or civil society with a high level of expertise and ability as important developmental actors, and the protracted formulation processes. Concerning the implementation process of the Assistance Program, including reflecting

in the assistance strategy of aid implementing agencies, uncovering cases, and case establishment based on continuous consultations with Bangladesh was mostly appropriate. In addition, as seen in the above “Effectiveness of Results” section, through ensuring complementarity with other donor countries and agencies, division of labor, and programmed assistance, attempts were made to implement ODA that made effective use of limited resources. The role of the local ODA Task Force in the above processes was highly evaluated. However, with the establishment of the new JICA, ODA schemes are now implemented unitarily, and there is a need to review the role and organization of the local ODA Task Force.

Regarding cooperation with NGOs and civil society, while it generates good practices, the number of such cases is limited. It is because there are concerns that assistance may become fragmented, there is no assurance of continuity, and replacements may in turn obstruct the Government’s efforts to provide services. However, while the ability of the Government of Bangladesh is limited, in order to bring the benefits of development to socially vulnerable groups such as the poor, there is a need to review cooperation with NGOs and civil society as well as assistance that makes the most of the unique advantages of such cooperation.

Recommendations

In view of the aforementioned issues and analyses, the following four “innovations” toward more effective and efficient assistance for the realization of human security are put forth as the basic stance for recommendations for revising the Country Assistance Program for Bangladesh.

1 “Selection and Concentration” through a cross-sectoral approach to priority issues

The efficient operation of ODA is now being sought, and it is recommended that future formulation of the Assistance Programs is carried out in the form of “selection and concentration” through an issue-oriented cross-sectoral approach, rather than through narrowing down and refining sectors. In order to ensure that the stock of aid performance built up by Japan across a wide range of sectors does not go to naught, first select the issues for which Japan should provide assistance, then implement assistance activities targeted at the same issues without being bound by the margins of the sector. In that way, it would also be easier to facilitate inter-project cooperation and



Safe Motherhood Promotion Project in Narsingdi

generate multiplier effects. As a result, it would also be easier to achieve a higher level of impact, and to enhance the sense of messages of assistance that also has international influence.

2

Enhance the PDCA cycle of policy by developing an efficient monitoring system and restructuring the local ODA Task Force

In implementing the Assistance Program, it is important to establish a monitoring system for the Program, to review and establish new systems and roles for the local ODA Task Force, and to ensure the effective functioning of the PDCA cycle.

In order to respond quickly to local needs and changes in the economic social environment, there is a need to establish an efficient and sustainable monitoring system. However, it is also important to utilize the existing framework so as to prevent the monitoring from becoming its own goal.

It is the time to review the role and functions of the local ODA Task Force in response to changes to Japan’s ODA system. The roles of the top levels, managerial levels, and sector teams both in the embassy and the JICA office should be reorganized, and, if necessary, expertise from NGOs, civil society, Japan External Trade Organization (JETRO), and external experts at each level is to be obtained.

3

“Scale-up” of good practices through collaboration with other schemes and donors

With regard to good practices, such as in the form of cooperation with pooled fund assistance and technical cooperation in the education and health sectors, there are new attempts at scaling up. Japan should promote collaboration with other donors and schemes on the recognition that its assistance brings in development ideas and good practice.

Expanding “people-to-people” assistance that makes the most of expertise of diverse development actors such as NGOs, civil societies, and social enterprises

The achievements of outstanding NGOs and social enterprises in development activities in Bangladesh are renowned in the world, and these organizations are indispensable providers of social services. With regard to the provision of assistance to groups of society that have been marginalized from benefits of development, four types of collaboration can be considered—detailed assistance that responds to grassroots needs, strengthening administration and empowerment, replacing and complementing social services, and providing assistance for incubation (entrepreneurs) and scale-up assistance for activities. In order to realize human security, there is a need to incorporate a perspective of providing direct assistance to individuals through these actors.

Examples of MOFA’s response measures

- MOFA will organize an effective Task Force to respond to priority issues while enhancing coordination in regular communication between the Embassy of Japan, JICA, and JETRO, with a view to organizing and integrating sectors.
- Efforts are being made to continue collaboration, such as strengthening dialogues with the Japanese NGOs that have already built up close ties with local NGOs and communities.



Country Assistance Evaluation of Ethiopia

Period of Evaluation Survey: From June 2009 to March 2010

Chief Evaluator: Izumi Ohno, Professor, GRIPS

Advisor: Makoto Nishi, Research Fellow, Center for Southeast Asian Studies, Kyoto University

Consultant: Mitsubishi UFJ Research and Consulting Co., Ltd.

Original report (Summary): <http://www.mofa.go.jp/policy/oda/evaluation/FY2009/text-pdf/ethiopia.pdf>

Evaluation Policy

Objectives

Taking into consideration the significance of Japan's assistance toward Ethiopia, this evaluation reviews Japan's overall aid policies toward Ethiopia, gains an understanding on the changing developmental needs in Ethiopia in recent years, and provides lessons learned and recommendations for the formulation of Japan's future assistance policies and for more efficient and effective implementation of assistance, including revisions to the Country Assistance Program for Ethiopia scheduled for FY2010. At the same time, it aims to fulfill the government's accountability to the Japanese public through the publication of the evaluation results and to serve as a reference for the future development of Ethiopia and to contribute to the publicity of Japan's ODA assistance through feedback of the evaluation results to the Ethiopian officials and the other donors.

Scope and Period

This evaluation was conducted for Japan's aid policies toward Ethiopia after FY2004. The last evaluation of country assistance toward Ethiopia was conducted in FY2004 targeting assistance provided from FY1995 to 2003, and this evaluation targets assistance provided after that period. This evaluation takes into account Japan's bilateral assistance and its assistance provided through international organizations during this period,



The site of the women's independence support program with organic recycling agriculture in Addis Ababa

and evaluates aid at the policy level from the perspectives of "objectives of assistance policies," "results of policy implementation," and the "policy formulation and implementation processes."

Evaluation Results

Relevance of Policies

Japan's assistance to Ethiopia can be said to be in line with Japan's higher ODA policies and development policies and strategies laid out by the Ethiopian government. Setting "establishing food security" as the basic goal was appropriate in view of the food crisis that hit Ethiopia at the time. Furthermore, it responded to the G8 Summit Action Plan in 2004 and thus had diplomatic appeal. However, after the final draft of the current Country Assistance Program for Ethiopia was drawn up in FY2006, the approval process within the government took time, resulting in an unfortunate delay in publication until June 2008. Japan's assistance is mutually complementary and in coordination with assistance from other donors in the sense that it seeks to improve the administrative capabilities of the federal and local governments through the implementation of specific projects.

Effectiveness of Results

An overall improvement has been observed in the key indicators for development goals in Japan's priority assistance sectors (agriculture and rural development, management of water resources, socio-economic infrastructure, education, and health), and Japan's assistance has overall effective results. On the Ethiopian side, infrastructural development that makes use of Japan's technical strength, site-oriented detailed support, linkages between grant aid and technical cooperation, as well as the high-quality assistance and certainty of implementation, are highly evaluated. On the other hand, the status of achievement for food security, which has been positioned as an issue of the highest priority by the Ethiopian government and set as a basic goal by Japan, remains halfway through. In order to achieve actual outcomes, it is necessary, even more so than

ever, to put in place a development strategy that takes into consideration the linkages between vulnerable regions, regions with high potential, and the private sector. It is also necessary for Japan to formulate assistance strategies taking into consideration the correlation with the respective programs.

Appropriateness of Processes

In view of the fact that the development assistance environment in Ethiopia was greatly changing at the time of the current Country Assistance Program was announced, measures were required to be taken for reduction of its process time. The formulation and implementation processes for the project was mostly appropriate, and the seventh policy dialogue with the Ethiopian government held in July 2009, there has been close communication and cooperation with Ethiopia, including discussions at the working level and dialogues on individual cases. On the other hand, there were also calls for the streamlining of ODA implementation processes and criticisms on the lack of flexibility in grant aids at the implementation phase. With regard to field-based initiatives, in addition to the local ODA Task Force, a sectional meeting of Commerce and Industry is being established as a forum for information sharing and exchange of opinions with Japanese private enterprises, and in response to calls from private enterprises, it is noteworthy that the local ODA Task Force initiated future activity policies at the field. With regard to aid coordination, although Japan does not provide budget support or financial assistance to pool funds, the local ODA Task Force has taken part in donor meetings. However, several donors have pointed out that Japan's presence at the policy level remains low. Concerning the level of individual projects, there are examples of good practices in cooperation with international organizations.

Recommendations

1

Reconsider the objectives and priority areas in light of the changes in Ethiopia's development aid environment.

Taking into consideration changes in the development needs of the Ethiopian government, there is a need to review the objectives and priority areas in the revisions for the Country Assistance Program scheduled for FY2010. (For instance, setting "sustainable economic growth" as a basic goal, in addition to the existing "establishing food security.")

2

Adopt approaches that enhance aid impact.

- In agriculture and rural development, efforts should be injected to increase the mutual synergy effects among projects.
- In order to disseminate/scale up the "model" established through technical cooperation, forms of assistance that involve tie-ups with financial assistance and a combination of assistance ranging from the policy level to the grassroots level should be promoted.
- Participation in budget support in combination with strengthening technical cooperation for formulation of development plans for the entire state or county budget management should be considered.
- In order to enhance the effectiveness of each project, there should be greater cooperation with NGOs and further exchange of opinions that utilize experience gained from the Grant Assistance for Grassroots Human Security Projects.
- In order to reduce risks in the external conditions of individual projects, on-site involvement at the policy level should be constantly increased.

3

Build up an assistance strategy and strengthen external dissemination using Japan's expertise and experience.

There is a need to connect the sites of assistance with policy through policy dialogues, enhance the impact of assistance, and exert Japan's presence.

4

Improve formulation and implementation processes for aid policies.

- Formulation processes for aid policies should be accelerated.
- Frameworks that facilitate the constant implementation of processes, from submission of applications for projects to project approval, should be established.

5

Improve grant aid systems.

There is a need to consider enhancing systems in order to make full use of Japan's technical strengths in general grant aid projects (for instance, setting unit price and securing reserve funds).

6

Strategically utilize assistance provided through international organizations.

- There is a need to scale up Japan's field-based practical assistance through the use of international organizations.

- Making full use of international organizations, assistance should be provided to areas that cannot be reached through bilateral aid (in particular, support to remote areas).
- For effective infrastructure and industrial development assistance, in the medium to long term, reviews should be made on the possibility of loans provided in cooperation with the African Development Bank and the World Bank.



The representative of organization explaining to the inspection team on the women's independence support program in Addis Ababa

Examples of MOFA's response measures

- During revisions of the Country Assistance Program, objectives and priority areas will be revised. For example, in addition to the existing "establishing food security" objective, "sustainable economic growth" is to be added as a new pillar.
- Utilizing the industrial policy dialogues already established with Ethiopia, MOFA will strengthen cooperation in sectors among Ethiopia's development needs for which it could apply Japan's expertise and know-how, and thus work to exert Japan's presence.
- Just as efforts are made by the Farmers Research Group (FRG) to scale up for appropriate technical development models through connecting with succeeding projects and international organizations, reviews are under way in the agriculture and education sectors to scale up models established as outcomes of technical cooperation. The possibility of cooperation with international organizations is also being considered.

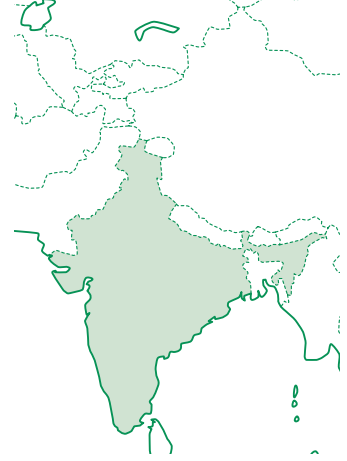
Country Assistance Evaluation of India

Period of Evaluation Survey: From June 2009 to March 2010

Chief Evaluator: Tatsufumi Yamagata, Director, Poverty Alleviation and Social Development Studies Group, Inter-Disciplinary Studies Center/Professor, IDE Advanced School (IDEAS), Institute of Developing Economies

Advisor: Fumiko Oshikawa, Professor, Center for Integrated Area Studies, Kyoto University

Consultant: Mitsubishi Research Institute, Inc.



Original report (Summary): <http://www.mofa.go.jp/policy/oda/evaluation/FY2009/text-pdf/india.pdf>

Evaluation Policy

Objectives

This is a comprehensive evaluation of Japan's aid policies toward India, aimed at providing lessons learned and recommendations for the formulation of Japan's future aid policies, and for more efficient and effective implementation of assistance. It also aims to fulfill the government's accountability to the public through the publication of the evaluation results, and contribute to the publicity of Japan's ODA assistance through feedback of the evaluation results.

Scope and Period

This study comprehensively evaluates Japan's aid policy for India primarily from the standpoints of policy relevance, effectiveness of results, and appropriateness of process. Firstly, with regard to policy relevance, the evaluation was based primarily on Japan's Country Assistance Program for India, issued in May 2006. The evaluation took into consideration the assistance policy from the "Joint Statement Towards Japan-India Strategic and Global Partnership" released in December the same year, organized those contents, and assessed the relevance of the assistance objectives announced in the policy meetings. Secondly, with respect to the effectiveness of the results, the evaluation determined if assistance was provided based on the priority areas indicated in the 2006 Country Assistance Program. Japan's assistance mainly took the form of ODA loan, but also included grant aid and technical cooperation. There

was thus a need to conduct an overall study to comprehensively evaluate the results of aid, including the effectiveness of the respective forms of assistance. This study included an evaluation of the effectiveness of ODA loan, grant aid, and technical cooperation (the impact of the assistance on India's economic development and social development). Assessments were conducted through studies such as on-site interviews. Thirdly, with regard to the appropriateness of the process, as for relevance of policies, the evaluation primarily covered projects implemented after 2006.

Evaluation Results

Relevance of Policies

With regard to the relevance of objectives and priority sectors for Japan's aid policy toward India, evaluation was primarily based on (a) consistency with the needs of the partner country, (b) consistency with Japan's higher ODA policies, (c) consistency with international priority issues, and (d) relevance to the assistance provided by other donors. The priority goals laid out in Japan's aid policy toward India support the priority sectors stipulated by the Indian government, and the two can be considered to be in line with each other. Furthermore, as the Country Assistance Program for India covers all the basic principles laid out in the ODA Charter, it can be said to be consistent with Japan's higher ODA policies.

Effectiveness of Results

Results were evaluated with a focus on "effectiveness" and "impact." In addition to verifying the inputs and outputs of Japan's assistance, the effectiveness of results are analyzed based on the following three key issues to assess if the assistance in question had generated effective outcomes, and the impact on India's self-sustaining economic development is assessed. The three key issues are (a) promotion of economic growth, (b) improvement of poverty and environmental issues, and (c) expansion of human resource development and human exchanges. This



Delhi Mass Rapid Transport System Project (a Delhi Metro vehicle)

evaluation indicated that assistance utilizing Japan's unique characteristics were implemented in all the three priority sectors laid out in the Country Assistance Program. In particular, much infrastructure support in the electric power and transportation sectors were provided by ODA loan, and those are assistance sectors that contribute directly to the "promotion of economic growth." In addition, general grant aid projects, Grant Assistance for Grassroots Human Security Projects, and technical cooperation were provided toward the education, health and sanitation, local development, and environment sectors, which are assistance that contribute to the "improvement of poverty and environmental issues." Despite the fact that "expansion of human resource development and human exchanges" does not take up a significant portion of the total ODA contributions to India, in view of the horizontal cooperative relations between Japan and India, these projects were assessed to have played an effective role.

Appropriateness of Processes

With regard to the appropriateness of processes, processes are primarily separated into three categories—(a) process within the government (mainly MOFA), (b) process between Japan and the recipient country, and (c) process between Japan and other donors. The evaluation considered if appropriate cooperation, discussion, and verification procedures were followed in each process of the formulation and implementation of the aid policy for India, and if those procedures were carried out in an efficient manner. It has been pointed out by some Indian government agencies, other donors, and beneficiary organizations of the Grant Assistance for Grassroots Human Security Projects that Japan's ODA scores low on predictability and flexibility on several points. In addition, these actors have also indicated their expectations for greater consistency between Japan's assistance and the activities undertaken by many other actors contributing to India's economic and social development.

Recommendations

1 Further promote the Japan-India partnership

Japan regards assistance to India as one element of the "Japan-India Partnership" and has been providing assistance primarily for infrastructure development to promote economic growth. Considering strong capabilities for repayment of the Indian

government, as well as the planning and implementation of flagship projects that have a major impact on the Indian economy, Japan's assistance for the infrastructure sector would further increase its validity in the future. Therefore, under the framework of the "Japan-India Partnership," the further development of exchanges between Japan and India is anticipated.

2 Toward more harmonious assistance

While Japan's ODA to India has always been consistent with India's major development policies, the position of the ODA in India's social development goals, the roles of other donors and direction of coordination with other donors, and the method of dissemination for the outcomes of projects implemented have not been clearly stipulated. For that reason, and particularly with assistance linked to social development, Japan's assistance should be developed more harmoniously in both the aspects of consistency with the Indian government's development policies as well as division of role among donors.

3 Assistance for South-South Cooperation

Against the background of its historical steps, India has exerted a leadership presence among developing countries, and Japan's assistance for India becomes more significant when the benefits gained through Japan's assistance are spread to other developing nations. Japan should give serious consideration to taking assistance for India's efforts towards South-South cooperation as one way to expand the scope of mutual cooperation between Japan and India.

Examples of MOFA's response measures

- Continue to position assistance toward India as part of the "Japan-India Strategic and Global Partnership" and work toward strengthening Japan-India relations.
- Continue to pay attention to important development issues in India (poverty reduction, social development provision of economic and social infrastructure, responding to environmental issues, and improvement of human resource development), and work toward efficient and harmonious assistance while giving appropriate consideration to India's social goals (such as its Five-Year Plan) and division of roles with other donors.

Country Assistance Evaluation of Brazil

Period of Evaluation Survey: From June 2009 to March 2010

Chief Evaluator: Yoshikazu Imazato, Former Editorial Writer, Tokyo Shimbun

Advisor: Ko Takagi, Assistant Professor, Kanda University of International Studies

Consultant: International Development Center of Japan (IDCJ)



Original report (Summary): <http://www.mofa.go.jp/policy/oda/evaluation/FY2009/text-pdf/brazil.pdf>

Evaluation Policy

Objectives

- To conduct an overall evaluation of Japan's aid policies for Brazil in order to obtain lessons and recommendations that would contribute to the efficient and effective policy planning and implementation of Japan's future assistance to Brazil, as well as reflect on future policies for aid toward Brazil.
- To improve Japan's ODA to Brazil by feeding back the evaluation results to the Government of Brazil, related institutions, and other donors, as well as to achieve accountability to the Japanese people by publicizing the results of Japan's ODA assistance.
- To provide information that can be utilized in the review of new Country Assistance Program for Brazil to be formulated in the future.

Scope and Period

To cover Japan's aid policies toward Brazil from FY2004 to FY2008

Limitations of evaluation

It was not possible to assess the degree of achievement of the policy goals vis-à-vis target values, primarily because neither a Country Assistance Program for Brazil nor quantifiable indicators and target values have been formulated in policy goals and priority sectors. Furthermore, it is not significant to measure quantitatively the contribution of Japan and other donors to Brazil's development issues, since external assistance is small compared with the size of public expenditure in Brazil. With these limitations, the effectiveness of the results was judged holistically based on qualitative information.

The evaluation was also based on available information materials and interviews with present officials in charge, as it was not possible to interview all officials in charge at the time of the targeted policies.

Evaluation Results

Relevance of Policies

Japan's ODA to Brazil is not formulated in the form of a Country Assistance Program, but has been supporting Brazil in achieving its national goals such as economic growth, poverty reduction, income and regional inequality reduction, and environmental conservation. It is consistent with (a) Japan's higher ODA policies such as the ODA Charter, the Medium-Term Policy, (b) Brazil's development plans and policy needs such as the Multiyear Plan (PPA) 2004-2007, the Growth Acceleration Program (PAC), and (c) international priority issues such as MDGs and global climate change; and it is also complementary to (d) aid policies of other donors. However, it was widely recognized among the parties concerned that (a) Japan's ODA policies for Brazil should be reviewed in terms of strategic use of ODA for strengthening bilateral relations, and (b) it is important to establish clearer policy goals for the provision of assistance to Brazil after it had achieved relatively stable growth and income inequality reduction since 2002.

Effectiveness of Results

Japan's ODA to Brazil has played a certain role in achieving the two main policy goals, "income inequality reduction" and "environmental conservation." Brazil has realized significant reductions in poverty and income inequality since 1990. Inequality among regions has also tended to decrease in recent years. Although it is difficult to measure the degree of direct contribution of Japan's ODA to Brazil, external assistance by donors such as Japan is deemed to have facilitated the improvement. With regard to conservation of the environment, although results have not been as marked as those for the reduction in income inequality, the Government of Brazil appreciates Japan's support for environmental management such as surveillance against illegal deforestation by utilizing satellite images, and forest conservation and sustainable use of forest resources in the field of natural environment; and sewage and sanitation improvement,

flood control in metropolitan areas, and waste disposal improvement in the field of urban environment.

In the five priority sectors of Japan's assistance toward Brazil (environment, industry, agriculture, health, and social development), Japan's ODA has, to a certain degree, facilitated Brazil's efforts through technology transfer, human resource development, and capacity building, even though the contribution was limited in terms of financial inputs. Grant Assistance for Grassroots Human Security Projects contributes toward the policy goals of the two countries despite the small amount of provided for each grant, has a significant impact on activities of the respective recipient organizations, and is an effective tool of diplomacy for Japan. "Assistance to third countries," based on the framework of the Japan-Brazil Partnership Program (JBPP), complements Japan's lack in ODA resources (funds, personnel, technology in certain areas, etc.), and supports capacity development for implementing agencies and experts on the Brazilian side. In these ways, it strengthens relations with Brazil and is extremely significant to Japan.

Appropriateness of Processes

The aid policies for Brazil for FY2004-FY2008 were formulated based on the policy goals and priority sectors confirmed through annual policy dialogues and the bilateral summit meetings between the Japan and Brazil governments. The Government of Brazil has strong ownership and various discussions were appropriately held in the course of project formulation and selection with adequate consideration of the needs and expectations of the Brazilian side. The M&E toward Japan's ODA projects were also implemented properly. With regard to the M&E of technical cooperation projects, the high degree of participation from Brazilian implementing agencies was noteworthy. Unlike many other developing countries, the aid coordination is mostly not active in Brazil. However, constant communication was maintained between the Embassy of Japan and the JICA office, with the World Bank, Inter-American Development Bank (IDB), and major donors such as Germany. Public relations for Japan's ODA in Brazil to some extent impresses the Brazilian people with Japan's contribution to the socioeconomic development of Brazil. It is considered helpful in fostering pro-Japanese feelings among the Brazilian people, enhancing Japan's presence in Brazil and strengthening the bilateral relations. Nevertheless, there is room to examine more effective methods of public relations in Brazil.



Interview with Minister Marco Farani (left), Director of the Brazilian Cooperation Agency (ABC)

Recommendations

Japan's ODA to Brazil for the period of FY2004-FY2008 as a whole is favorably appreciated by the Brazilian people concerned and other donors, and continued assistance is highly expected. However, Brazil has achieved stable economic growth in recent years and is approaching the stage of "graduation" from ODA based on the World Bank's criterion. In light of this fact, the following recommendations are made for Japan's future ODA to Brazil.

1

Continue ODA for a certain period to lay the foundation of a stronger partnership with Brazil in the future.

Brazil is a leading exporter of food and natural resources and one of the most promising emerging countries. Brazil embraces a major part of the Amazon, the world's largest tropical rainforest, and has a great influence on the world's environmental and climate change issues. Brazil has been traditionally a friendly nation to Japan. In addition to having the largest population of Japanese descent (Nikkei) overseas, Brazilians trust Japan greatly and feel close to Japan. It is crucial to make the Japanese people fully aware of Brazil's importance to Japan, and to keep Brazil pro-Japanese. To that end, Japan should also keep up strong cooperation that sends positive messages conscious of the future Japan-Brazil relationship to the Brazilian people. Japan should make future ODA to Brazil the foundation on which it could maintain friendly relations and build a stronger partnership with Brazil in the post-ODA era. It is necessary to continue providing ODA assistance to Brazil for the time being, including loan aid, even if Brazil becomes a "graduated country" based on the World Bank's criterion. There is also a need to redefine the role of ODA to Brazil during the transitional period.

2

Focus on cooperation in addressing global issues, reciprocal cooperation, and triangular cooperation.

It is proposed that the following be the three pillars of Japan's future ODA to Brazil, with a view to strengthening the partnership with Brazil by making the best use of Japan's strengths, and thereby contributing to the three-layered interests (Brazil's national interest, the international community's interest, and Japan's national interest). They correspond to the four sectors for loan aid to upper-middle-income countries (environment, human resources development, disaster prevention and disaster countermeasures, and economic and social infrastructure development to reduce regional disparities). They are also areas in which the two countries can collaborate for mutual benefit, and in which the international community and third countries can also jointly participate.

- Cooperation in addressing global issues such as global warming, infectious diseases, food, energy, and mineral resources
- Reciprocal cooperation beneficial to both countries such as public-private partnerships (PPP) projects
- The Japan-Brazil joint assistance to third countries, in which complementary and synergistic effects can be expected

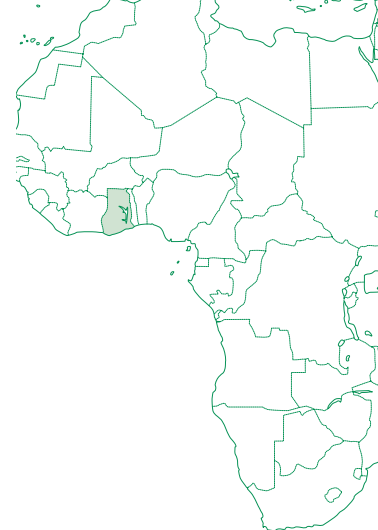
3

Formulate a "Country Partnership Program," evaluate the outcomes and publicize them.

With regard to ODA for Brazil, the formulation of a Country Assistance Program is vital because strategy is more important than it is for other countries such that greater accountability is required. It is proposed that the program be titled the Country Partnership Program to exhibit Japan's intention inside and outside the country to build a mutually beneficial partnership with Brazil and address global issues, as well as reciprocal issues, in cooperation with Brazil. As regards ODA to Brazil, effective public relations will become important more than before in view of sending messages to the people of the two countries. In Japan, it is crucial to enhance the people's understanding of the usefulness of ODA and gain their support, rather than merely achieving accountability. In Brazil, rather than simply presenting cooperation projects, particular measures are needed to enhance the Brazilian people's sense of closeness to Japan in order for Japan's ODA to be covered by the mass media.

Examples of MOFA's response measures

- MOFA will utilize the JBPP framework of third-country cooperation between Japan and Brazil, and by providing assistance under the same framework in the agriculture and forest conservation sectors, strengthen capacity during the transitional period of Brazil's shift from being the aid recipient to becoming the aid donor.
- MOFA will consider the summarizing and publication of the JBPP activity outcomes achieved thus far.



Country Assistance Evaluation of Ghana

Period of Evaluation Survey: From June 2009 to March 2010

Chief Evaluator: Katsuya Mochizuki, Director-General, Research Promotion Department, Institute of Developing Economies

Advisor: Shoko Yamada, Associate Professor, Graduate School of International Development, Nagoya University

Consultant: Global Link Management Inc.

Original report (Summary): <http://www.mofa.go.jp/policy/oda/evaluation/FY2009/text-pdf/ghana.pdf>

Evaluation Policy

Objectives

MOFA developed Japan's Country Assistance Program for Ghana in June 2000, and revised it in September 2006 to make Japan's assistance more strategic and ensure the effective and efficient implementation of the assistance through collective and integrated efforts by the Government of Japan, responding to the changes in aid environment in Ghana. The revised Country Assistance Program has the following three basic perspectives and objectives.

- To formulate aid policies to support Ghana's development policy based on its ownership
- To implement aid on the premise of Ghana's self-supporting efforts
- To implement result-based assistance with a long-term perspective

This study evaluates the achievement of assistance goals from the three perspectives of "relevance of policy (strategic framework of aid policy)," "appropriateness of processes (appropriate implementation structure for the achievement of assistance objectives)," and "effectiveness of results (achievement of assistance objectives based on the effective utilization of aid modalities)." The evaluation is aimed at providing recommendations for the revision of future Country Assistance Programs and for improving implementation structure, as well as providing recommendations for more efficient and effective implementation of assistance. It also aims to fulfill the government's accountability to the public through the publication of the evaluation results.

Scope and Period

From FY2000 to August 2009

Evaluation Results

Relevance of Policies

Japan's Country Assistance Program adopts a similar results-based approach as Ghana's Growth and Poverty Reduction Strategy II (GPRS II), and is highly consistent with Ghana's national policy, such as GPRS II's aim at establishing a strategic program to fulfill the goal of "Poverty Reduction through Economic Growth." In addition to Japan's ODA policies, it is also highly consistent with the Tokyo International Conference on African Development (TICAD) process and the MDGs.

Appropriateness of Processes

After the 2006 revision to the Country Assistance Program, the local implementation structure was significantly enhanced through development of the local ODA Task Force, introduction of the sector team system, and utilization of "position papers" for each sector that the local ODA Task Force developed. On the other hand, it is easy for the activities of a sector team to lean toward the formulation and implementation of individual projects within a sector, and it was acknowledged that implementation and administration efforts for strategic programs and cooperative programs that go beyond the sector were not sufficient.

Effectiveness of Results

Efforts are being made in cooperation between projects and schemes in each sector. In particular, for assistance that spans long periods of time such as "technical and vocational education and training" and "in-service teachers training," outcomes are being achieved as a chain of assistances from formulation of policy to promotion of implementation. However, an objective evaluation was difficult due to inadequate setting of indicators for measuring the outcomes and predicting the achievement of goals for the program.

Lessons Learned

1 Aid policy laid out in the Country Assistance Program

The Country Assistance Program is highly consistent with Japan's higher ODA policies, Ghana's development strategy, and international initiatives. It plays an important role as a basic document to guide project formulation and ensure the appropriateness of assistance.

2 Implementation structure for the Country Assistance Program

Local-level functions have been highly enhanced and strengthened by the unique efforts of the local ODA Task Force, such as the introduction of "sector teams" and "position papers" in Ghana, and the project formulation process has become much more efficient. It is now required that the outcomes indicators of Strategic Objectives and Cooperation Programs should be clarified to monitor the progress and the degree of achievement of Country Assistance Program, in order to get useful feedback to improve policy development and project formulation in the future, to support the Ghanaian government in the realization of its policy objectives.

- For the effective and efficient implementation of assistance aimed at goal achievement, with regard to the specific contents of cooperation programs, there is an urgent need for MOFA, JICA headquarters, and the local ODA Task Force to establish a common understanding.
- With regard to dialogues with the Ghanaian government, the Ghanaian government highly evaluates the smooth facilitation and streamlining of dialogue processes in relation to the request surveys. However, its ministries and implementing agencies that do not participate in high-level bilateral policy dialogues have called for information sharing and policy dialogues. There is thus a need to further improvement and enhancement of policy dialogues.

3 Japan's comparative advantage

Japan's long-term and continued assistance to sectors that are not covered by other donors (in-service teachers training, technical and vocational education and training, and community-based health care in the northern region), and which makes full use of Japan's



Activities by a farmer organization supported by irrigation projects in Okyereko (Grant aid and technical cooperation project)

advantage of emphasizing a hands-on approach, contributes to the process of achieving Ghana's development strategies.

4 Involvement in development partnership

Both development partners and the Ghanaian government have made progress in establishing aid coordination to promote development partnership, and there is a growing need for Japan's involvement in aid collaboration and harmonization while various aid modalities such as general budget support, sector budget support, and project-type support are expected to be utilized strategically to ensure aid effectiveness the augmentation of the implementation structure including human resources is necessary in order to balance project-type assistance which Japan is good at with proactive and efficient involvement in aid coordination.

Recommendations

1 Recommendations for Revision of the Country Assistance Program for Ghana

- Reconfirming the purpose and role of establishing prioritized cooperation areas in the result-oriented Country Assistance Program.
- Participating more actively in aid coordination while taking into consideration changes in the aid environment.
- Incorporating guidelines for cooperation programs (formulation of programs, progress management) into the Country Assistance Program, based on experiences and knowledge gained by the local ODA Task Force in Ghana

2 Recommendations for Improvement of ODA Implementation Structure in Ghana

- Mobilizing comprehensive strategy and planning teams to develop a result-oriented implementation structure, in which the scope of sector teams' activities and position papers would expand to cover the implementation and management of cooperation programs and strategic objectives.
- Conducting policy dialogues on the overall aid policy, not just working-level talks by officers in charge of each sector, to enhance and improve the quality of policy dialogue.
- Reinforcing the organizational capacity to promote the accumulation, sharing, and utilization of information and knowledge among the local ODA Task Force, JICA headquarters, and MOFA.

3 Recommendations for Effective and Efficient Implementation of Japan's ODA

- Establishing guidelines for monitoring the progress of Country Assistance Programs, and a mechanism whereby cooperation areas and approaches can be reviewed and revised flexibly at the field level (introduction of mid-term review of a Country Assistance Program at the country/field level)
- Promoting the mutual understanding of cooperation programs among those involved, including MOFA, JICA headquarters and local offices, and Japan's diplomatic establishments, in order to improve the strategic nature of the cooperation programs.

Examples of MOFA's response measures

As a result of "the ODA Review: Final Report," the original Country Assistance Programs will be revised and formulated for greater clarity, and to make them highly strategic. Efforts will be made to fully incorporate the views of those on the field into the next Country Assistance Program.

Evaluation on Multilateral ODA: The United Nations Trust Fund for Human Security (UNTFHS)

Case Study Countries: Thailand and Turkmenistan

Period of Evaluation Survey: From June 2009 to March 2010

Chief Evaluators: Hiroko Hashimoto, Professor, Faculty of Social and Information Sciences,
Jumonji University, /Yayoi Tanaka, Associate Professor, National Institution for
Academic Degrees and University Evaluation

Advisor: Yukie Osa, Chairperson of the Board of Association for Aid and Relief (AAR)

Consultant: Oriental Consultants Co., Ltd.



Original report (Summary): <http://www.mofa.go.jp/policy/oda/evaluation/FY2009/text-pdf/hsf.pdf>

Evaluation Policy

Objectives

By verifying the outcomes and activities of the UNTFHS—one of the modalities of assistance through international organizations in which Japan engages—and the significance for the establishment of this fund, as well as from the perspective of ODA evaluation (policy level), this evaluation aims to fulfill the accountability to Japanese citizens and to provide a guideline for the developing future policies and projects regarding how assistance through international organizations should be implemented.

Scope and Period

The scope of this evaluation covers Japan's ODA policies in relation to the UNTFHS. The evaluation period spans the time from the establishment of the Trust Fund in 1999 to July 2009.

Methodology

The evaluation was conducted in a comprehensive manner by reviewing the literature on human security and the UNTFHS, and 194 UNTFHS project reports; interviewing parties connected with human security and the UNTFHS; conducting questionnaire surveys on the Human Security Unit (HSU); and conducting field surveys in Thailand, Turkmenistan, and at the UN headquarters.

Evaluation Results

Relevance of Policies

The dissemination and actual practice of the concept of human security through the activities of the UN agencies are in line with Japan's policy objective with respect to human security. Therefore, Japan's contribution to the UNTFHS as a modality of assistance through international organizations is relevant, because it gives opportunities to many UN agencies to exercise the concept of human security.

Appropriateness of Processes

Compared to the time when the UNTFHS was launched, the process of implementation for the UNTFHS has been improved with the establishment of the HSU and the revisions of guidelines. However, regarding the

reflection of the concept of human security in the projects, the managing system of the HSU, which is in the leading position, has many problems to solve. The system for contribution of UNTFHS where Japan is the major donor also needs to be reviewed, since the balance of funds in the UNTFHS has been decreasing every year.

Effectiveness of Results

Regarding practical effects, certain benefits such as the promotion of integrated approaches that involve numerous UN-related agencies have been gained through a revision of the guidelines, and in recent years the concept of human security has been reflected in practice in the field. On the other hand, with regard to the dissemination of the concept of human security, efforts by the UNTFHS remain an issue in both the UN headquarters and locally.

Lessons Learned and Recommendations

Lessons learned regarding assistance through international organizations

1 Clarification of the objectives of assistance through international organizations

From the perspective of national interests, it is necessary to clarify the objectives of contribution to international organizations. The meaning of the policy and necessity of adopting assistance through international organizations as a modality of assistance should be clarified and explained to people in Japan since assistance through international organizations does not easily enhance the presence of Japan unlike bilateral ODA. At the same time, it is important to account to the country the reasons behind the need for assistance through international organizations, and the benefits of assistance through international organizations to the people of Japan.

2 Promotion of the coordination of assistance through international organizations and other various aid schemes

The specific objectives of ODA cannot be achieved via assistance through international organizations solely. Specifically, higher-level objectives can be achieved only

through various forms of collaboration. Regarding the outcomes of assistance through international organizations, it is beneficial to expand the outcomes and supplement insufficiencies through bilateral ODA schemes.

3 How Japan should participate in assistance through international organizations

It is useful to attain ODA policy objectives by utilizing assistance through international organizations, but attention should be paid to how Japan should participate. Regarding policy objectives that Japan seeks to achieve, it is essential to come up with them in the context of global issues without treating them as original Japanese ideas, because the influence of certain donors to the aid activities tends to cause a negative reaction, especially in the UN.

Recommendations Regarding the Improvement of the UNTFHS

1 Clarification of mid- and long-term objectives of the UNTFHS

The UNTFHS aims to disseminate and practice the concept of human security in the activities of the UN agencies, but it is necessary to clarify the mid- and long-term objectives that the UNTFHS aims for, since the objectives of the UNTFHS are indefinite.

2 Clarification of the position of the HSU in the UN

The activities of the HSU need to be authorized by making the concept of human security the formal UN mandate through discussions and adoption of resolutions on human security at the UN General Assembly, upon the submission of the report by the Secretary-General regarding human security in the spring of 2010.

3 Dissemination of the outcomes of UNTFHS projects

The outcomes of the UNTFHS projects have not been adequately shared among the UN agencies and the international community, although the UNTFHS has implemented more than 190 projects. There is a need to collect examples of good practices from the abundant experiences in implementing UNTFHS projects, and to provide an easily comprehended explanation on “what the reflection of the concept of human security to projects is, and what the practice means” to the UN agencies and other stakeholders.

4 Enhancement of visibility of the UNTFHS

It is a problem that the UNTFHS has not been well

recognized locally, in the fields of the projects. Having local governments and implementing partners become aware of the fact that (and why) the projects are supported by the UNTFHS can contribute to promoting the concept of human security to the people engaged on the field-level.

5 Improvement to the implementing structure of the UNTFHS

A negative image of the UNTFHS has been created for reasons such as lengthy procedures. To wipe this image away and to improve awareness of the concept of human security in UN implementing agencies, not only must the HSU explain the concept; there is also a need for improvements to be made to application procedures, while taking input from the field into consideration.

6 Promotion of multi-donors

It is necessary to develop an environment to allow other donors to easily join the UNTFHS, in order to improve the financial balance of the UNTFHS as well as to disseminate the concept of human security. Thus, the involvement of Japan in the UNTFHS should be gradually reduced at the project level (such as review of concept papers) and its responsibility shifted to the policy level through the Advisory Board on Human Security.

Examples of MOFA's response measures

- The HSU is already drawing up an introductory pamphlet on good practices and MOFA has requested for continued publicity efforts using pamphlets and websites.
- With regard to projects that have already been concluded, the HSU is considering the publication of the project outcomes through website and also to create a Japanese version for publication on the website of MOFA.



Reproductive health and self-reliance assistance extended to ex-refugees by UNHCR/UNFPA (Turkmenistan)

Review of Japan's ODA Evaluations Between FY2000-2007

Period of Evaluation Survey: From June 2009 to March 2010

Case Study Countries: Tanzania and Vietnam

Chief Evaluators: Hiromitsu Muta, Executive Vice President for Finance, Tokyo Institute of Technology, /Kiyoko Ikegami, Director, UNFPA Tokyo Office

Advisor: Mitsuya Araki, President, The International Development Journal Co., Ltd.

Consultant: International Development Center of Japan (IDCJ)



Original report (Summary): <http://www.mofa.go.jp/policy/oda/evaluation/FY2009/text-pdf/review2000-2007.pdf>

Evaluation Policy

Objectives

- To derive indicators for holistic evaluation and improvement of ODA, through categorizing and systematizing recommendations in the policy-level ODA evaluation.
- To check and monitor the follow-up status for recommendations, validate the effectiveness of recommendations, and clarify issues if necessary, in order to conduct a review that delves into the possible ways of recommendations that can be implemented.
- To summarize the above results and draw up suggestions for improvements on recommendations in the policy-level ODA evaluation, and to propose a direction on how to present those recommendations.

Scope

48 policy-level ODA evaluations conducted by MOFA from FY2000 to FY2007 (country assistance evaluation and priority issues evaluation).

Methodology

The study was conducted using the following seven research methods: (a) literature review of the 48 evaluation reports that are subject to the review, (b) analysis of the Annual Evaluation Reports on Japan's Economic Cooperation and measures made by MOFA for recommendations in the targeted fiscal years, (c) interview of related divisions of MOFA, (d) on-site study in the case study countries (Tanzania and Vietnam), (e) questionnaires to Japanese embassies, (f) questionnaire to the related divisions of MOFA, and (g) group discussion.

Conclusions

1

The quality and implementation status of recommendations in the evaluation report and factors that influence realization

The total number of recommendations sorted out from the 48 ODA evaluation reports at the policy level was 412. With regard to the implementation status of recommendations, the total responses classified as "implemented," "mainly implemented," or "partially implemented" made up approximately 70% of the total number of recommendations, and it was evident that more than half of the recommendations were implemented in some form. However, with regard to "partially implemented" responses, there is a need to pay attention to the fact that it includes a wide range of actions taken toward the implementation of recommendations.

Regarding feedback of the evaluation report, most of the evaluations can be assessed as having been implemented at an appropriate timing, based on the correlation with the period of policy formulation (total percentage of "appropriate" to "partially appropriate" responses was 75%). With regard to the use of the evaluation report at Japanese embassies, it was found that the report was frequently used within the scope of responses collected. A good example of the use of the evaluation report would be the case of Tanzania, where an on-site case study was conducted in this evaluation. It was confirmed that both the local ODA Task Force led by the Embassy of Japan and MOFA utilized the Country Assistance Evaluation Report (2005), and recommendations were well reflected in the last published Country Assistance Program (2008). Furthermore, likewise in Vietnam, another country for an on-site case study for this evaluation, many of the recommendations laid out in the Country Assistance Evaluation Report (2001) were reflected in the revised FY2004 Country Assistance Program. On the other hand, although recommendations laid out

in the FY2006 Country Assistance Evaluation Report were also reflected in the revised FY2009 Country Assistance Program, a clear conclusion could not be reached on whether these recommendations were implemented, because many of the recommendations pertained to “ODA implementation methods” and lacked concreteness.

As for the “internal factors” that influence the implementation of recommendations, following were identified as factors with significant influence: (a) appropriateness of the link to policy formulation (timing of evaluation implementation), (b) availability of resources needed for recommendation implementation, (c) organizational approach at MOFA (a flexible attitude is an encouraging factor; however, if the consolidation policy is not formulated, it will be a constraining factor), and (d) personnel quality factor (leadership of high-ranking MOFA and embassy officials). On the other hand, “external factors” were identified as: (a) international pressure on participating in aid coordination, (b) trends in policy formulation and political changes in the aid recipient country, (c) pressure on participation for international agreements, and (d) environmental changes (administrative and financial reform) in Japan.

2 Overall Evaluation

The policy level ODA evaluations conducted by MOFA, as described above, achieve high implementation rates with regard to recommendations raised in the reports, and the current status can be described as somewhat satisfactory. However, with the aims of further improving the quality of recommendations, reflecting the evaluation results in policies, and implementing publicity and feedback more effectively, there is still much room for improvement. Through this review study, it was concluded that it would be ideal to have “recommendations that are concrete, and which are highly feasible for implementation.” “Concreteness” refers to (a) clarity on actions that should be taken (however, to pay attention to the differences in character between (i) clarity of direction of policy and strategy, and (ii) clarity of aid modalities and procedures); (b) clarity on the person who should take action (addressee); and (c) clarity on when action should be taken by (period or priority). Recommendations that are highly feasible for implementation are: (a) based on local assistance needs, (b) based on expert knowledge, and (c) take into consideration available “resources” (aid funds, human resources, schemes, and frameworks). On top

of recommendations that can be implemented quickly, recommendations that cannot be implemented quickly, but which are based on local assistance needs and expert knowledge (that is to say, “recommendations that are a few steps ahead”) can also be considered to be significant in the sense that they provide a lead for ideal forms of aid in the long term. Thus, they should also be proposed without hesitation. Furthermore, the inclusion of a separate summary of expert information including perspectives of experts with specialized knowledge (insertion under titles such as “views of the team leader”) can be considered, although it does not necessarily constitute an evaluation of whether or not pre-formulated policies were realized.

Recommendations

Recommendations to improve the quality of recommendations

- The recommendations are classified into four domains for formulation.

Level 1	Japan headquarters level (MOFA, headquarters of implementing agency, etc.)	Country-specific level (Embassy, local office of implementing agency, etc.)
Level 2		
Policy, strategy direction level		
Aid modality/ procedure level		

* Recommendations that do not fall under any of the above four domains (such as counterpart governments and international organizations) are input in separate spaces.

- As far as possible, state clearly the order of priority and addressee of the recommendation.
- As far as possible, state the following three points: evidence for the evaluation results, direction of responses, and concrete response measures.
- The formulation of recommendations follows the following steps first, the evaluator draws up a draft, the feasibility of implementation are examined with the participation of the persons in charge at the embassy and MOFA, and the evaluator makes the final decision.

Recommendations to enhance the quality of the evaluation results

- Draw up an “objective tree” that summarizes the target objectives when formulating policies, in order to produce objective evaluation outcomes.



Interview with the Ministry of Planning and Investment of Vietnam

- Introduce a “comprehensive evaluation system” (five-level rating, etc.) in order to deliver evaluation results that are easy to understand. If there is difficulty in adopting an overall evaluation system, consider showing each item of the results in a list (profile).
- Develop evaluation procedures that respond to new issues (revise ODA evaluation guidelines).

Recommendations to reflect the recommendations further to the government policies

- Strengthen the coordination with the formulation process of the Country Assistance Program.*¹
- Position the sectoral initiatives clearly as MOFA's policy and strengthen the linkage with the evaluation.*²
- For identical recommendations stated in a number of evaluation reports, decide on a single corresponding policy from MOFA after discussions, and make sure to confirm the implementation status in the future evaluations.

Recommendations to implement effective publication and feedback based on the findings

- Publicize a summary list of the findings implemented within the last year to all Japanese embassies implementing the ODA and send the actual report to the closely related embassies.
- Undertake various efforts to publicize the findings to related parties (composition of the report, implementation of on-site report seminars, etc.).

*¹ With regard to the Country Assistance Program, reviews are currently being conducted by MOFA, and changes may arise in the relationship between the Country Assistance Evaluation and the Country Assistance Program as a result of the review.

*² Since many initiatives are summarized in a document and shown to parties within and outside Japan as the basic stance on development assistance for target sectors, some are of the opinion that the initiatives do not necessarily represent a concrete commitment which must be achieved.

Examples of MOFA's response measures

- MOFA will reflect recommendations in the “ODA Evaluation Guidelines” scheduled to be revised and put them in practice in the evaluation implementation after FY2011.
- MOFA will review creation of reports that are easier to understand. Thorough steps will be taken to ensure that the overviews, which have exceeded three pages before, will now be kept to two pages.

Follow-Up Study on Cultural Grant Aid (Ex-Post Study by Japanese Diplomatic Missions Overseas)

Background and Objectives

Cultural Grant Aid is one of the schemes under ODA, aimed at promoting culture and higher education in target countries, as well as at contributing to the conservation of cultural heritage.

The materials provided by the Cultural Grant Aid are mostly precision instruments such as language laboratory equipment for studying Japanese language, audio-visual equipment for theaters and museums, and restoration and research machinery used by universities and laboratories dealing with cultural treasures. In spite of the efforts made by the implementing agencies for appropriate maintenance of such equipment, age deterioration or malfunction of the machine's activity due to climate conditions is inevitable. Also, some projects implemented in the sports sector in several countries that involve the provision of Judo equipment, such as uniforms and Tatami mats to Judo and Karate associations, undergo deterioration as a result of continuous use. Under such circumstances, it is necessary for the implementing agencies to take independent efforts to oversee maintenance of the provided equipment. However, in the case that financial conditions of the implementing agencies do not improve after the provision of supplies commences, and if additional assistance on a comparatively smaller scale is able to facilitate the recovery of damaged systems, such restoration work will allow for longer effective use of the equipment and improve the overall beneficial effects. Therefore, it is Japan's interest to take the results obtained by follow-up studies to collaborate with possible follow-up cooperation programs for restoration assistance for individual cases.

Evaluation Results

Regarding the Cultural Grant Aid, follow-up studies were implemented to confirm the current conditions of equipment use for a total of 51 cases in 42 countries in FY2009 (14 cases for which 1 to 2 years have passed since the provision of equipment, and 37 cases for which 3 to 4 years have passed since the provision of equipment).

As a result, malfunction as described in the previous section was discovered in the equipment in some cases, and the implementing agencies were considering the repair of said equipment. Japan carried out reparation assistance through a follow-up cooperation program in FY2009 by complementing the reparation and management efforts of the implementing agencies on site.

For other projects, no specific problems have been reported regarding current equipment conditions, and various positive feedback was reported. For example, with regard to the language laboratory equipment provided for Japanese language studies, the lecturers of Japanese language have become active since the provision of equipment, and the number of classes was increased from two to three; with regard to sports equipment, athletes showed good competition at the Beijing Olympic Games as a result of training with the provided equipment; with regard to the printing equipment of universities, efficiency of printing of teaching materials was improved tremendously; with regard to the installation of software for TV programs, broadcasts not only raised cultural education standards, but also served as useful reference for the production of other TV programs. The feedback expressed sincere gratitude for this unique form of assistance provided by no other countries but the Government of Japan. Therefore this assistance program was highly evaluated by the recipients.



Mongolia: Supply of equipment for research activities to the Paleontological Center of Mongolian Academy of Sciences



Fiji: Supply of video shooting and editing equipment to the TV Unit of the Ministry of Information, Communications and Media Relations



Egypt: Project for the Improvement of Japanese language Learning Equipment of Cairo University

Overview of Ex-Post Monitoring on Grant Aid for Japanese NGO Projects

Background and Objectives

In FY2009, the Japanese diplomatic missions overseas conducted the ex-post monitoring on “Grant Aid for Japanese NGO Projects” that was implemented in FY2005. The “Grant Aid for Japanese NGO Projects” is a grant assistance scheme which supports the development projects of Japanese NGOs directly impacting the people in developing countries. In FY2009, Japan extended about 2.81 billion yen of ODA funds for 81 projects of 47 NGOs, covering 35 countries and one region.

With the increasing importance of development assistance by Japanese NGOs, ex-post monitoring is implemented for evaluating the status of projects upon a certain period after their completion under the scheme. The staff in-charge at the diplomatic missions overseas check the projects based on a set of uniform criteria such as relevance of programs, goal achievement, efficiency, impact, sustainability, consideration for the society, and environment-friendliness, then report the evaluation results to MOFA. These reports are sent to the implementing NGOs and also shared between the diplomatic missions overseas and MOFA, as useful reference for similar projects.

Implementation Methods

Projects for which grant contracts were concluded in FY2005 were monitored mainly by the external staff assigned to the missions for the relevant projects. The evaluation results were recorded on the “Ex-Post Monitoring Sheet,” and reported by the end of December 2009 (ex-post monitoring is to be conducted after three to four years following their completion).

This ex-post monitoring checks the maintenance and management conditions of buildings and equipment, the usage conditions of educational and training facilities as well as of utilization of human



Indonesia : Provision of educational equipment to a nursing school

resources, the implementation status of cooperation for publicity to raise awareness that the projects are implemented through Japan's ODA, and the systems of

maintenance and management of the implementing agencies. As for projects that require further detailed studies and verification, external institutions are asked to carry out specialized surveys.

Evaluation Results

Out of the 67 projects for which contracts were signed in FY2005, 37 projects (covering 18 countries) were evaluated, excluding those that could not be monitored easily due to various reasons such as security conditions and those that had been already evaluated in a similar manner by external institutions. As a result, 30 projects were rated as “excellent,” and 7 were rated as “good.”



Ecuador: Project for installation of water-dispensing facilities

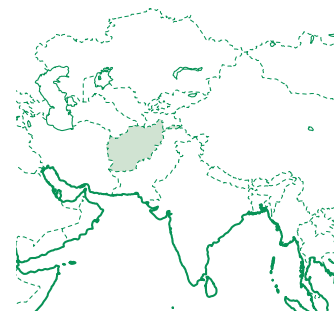
Evaluation of Japan's ODA in the Education Sector of Afghanistan (Afghanistan)

Period of Evaluation Survey: January 2010 to March 2010

Evaluators: Max Global Consulting Services

Senior consultant: Mohammad Ismail Mohmand

Consultant: Abdullah Noori



Note: The following contents were summarized based on reports from the evaluators. The opinions expressed in this summary represent those of the evaluators and do not reflect the views and positions of the Government of Japan.

Evaluation Policy

Objectives

The purpose of the evaluation is to evaluate and review the assistance projects implemented by the Government of Japan in the education sector of Afghanistan, and at the same time, to make recommendations on future assistance in this area.

Scope and Period

Major projects which have been completed in the education sector of Afghanistan:

- Strengthening Teacher Education Project (STEP) (June 2005 to August 2007)
- Project for Construction of Basic Education Facilities (Phase 1: FY2004)
- Project for Construction of Basic Education Facilities (Phase 2: FY2005)

Methodology

- Implementation of key informant interviews or focus group discussions with 218 participants (142 males, 76 females), including officials from the Afghan Ministry of Education both at the central and provincial levels, implementing partners to the Government of Japan for its education-related projects, and project beneficiaries (including community leaders, principles, teachers, and parents of students).
- Literature review of documents, including documents drawn up by the Government of Afghanistan (including the Ministry of Education), the Embassy of Japan, and JICA.
- Field inspection of project sites.

Evaluation Results

Relevance of Policies

The objectives of STEP can be considered appropriate because they are in line with the "Achieve

Universal Primary Education" objective laid out in the MDGs, "All Afghans will have equal access to quality education" objective laid out in the Afghanistan National Development Strategy (ANDS), and the National Education Strategic Plan (NESP).

The objectives of the School Construction Project are also considered appropriate because they are in line with the "Education is the right of all citizens and offered free of charge in State institutions, and that the State is obliged to devise and implement effective programs for a balanced expansion of education all over Afghanistan" stipulated in the Afghan Constitution, "Achieve Universal Primary Education" objective laid out in the MDGs, and "All Afghans will have equal access to quality education" objective laid out in the ANDS. In particular, in the ANDS, the project has contributed significantly to the plan to increase primary school enrollment from 6.1 million to 7.7 million for the next 4 years.

Effectiveness of Results

A total of 10,000 teachers (in charge of grade 1-3 students in primary school) attended STEP, and 90% of them felt that they had gained further knowledge and skills through the program. Moreover, it was reported that STEP has improved teaching methods. Instead of the one-sided teaching that dominated classes before, classes became more interactive and energetic; it was reported that benefits were achieved in the form of improvements in motivation, as shown by students who work hard and learn from each other. Thus, the high level of effectiveness of the project was verified.

Schools that were built or reconstructed under the School Construction Project were flawless, and increases in student enrollment and improvement of the educational environment were observed. Moreover, this project was highly evaluated by the local community, and can be evaluated as being effective.

Appropriateness of Process



In the School Construction Project, it was confirmed that this project was carried out with the ownership of the residents. For example, the local community was involved in the selection and provision of the school construction site for the project, and construction was undertaken by local laborers.

Recommendations

1 Strengthening Teacher Education Project (STEP)

It was confirmed that STEP has been highly effective. The evaluation group recommends that in order to sustain the benefits achieved by STEP, the Government of Japan should support the capacity building of some of the teachers trained by STEP, particularly the newly recruited teachers in each school, to become “Master Trainers” who can train other teachers.

2 School Construction Project

The School Construction Project was an effective project that contributed to significant improvements in students’ learning environment. However, there are still many students who are compelled to study under difficult environments. There is an urgent need to improve those conditions. The project beneficiaries recommended the continuation of similar projects.

3 Future assistance of Japan in the education sector of Afghanistan

Japan’s assistance in the education sector of Afghanistan is in line with key policies of the Government of Afghanistan in the same sector, and is highly evaluated. On the other hand, the low literacy rate among women (19% as compared to 40% for

males) is a problem in the education sector, and the low enrollment rate for girls in rural areas arising from the shortage of female teachers is also a problem. Although Japan has provided its assistance for the education sector of Afghanistan—one of the important sectors in the ANDS—it should also provide both financial and technical assistance aimed at improving female education in the future.

Evaluation of Japan's ODA in Guatemala's Health and Water Sectors (Guatemala)

Period of Evaluation: February 2010 to March 2010

Evaluators: Evaluation team selected by Guatemala's Secretary for Planning and Programming of the Presidency (SEGEPLAN)

Chief Evaluator: Marco Pérez (Professor, University of San Carlos)

Consultant: Blanca González (Health sector), Mario García (Water sector)

Note: The following contents were summarized based on reports from the evaluators. The opinions expressed in this summary represent those of the evaluators and do not reflect the views and positions of the Government of Japan.

Evaluation Policy

Objectives

The purpose of the evaluation is to assess the relevance, effectiveness, efficiency, impact, sustainability, and appropriateness of the process of Japan's ODA projects in Guatemala's health and water sectors, in order to contribute to effective and efficient project implementation in the future.

Scope and Period

This evaluation reviews Japan's ODA projects in the health and water sectors between 2003 and 2009.

■ Grant Aid for General Projects:

- Project for Water Supply in Urban Areas at Quetzaltenango Municipality-Improvement Project of the Principal National Hospitals in the Metropolitan Area of Guatemala

■ Grant Assistance for Grassroots Human Security Projects:

- Three projects in the health sector (construction of clinics and equipment maintenance)
- Ten projects in the water sector (water and sewer pipe maintenance)

■ Technical Cooperation Project:

- Children's Health Project

Methodology

■ Field study:

- Implementation of monitoring surveys and interviews of the parties concerned

■ Analysis of documents and related materials:

- Content analysis of Japan's ODA White Paper, the projects' application forms, embassy's website, etc.

Evaluation Results

Relevance

Meeting Basic Human Needs (BHN) has always

been one of the major national policy issues in Guatemala, and there is an extremely high demand for aid in the health and water sectors. The objectives of these projects are consistent with the Japan's ODA policy and the priority sectors in Guatemala.

Effectiveness

Most of the project objectives were achieved. The resources provided in the projects have been used effectively and in an efficient manner.

Effects and Impacts

(1) The Project for Water Supply in Urban Area at Quetzaltenango Municipality

Goals were sufficiently achieved. Appropriate technologies were transferred to the Xelajú Municipal Water Company (EMAX), and no negative points were identified.

(2) The Improvement Project of the Principal National Hospitals in the Metropolitan Area of Guatemala

Facilitated prompt and appropriate medical consultations and improved hospitals' response capacity; therefore, the projects' high levels of effectiveness and achievement of outcomes were confirmed.

(3) Grant Assistance for Grassroots Human Security Projects

The aid scheme was effective because the projects could meet local demands directly and promptly. Particularly, the demand for the Grant Assistance for Grassroots Human Security Projects is extremely high in the health and water sectors due to infrastructure difficulties in the mountainous regions, and the high infant and maternal mortality rates in the western highland region. In addition, from the perspective of achieving the MDGs, Japan's cooperation that targets the health and water sectors in rural agricultural regions is extremely effective.

(4) Technical cooperation

The projects are highly effective and able to respond flexibly to on-site conditions, such as through

equipment supply, training programs, and dispatch of experts and Japan Overseas Cooperation Volunteers (JOCV). The projects achieved an extremely high level of the overall goal (reducing infant mortality rates).

Sustainability

(1) The Project for Water Supply in Urban Area at Quetzaltenango Municipality

EMAX now uses the transferred technology to administrate and maintain the facility appropriately. Furthermore, the company is making efforts to improve its administration. The effects of the project have been sustained even after the conclusion of the project, and have continued to develop.

(2) The Improvement Project of the Principal National Hospitals in the Metropolitan Area of Guatemala

When some of the donated medical equipment needed repair or replacement, the hospitals got in touch with manufacturers or sales representatives and made efforts to procure the equipment independently. While these hospitals' administration and budget is limited, these hospitals are making as much effort as possible. The Government of Japan continues to provide "soft" support in the form of hospital administration, and administration and maintenance of the medical equipment, through the JICA Training and Dialogue Program, ensuring continuity of the project.

(3) Grant Assistance for Grassroots Human Security Projects

The Embassy of Japan in Guatemala undertook monitoring of the Grant Assistance for Grassroots Human Security Projects for two years after the projects' completion date in principle. Efforts have been made to assure the projects' continuity.

(4) Technical cooperation

Even though a part of the project's positive effects temporarily declined after the project was concluded due to delay in payment of expenses by the Guatemalan governmental organizations to the counterparts, the technology transferred through this project, including the "Five Basic Cares" for children's medical care, has been established firmly in health and medical facilities. In particular, the sustainability of the project is noteworthy.

Appropriateness of the Processes

(1) Grant Assistance for General Projects and Technological Assistance

Appropriate.

(2) Grant Assistance for Grassroots Human Security Projects

The evaluation team members have observed some cases in which the effectiveness of the projects declined because of the lack of communication or coordination between local residents and recipient organizations. However, generally, the priority needs of the community were well considered during the project design process, and both the recipient organizations and residents worked well together. Therefore, in general, the judgment process of the Embassy of Japan regarding the projects' feasibility and the recipient organizations' implementation capacity is appropriate.

Recommendations

1 Grant Assistance for Grassroots Human Security Projects

There is a need to maintain close scrutiny on the validity of the project, the recipient organizations' implementation capacity, and the maintenance and administration system after implementation. During the implementation of the project and in the few years after implementation, increase in effects and sustainability of the project are expected through better monitoring and technical guidance from the Embassy of Japan.

2 Projects including Medical Equipment Donation

There is a need to pay greater attention to providing hospitals with a minimal quantity of equipment that require minimal cost for maintenance, and which can easily be repaired or have widely available replacement parts.

3 Technical cooperation

The Government of Guatemala needs to improve their organizational and financial functions not only at the regional office level, but also at the ministry level, in order to utilize the skills and knowledge transferred to counterparts, and to ensure their self-sustainability after the projects are completed.



Medical equipment donated by grant assistance for general projects



The Project for Water Supply in Urban Area at Quetzaltenango Municipality

Evaluation based on the Government Policy Evaluation Act (GPEA) and ODA Evaluation

1. GPEA

Japan's policy evaluation system was introduced as one of the major pillars of the reform of the central government in 2001. According to the GPEA that was established in the same year, all ministries and agencies are required to conduct a self-evaluation of the policies that belong to their jurisdiction. The GPEA has the following three main aims:

- i) For the governmental agencies to achieve accountability to the public, and thereby enhance transparency.
- ii) To seek a shift to outcome-oriented administration that incorporates with the perspective of the public.
- iii) To realize efficient and high quality administration for the public.

Each ministry analyzes the effectiveness of its policies mainly from the perspectives of whether the aims and objectives of the policies suit the needs of the people and society (necessity), whether outcomes have been achieved that measure up to the cost spent (efficiency),

and whether the expected effects have been achieved (effectiveness). The ministries then use the evaluation results to review their policies and to plan and develop new policies.

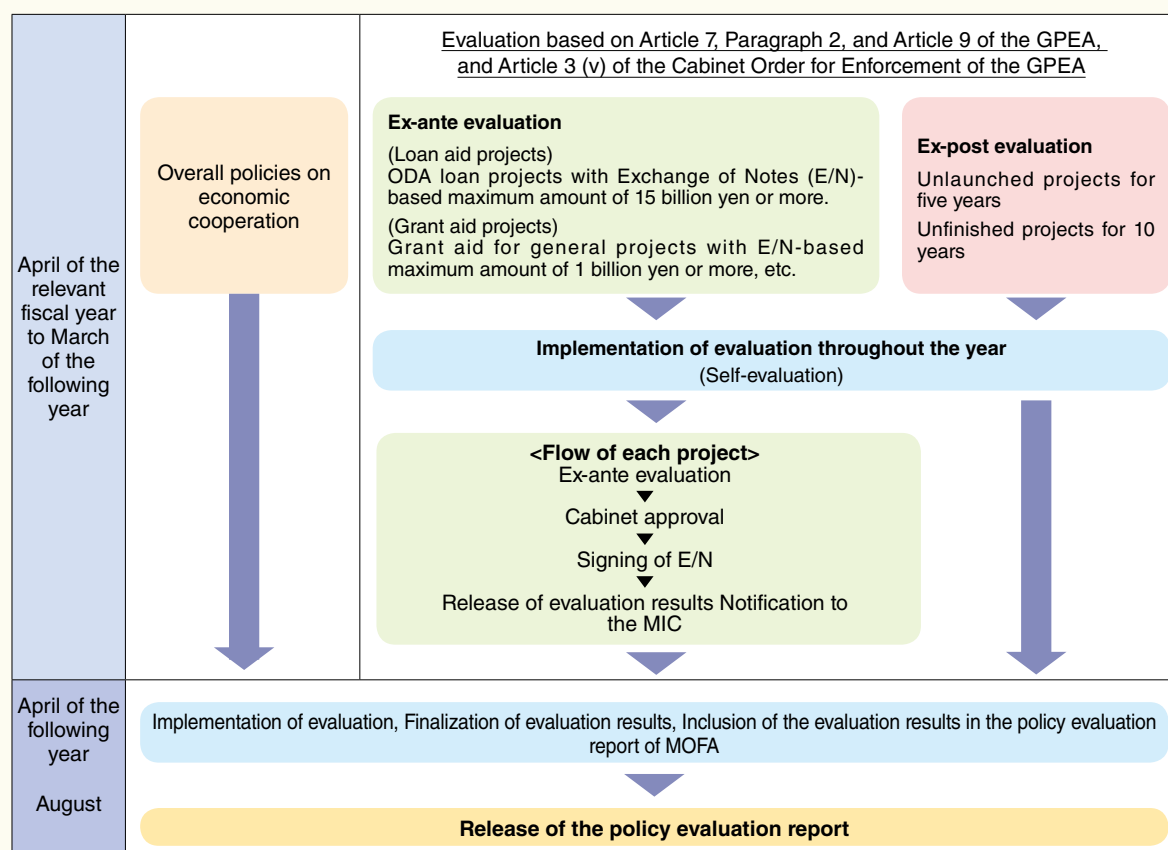
On the other hand, the MIC checks whether the contents and method of self-evaluation conducted by each ministry are appropriate (evaluation to ensure objectivity) and also evaluates policies that cut across multiple ministries (evaluation to ensure uniformity and comprehensiveness).

For details of policy evaluation, please refer to the website of the MIC (http://www.soumu.go.jp/main_sosiki/hyouka/seisaku_n/pes.html).

2. Evaluation based on the GPEA

According to Articles 6 and 7 of the GPEA, policy evaluation is conducted at MOFA based on the basic plan (established once in three to five years) and the implementation plan (formulated before conducting evaluation every fiscal year). The basic plan specifies basic matters regarding evaluation including the methods and implementation structure of evaluation and the disclosure of information. The implementation plan specifies matters regarding the policies and measures to be evaluated, among others.

Flow of ODA Evaluation based on the GPEA



For more information on policy evaluation conducted by MOFA, please refer to MOFA's website at <http://www.mofa.go.jp/mofaj/annai/shocho/hyouka/index.html> (Japanese only).

3. ODA Project-Level Evaluation based on the GPEA

Based on Article 7, Paragraph 2, and Article 9 of the GPEA, and Article 3 (v) of the Cabinet Order for Enforcement of the GPEA, MOFA is required to conduct the following evaluation of ODA measures. The flow of each evaluation is described in the diagram at the bottom of the previous page.

(1) Ex-Ante Evaluation based on the GPEA

For loan aid projects, evaluation is conducted on individual projects with a maximum loan amount of 15 billion yen or more (excluding debt relief). And for grant aid projects, evaluation is conducted on general projects of grant aid with a maximum amount of 1 billion yen or more, among others. These projects are evaluated from the perspective of why they have been adopted. Ex-ante evaluation is conducted before the project is approved by the Cabinet, and the results of the evaluation are released

on MOFA's website after the E/N is signed. In FY2009, ex-ante evaluation was conducted on 38 grant aid projects and 21 loan aid projects based on the GPEA.

(2) Ex-Post Evaluation based on the GPEA

MOFA conducts ex-post evaluation on unlaunched projects (for which loans have not been provided for five years since Cabinet approvals) and unfinished projects (for which the provision of loans has not been completed for 10 years since Cabinet approvals), based on Article 7, Paragraph 2 of the GPEA. This ex-post evaluation is to be conducted from the perspective of whether the implementation of the project should be continued or not, based on the implementation plan of the policy evaluation formulated by MOFA. The evaluation results are released annually on MOFA's website as well as in its policy evaluation report.

In FY2009, ex-post evaluation was conducted on a total of 13 projects comprising 3 unlaunched projects and 10 unfinished projects, based on the GPEA.

■ Ex-Ante Evaluation of Grant Aid Projects (38 Projects)

(Grant aid for general projects with E/N-based maximum amount of 1 billion yen or more, etc.)

Country	Project	Signing date of E/N
Mongolia	Project for Construction of Railway Fly-over in Ulaanbaatar City	May 27, 2009
Tanzania	Project for Rural Water Supply in Mwanza and Mara Regions	May 27, 2009
Bolivia	Project for Improvement of Water Plant in Cochabamba Municipality	May 29, 2009
Senegal	Project for Construction of Health Care Facilities in Tambacounda and Kedougou Region	May 29, 2009
Antigua and Barbuda	Project for Construction of Artisanal Fisheries Facilities in Barbuda Island	June 3, 2009
Solomon Islands	Project for Reconstruction of Gizo Hospital	June 17, 2009
Solomon Islands	Project for Improvement of Water Supply System in Honiara and Auki	June 17, 2009
Philippines	Project for Flood Disaster Mitigation in Camiguin Island	June 18, 2009
Bhutan	Project for Reconstruction of Bridges (Phase III)	June 19, 2009
Nepal	Project for Construction of Sindhuli Road (Section III)	June 23, 2009
Papua New Guinea	Project for Construction of Bridges on Bougainville Coastal Trunk Road	June 25, 2009
Gabon	Project for Construction of Artisanal Fisheries Support Center in Libreville	June 26, 2009
Burkina Faso	Project for Construction of Water Supply System in the Regions of Central Plateau and Central South	June 27, 2009
Central Africa	Project for Construction of Primary Schools	July 1, 2009
Kenya	Project for Augmentation of Water Supply System in Kapsabet Town	July 6, 2009
Ghana	Project for Improvement of the National Road Route 8	July 7, 2009
Mali	Project for Bridge Construction Program on the Mali-Senegal South Corridor (Phase III)	July 7, 2009
Ethiopia	Project for Rural Water Supply in Oromia Region	July 16, 2009
Cambodia	Project for Improvement of the National Road No.1 (III)	July 30, 2009
Jordan	Project for Improvement of Airport Security Equipment at Queen Alia International Airport in Jordan	August 10, 2009
Mongolia	Project for Improvement of Primary Education Facilities (Phase IV)	August 18, 2009
Zambia	Project for Improvement of Ndola and Kitwe City Roads	August 28, 2009
Bolivia	Project for Construction of Treatment Plant of San Juan in the City of Potosi	October 22, 2009
Mozambique	Project for Construction of Secondary Schools	October 27, 2009
Philippines	Project for Improvement of the Meteorological Radar System	October 30, 2009

Peru	Project for Construction of New Headquarters for the National Institute of Rehabilitation "Dr. Adriana Rebaza Flores"	November 10, 2009
Democratic Republic of the Congo	Project for Rehabilitation and Modernization of the Ponds Lourds Avenue in Kinshasa	November 30, 2009
Tanzania	Project for the Improvement of Masasi-Mangaka Road	December 3, 2009
Indonesia	Project for Improvement of Bridges in Nias Island	December 10, 2009
Grenada	Project for Improvement of the Traditional Fishing Community Infrastructure at Gouyave	December 22, 2009
Guatemala	Project for Promotion of Productive Activities Using Clean Energy in Northern Villages	January 26, 2010
Democratic Republic of the Congo	Project for Rehabilitation of Ngaliema Water Treatment Plant in Kinshasa	February 16, 2010
Jordan	Project for Energy Conservation through Upgrading Water Supply Network in the Hashemite Kingdom of Jordan	February 28, 2010
Palestinian Authority	Project for Support for the Public Activities of the Communities in Jordan Valley	March 2, 2010
Philippines	Project for Improvement of Aurora Memorial Hospital	March 15, 2010
Senegal	Project for Improvement of Water Supply Facilities in the Tambacounda Region	March 19, 2010
Rwanda	Project for Rural Water Supply (Phase II)	March 26, 2010
Sri Lanka	Project for the Improvement of Central Functions of Jaffna Teaching Hospital	March 26, 2010

■ Ex-Ante Evaluation of Loan Aid Projects (21 Projects)

(ODA loan projects with E/N-based maximum loan amount of 15 billion yen or more)

Country	Project	Signing date of E/N
Philippines	Logistics Infrastructure Development Project	June 18, 2009
Viet Nam	Thai Binh Thermal Power Plant and Transmission Line Construction Project (I)	October 26, 2009
Viet Nam	Small-Scale Pro Poor Infrastructure Development Project (III)	October 26, 2009
Viet Nam	Small and Medium-sized Enterprise Finance Project (III)	October 26, 2009
Viet Nam	Eighth Poverty Reduction Support Credit with Economic Stimulus Support	November 7, 2009
Indonesia	Climate Change Program Loan (II) with Economic Stimulus Support	December 10, 2009
Georgia	East-West Highway Improvement Project	December 16, 2009
Iraq	Water Supply Sector Loan Project in Mid-Western Iraq	February 21, 2010
Iraq	Al-Akkaz Gas Power Plant Construction Project	February 21, 2010
Iraq	Deralok Hydropower Plant Construction Project	February 21, 2010
Romania	Bucharest International Airport Rail Access Link Project	March 10, 2010
Egypt	Gulf of El Zayt Wind Power Plant Project	March 15, 2010
Indonesia	Lumut Balai Geothermal Power Plant Project	March 18, 2010
Indonesia	Java-Sumatera Interconnection Transmission Line System Project (I)	March 18, 2010
Morocco	Provincial Cities Water Supply Project	March 19, 2010
India	Delhi Mass Rapid Transport System Project (Phase 2) (V)	March 29, 2010
India	Kolkata East-West Metro Project (II)	March 29, 2010
India	Chennai Metro Project (II)	March 29, 2010
India	Dedicated Freight Corridor Project (Phase 1) (II)	March 29, 2010
Kenya	Olkaria I Unit 4 and 5 Geothermal Power Project	March 30, 2010
Pakistan	National Transmission Lines and Grid Stations Strengthening Project	March 31, 2010

■ Ex-Post Evaluation of Unlaunched Loan Aid Projects (3 Projects)

(Unlaunched projects for 5 years)

Country	Project	Signing date of E/N
India	North Karanpura Super Thermal Power Project (I)	March 29, 2005
India	Ganga Action Plan Project (Varanasi)	March 29, 2005
India	Uttar Pradesh Buddhist Circuit Development Project	March 29, 2005

■ Ex-Post Evaluation of Unfinished Loan Aid Projects (10 Projects)

(Unfinished projects for 10 years)

Country	Project	Signing date of E/N
Peru	Provincial Cities Water Supply and Sewerage System Improvement and Expansion Project	April 6, 1999
Malaysia	Higher Education Loan Fund Project (II)	April 27, 1999
Turkey	Bozüyük-Mekece Road Improvement Project	August 13, 1999
Tunisia	Rural Water Supply Project	February 4, 2000
China	Guiyang Environment Model City Project	March 24, 2000
China	Hunan Urban Flood Control Project	March 24, 2000
China	Hubei Urban Flood Control Project	March 24, 2000
China	Jiangxi Urban Flood Control Project	March 24, 2000
Viet Nam	Vietnam Television Centre Project	March 28, 2000
Malaysia	Sewerage Treatment Plant Project	March 31, 2000

Financial Services Agency

Technical Assistance to the Financial Authorities in Emerging Market Economies (Program)

Evaluation type: Policy evaluation
Timing of evaluation: Ex-post evaluation
Evaluator: Financial Services Agency

Outline and Objectives

The Financial Services Agency, in its position as the integrated regulator of the banking, securities, and insurance sectors, has taken on an important role in strengthening collaboration between the financial authorities in each country by imparting Japan's experience and output from discussions at international conferences to emerging market economies in Asia.

With the rapid advancement of financial globalization and integration in recent years, the healthy development of financial systems in emerging market economies in Asia which share close ties with Japan has become even more important in view of improving the stability of financial systems in Japan and the world.

In light of such circumstances, the Agency has taken active steps toward enhancing the capabilities of financial authorities in emerging market economies in Asia and nurturing human resources, through the implementation of technical assistance programs (the implementation of financial administration training

courses for regulators in charge of supervising banking, securities, and insurance sectors). At the same time, it is making efforts to collaborate with each country and to boost Japan's presence.

Outline of Evaluation

The training projects implemented in FY2009 were planned and implemented based on the results of various studies conducted in the past (for example, not only delivering lectures on practical businesses and institutions, but also responding to requests for cases studies and conducting seminars, etc.).

With regard to the financial administration training conducted by the Agency, an ex-post survey on participants showed that the majority of the respondents gave responses to the effect that they would like to "share information with their colleagues and make practical use" of what they had gained through the training, or that they would like to "put the Japanese system to active use."

Ministry of Internal Affairs and Communications (MIC)

Promoting the Global Strategy in the ICT Sector (Policy)

Evaluation type: Policy evaluation
Timing of evaluation: Ex-post evaluation
Evaluator: MIC

Outline and Objectives

The objectives of this policy are to coordinate and contribute to the resolution of global issues through bilateral and multilateral frameworks, and to contribute to the realization of a global society integrated through information and communication networks through the promotion of support for overseas expansion in order to enhance the global competitiveness of the ICT sector. With a view toward the achievement of these objectives, efforts are made to strengthen collaboration and solve global issues in the ICT sector through bilateral and multilateral intergovernmental dialogues, and by making contributions to international organizations. Furthermore, by conducting studies on global trends and disseminating information about ICT in

Japan using a variety of methods, efforts are made to promote international mutual understanding and provide support for the overseas expansion of the Japanese ICT industry.

Outline of Evaluation

Through active participation in bilateral and multilateral dialogues and other activities, MIC is contributing to solving global issues and strengthening collaboration in the ICT sector. In addition, by strategically promoting information dissemination overseas and hosting of seminars and symposiums, it is efficiently promoting support for the overseas expansion of the Japanese ICT industry in the three priority areas (digital terrestrial broadcasting systems,

next-generation IP networks, and wireless technologies).

Note:

Although only a portion of this policy includes the ODA budget, it is registered as an ODA policy.

Ministry of Justice

Promotion of International Cooperation in Legal Administration (Program)

Evaluation type: Policy evaluation

Timing of evaluation: Ex-post evaluation

Evaluator: Ministry of Justice

Outline and Objectives

Training, studies, and research in collaboration with the United Nations

- The implementation of international training and seminars aimed at improving the criminal justice procedures and promoting international cooperation in these fields: crime prevention and the treatment of offenders, as well as prevention of juvenile delinquency and the treatment of juvenile delinquents.
- Participation in international conferences aimed at cooperating in enhancing the crime prevention measures of the United Nations.

Training, and research studies for supporting the maintenance and improvement of legal systems of recipient countries

- The implementation of international training for those in charge of the maintenance and improvement of legal systems in developing countries, as part of technical assistance activities in the legal field.
- The implementation of research studies on the legal structures of various countries, for the purpose of technical assistance in the legal field.
- The dispatch of experts to recipient countries with the aim to support their active and effective efforts, as part of technical assistance activities in the legal field.
- Holding international expert conference on the current status of, and actions to be taken for technical assistance in the legal field.

Outline of Evaluation

Participants in international training courses and seminars showed a high level of satisfaction with the training courses, study and research conducted in collaboration with the United Nations.

In addition, the Regional Seminar on Good Governance for Southeast Asian Countries adopted recommendations on issues to be addressed in the future by each member country in the region.

Furthermore, the Ministry of Justice has successfully developed close partnerships with the co-host of the seminar, the Department of Justice of the Republic of the Philippines.

In addition, information obtained and personal networks developed through participation in international conferences are to be utilized for future implementation of international training and international cooperation in the fields of criminal investigation and prosecution in Japan. For this reason, this program is evaluated as an effective program which should be continuously carried out.

With regard to training and research studies for supporting the maintenance and improvement of legal systems in recipient countries, the participants showed a high level of satisfaction.

In addition, in response to the needs of recipient countries such as Vietnam and Cambodia, international training and conferences have been held in Japan inviting legal experts in charge of lawmaking, judges, lawyers, etc., from various countries. The outcomes of such activities have been largely reflected in the maintenance and improvement of legal systems and human resource development in the recipient countries.



9 to 11 December 2009: "Third Regional Seminar on Good Governance for Southeast Asian Countries" held in Manila, Philippines (the Secretary of Justice of the Philippines speaking at the opening ceremony)

Furthermore, Japanese legal experts dispatched to the recipient countries have steadily achieved results through their intense efforts. For example, in Vietnam, the State Compensation Law, which was drafted with Japanese assistance, was passed into law by the National Assembly in June 2009.

The implementation of the above-mentioned assistance activities, which has promoted the development

of basic legislation and human resources in the legal community, is believed to contribute to the development of market economies in the recipient countries. It has also served to build trust between Japan and the recipient countries and in turn to strengthen the presence of Japan in the international community. For this reason, these activities are considered to be effective and should continue to be carried out.

Ministry of Finance

Assistance for Human Resource Development, Institution, and Policy in the Fields of Finance and Customs (Program)

Evaluation type: Policy evaluation

Timing of evaluation: Ex-ante/Ex-post evaluation

Evaluator: Ministry of Finance

Outline and Objectives

In order to promote sustainable economic development in developing countries, it is important that the design and administration of socioeconomic systems appropriately correspond to the developmental stage and economic structure of each country. The Ministry of Finance actively makes efforts to promote international cooperation through implementing support for human resource development and institutional policies in the fields of fiscal/monetary policy and tariff/customs administration.

Outline of Evaluation

The Ministry aims to foster human resources that will take over the responsibility of economic and social development by carrying out training and seminars for government officials and administrators in charge of policy in developing countries, participating in policy missions, and dispatching experts as a means of giving specialized advice to developing countries.

In FY2009, for instance, the Ministry implemented the following assistance:

- Technical cooperation for the establishment of a stock market in Laos
- Seminar on Economic Policies

■ Dispatching of experts through the WCO/Japan Customs Technical Cooperation Program

In implementing the above assistance, the Ministry comprehended the current status and requests of the recipient countries in advance through listening to the opinions of local officials in the recipient countries and staff in charge of finance and economy in the Japanese diplomatic establishments. The Ministry also listened to the requests for future technical assistance through discussions with participants, following the end of assistance programs. Additionally, in order to fully understand the activities of participants following the training and requests of the participants regarding future technical assistance, the Ministry held consultations with recipient countries' administration officials in charge and ex-trainees, taking opportunities to dispatch experts.

In this way, in FY2009, the Ministry proactively promoted international cooperation, and at the same time, strived to make assistance more effective and efficient by summarizing the requests and opinions of technical assistance recipients, and by coordinating parties involved in technical assistance in the fields of finance and economy.

Assistance Extended through Multilateral Development Banks (Program)

Evaluation type: Policy evaluation
Timing of evaluation: Ex-post evaluation
Evaluator: Ministry of Finance

Outline and Objectives

Multilateral development banks, such as the World Bank and the Asian Development Bank (ADB), have advantages such as the possession of a wide range of human resources with a wealth of experience and specialized knowledge of development assistance, and the ability to carry out effective assistance through the utilization of their wide information networks. Recognizing these advantages, the Ministry of Finance, as a responsible member of the international community, is active in contributing to the activities of multilateral development banks. Also, as a principal investor in multilateral development banks, Japan proactively involves itself in operational activities, working to ensure that the policies and development ideas of Japan's ODA are reflected in the policies of the multilateral development banks.

Outline of Evaluation

As a principal shareholder in multilateral development banks, the Ministry actively contributes opinions on the financial operations and organizational administration of each bank, and is making efforts to ensure that Japanese development ideas and ODA policy are appropriately reflected in their programs. In FY2009, in order to mitigate the impact of the global economic and financial crisis on vulnerable groups, the Ministry worked together with each country to call on the multilateral development banks to expand assistance for developing countries. In addition, it actively

participated in discussions pertaining to strengthening the financial foundations of multilateral development banks and contributed to the agreement on the Fifth General Capital Increase of ADB.

Along with providing funding to the main office of each multilateral development bank, Japan has established Japanese trust funds within each institution. Through these funds, the Ministry works toward poverty reduction and economic development by implementing small-scale poverty mitigation projects for those who were not suitable for financing, providing policy advice to developing countries, developing systems and human resources, within the governments of developing countries and improving the capabilities of civil organizations. In FY2009, for instance, a nutrition improvement project under the World Bank, for those affected by the financial crisis and rise in food prices in Sri Lanka, as well as a market access improvement support project under ADB, for small-scale farmers in India, were approved. Furthermore, in order to increase the effectiveness and efficiency of Japan's bilateral assistance, the Ministry is extending financial cooperation to developing countries, and pursuing collaborations and cooperation with multilateral development banks. In the above ways, the program has responded to the assistance needs of the international community and has been able to proactively contribute to the activities of multilateral development banks, as well as implement effective assistance which makes use of the expertise of the banks.

Ministry of Education, Culture, Sports, Science and Technology

Promotion of International Cooperation (Policy)

Evaluation type: Policy evaluation
Timing of evaluation: Ex-post evaluation
Evaluator: Ministry of Education, Culture, Sports, Science and Technology

Outline and Objectives

In order to promote international cooperation, this policy aims to make intellectual contributions such as offering information concerning international cooperation, by organizing and utilizing intellectual resources

that Japanese universities possess. The policy also contributes to international efforts by commissioning projects to international organizations.

Outline of Evaluation

International cooperation activities in education that utilize the expertise of Japan

As part of further promotion of international cooperation activities and efforts to efficiently resolve the various issues faced by developing countries, in FY2007, the Ministry launched the “International Cooperation Initiative.” With the implementation of the initiative, an education model was formulated and propagated by utilizing knowledge and experiences possessed by Japanese universities. The outcomes of this process have been utilized in various ways in both Japan and overseas, contributing to improvements in the quality of international cooperation in education. Under the “Special Participation System for In-Service Teachers” of JOCV, education initiatives are carried out in developing countries by Japanese in-service teachers, through which improvements in the quality and ability of teachers are anticipated. In addition, as activities carried out after the return of the teachers to Japan, and which serve to give back and contribute to the education sector through their own experiences can in turn contribute to enhancing the quality of education in Japan, proactive efforts have been made to encourage the participation of incumbent teachers. Since FY2008, the same initiative has been expanded to the Nikkei (Japanese Descendant) Communities Volunteer Program. This fiscal year, the Ministry has conducted research studies and written reports, etc., in order to get a grasp of the trends and concrete examples of those activities aimed at giving back and contributing to the field undertaken by the teachers after their return, as well as a grasp of examples such as education committees that are promoting and providing organizational support for such activities: In such ways, the

Ministry has worked toward providing support before, during, and after the dispatch of incumbent teachers, as well as further raising awareness of the existence and contents of the system.

Cooperation with UNESCO

The Ministry makes donations to trust funds which fund projects for literacy in the Asia-Pacific region.

In FY2009, the Ministry contributed to the “Japanese Fund-in-Trust for the Promotion of Education in Asia and the Pacific Region” through the UNESCO Bangkok office, and continued to strengthen the Community Learning Centers (CLC), promote lifelong learning, and develop methodology for research on literacy rate. Furthermore, through these projects, the Ministry contributed to efforts toward goals set in the Dakar Framework for Action, by working to improve school enrollment and literacy rates in developing countries, and by initiating quality improvement reforms on all aspects of education. In particular, the increase in the number of requests for the establishment of CLCs due to raised awareness of CLC projects in the Asia-Pacific region shows the infiltration of UNESCO’s activities in the region. With regard to the target of the Dakar Framework for Action adopted at the World Education Forum (2000, Dakar), which calls for the improvement of adult (particularly female) literacy by 2015, the literacy rate among adults continues to be low and the speed of improvement in the literacy rate is not sufficient in several countries in South and West Asia. Further efforts must be made to enhance current implementations, including the active utilization of CLCs.

Note:

“International Cooperation Initiative”

<http://www.scp.mext.go.jp/index.html>

Promotion of Student Exchange (Policy)

Evaluation type: Policy evaluation

Timing of evaluation: Ex-post evaluation

Evaluator: Ministry of Education, Culture, Sports, Science and Technology

Outline and Objectives

Interaction between international students and Japanese students in both Japan and overseas plays an important role in forming human networks and deepening mutual understanding and friendship between Japan and other countries. Furthermore, such interaction has been working significantly toward the realization of a globally open community,

the strengthening of the global competitiveness and internationalization of Japanese universities, and intellectual international contribution through developing human resources. The Ministry has contributed to the enhancement of such interaction through various policies.

In the future, the Ministry will further enhance the program to accept excellent international students,

in line with the “300,000 International Students Plan” formulated by relevant six ministries in 2008, and will enhance support to Japanese students studying abroad so as to strengthen global competitiveness, international contribution, and the internationalization of Japanese universities.

Outline of Evaluation

International students enrollment in the Japanese institutions was 132,720 in FY2009, the highest enrollment number on record. However, the percentage of international students in Japanese institutions of higher education is only 3.8%, which is not necessarily high compared to that of other developed countries.

The number of international students receiving Japanese Government Scholarships was 10,168, the highest number on record. In FY2009, from the perspective of enhancing international competitiveness, the Ministry implemented a “The International Priority Graduate Program (PGP),” which prioritizes the allocation of international students with Japanese Government Scholarships (research students) to universities providing internationally attractive programs. In addition, in response to diplomatic requests, the Ministry established a strategic mobility framework and a framework for universities to decide on the value and duration of scholarships, with the aims of fostering creativity and allowing universities to exercise greater flexibility and autonomy. Grade evaluation schemes for scholarship recipients were also tightened.

There were 15,709 recipients (separately, 13,027 funded by a supplementary budget) of the Honors

Scholarships for privately financed international students in FY2009. Against a background of stringent domestic fiscal conditions in which the government was attempting to suppress general spending and cut the budget for ODA, the Ministry reviewed the monthly scholarship payouts and supported high-achieving international students by tightening the standards of its grade evaluation scheme.

Regarding Japanese students abroad, there were 838 students (separately, 1,823 funded by a supplementary budget) selected for the Student Exchange Support Program for Short-Term Dispatch in FY2009, and 52 students selected for the Student Exchange Support Program for Long-term Study Abroad.

Based on these results, the promotion of further interaction by both accepting and sending students abroad was considered to have made overall progress due to efficient and effective support measures, despite the stringent fiscal conditions.

Note:

Non-ODA projects are included in this evaluation.

Follow-up examples of the past evaluations

Although evaluations have shown that support measures were also implemented efficiently and effectively in the past, the contents of the project have been subject to constant review, and, as described in the above “Outline of Evaluation,” steps have been taken to foster greater autonomy among universities, set detailed scholarship payouts, and tighten grade evaluation schemes for scholarship recipients.

Ministry of Health, Labour and Welfare

Promoting Participation in and Cooperation to Activities of International Organizations: Contribution to Technical Cooperation Projects toward Realization of Decent Work Conducted by the International Labour Organization (ILO) (Program)

Evaluation type: Policy evaluation
Timing of evaluation: Ex-post evaluation
Evaluator: Ministry of Health, Labour and Welfare

Outline and Objectives

The Ministry implements the following projects through voluntary contribution to the ILO by utilizing experts in ILO.

Project for Promoting Youth Employment in South Asia

This project promotes technical cooperation concerning unemployment assistance for young people in Sri Lanka, an area of poverty.

Project for Managing Migrant Workers in the ASEAN Region

This project surveys the employment status of cross-border migrant workers in Thailand and its neighboring countries, and carries out technical cooperation concerning measures aimed at the protection of the rights of migrant workers, focusing on migrant workers overseas, the host countries and homelands of migrant workers.

Project for Promoting Occupational Health in ASEAN

This project promotes technical cooperation, including assistance for ensuring the health of local people and workers in the ASEAN region, through the collaboration of ILO and the World Health Organization (WHO).

Project for Promoting Green Jobs in the Asian Region

In order to deal with the structural and frictional unemployment issues arising from the transition to an environmentally-friendly industrial structure in the ASEAN and other regions, support is provided for environmentally-friendly employment in countries that have achieved a certain level of industrialization.

Project concerning SKILLS-AP (Regional Skills and Employability Program in Asia and the Pacific)

The project offers a voluntary contribution (96,000 US dollars in FY2009) to support SKILLS-AP projects while implementing supporting projects, including holding seminars in Japan by utilizing Japan's experiences, expertise, and facilities.

SKILLS-AP (the former APSDEP), a local program for which ILO works together, was inaugurated in 1978, for the purpose of promoting technical assistance through the interactive use of knowledge, experiences, and facilities in the field of vocational capacity development in the Asia-Pacific region, improving vocational training and the level of expertise, and encouraging economic and social development in the region.

Japan has contributed funds to SKILLS-AP project activities and implemented supporting projects, including holding seminars by making use of Japan's knowledge and experiences in the field of vocational training.

Outline of Evaluation

These projects carried out through ILO have comprehensively and efficiently contributed to the solution of various problems concerning employment and labor situations in the Asia-Pacific region including countries not covered by bilateral cooperation, through exploring systems for mutual collaboration among member states that involve labor and management bodies, while taking advantage of the plenty of networks, expert knowledge, and know-how that ILO possesses as an international organization.

In accordance with the target period, ILO carries out objective project evaluations, including mid-term evaluations conducted by third parties and terminal evaluations, and thus strives for more efficient and effective project operations. The projects have been generally highly appreciated by the governments of various countries, as well as labor and management bodies, etc.

As for the projects concerning SKILLS-AP, elimination of mismatch between the labor market and training was selected as the theme of its workshop in FY2009. Participants in the workshop, after returning home, have contributed to skills development and employment expansion in member countries. For example, utilizing outcomes from the workshop, an individual participant incorporated the articles concerning in-company training into the related laws when they were revised, and another participant country held new international seminars by developing the outcomes of the workshop.

As a whole, the Ministry's efforts through ILO have been efficiently and effectively implementing projects toward contributing to the international community, promoting health and labor administration that suits the age of globalization, by making use of both Japan's experiences and the expertise of the international organization.

Note:

Policy evaluations referred to in this section are those based on the Government Policy Evaluations Act (Act No. 86, 2001).

Promotion of Participation in and Cooperation to Activities of International Organizations: Support for Technical Cooperation Projects Conducted by the WHO and Other International Organizations (Policy)

Evaluation type: Policy evaluation
Timing of evaluation: Ex-post evaluation
Evaluator: Ministry of Health, Labour and Welfare

Outline and Objectives

Technical cooperation project through financial contributions

Technical cooperation is actively promoted in developing countries through the WHO by utilizing advanced techniques accumulated in Japan, aimed at solving health care and public health problems in each country, as well as responding to health menaces across the world.

Undertaking measures against AIDS in developing countries

The Ministry proactively contributes to enhanced measures against AIDS with the aim of international contribution by utilizing Japan's advanced treatment techniques against AIDS. It supports the enhancement of health care systems related to treatment and prevention of AIDS in developing countries, in particular, through coordination and cooperation with the relevant UN organizations.

Outline of Evaluation

Contributing to the enhancement of health systems in developing countries and countermeasures against infectious diseases in developing countries (in particular, new types of pandemic influenza and the

three major infectious diseases) through financial contribution projects by WHO, and providing support through the Joint United Nations Program on HIV/AIDS (UNAIDS) for anti-AIDS measures worldwide, beginning with developing countries, enables appropriate and speedy tackling of infectious diseases, which is a common problem faced by the world. That is also essential for the effective implementation of infectious disease countermeasures in Japan in a manner that is consistent with other countries.

In addition, contributing to the improvement of health care standards in developing countries brings about a stable and sustainable economic development foundation, thereby contributing to the development of the country.

Japan has vast experiences in the fields of health care and public hygiene. For the resolution of issues in these areas in the global society, particularly in the Asia-Pacific region, it is effective for Japan to provide support based on its experience.

Note:

Policy evaluations referred to in this section are those based on the Government Policy Evaluations Act (Act No. 86, 2001).

Ministry of Agriculture, Forestry and Fisheries

Promotion of International Cooperation on Food, Agriculture, and Rural Development (Policy)

Evaluation type: Policy evaluation
Timing of evaluation: Ex-post evaluation
Evaluator: Ministry of Agriculture, Forestry and Fisheries

Outline and Objectives

This policy aims to contribute to the stability of global food demand-supply balances by promoting international cooperation on food, agriculture, and rural development through the utilization of technology and know-how that the Ministry possesses. The policy projects have mainly taken forms such as the undertaking of basic studies and development and dissemination of technologies in developing countries, and establishment of international rules through international organizations.

Short-term food aid and the mid- to long-term promotion for increasing in agricultural production are recognized to be vital measures in supporting developing countries affected by high food prices, at TICAD IV, Food and Agriculture Organization of the

United Nations (FAO) high-level conference, and the G8 Hokkaido Toyako Summit held in 2008. Also, at the L'Aquila Summit held in July 2009, it was declared that agriculture and food security stand at the core of global issues; at the FAO World Summit on Food Security held in November, recognizing the serious situation in which more than 1 billion of the world's population was suffering from hunger and poverty, it was agreed that there was a need to increase agricultural investment in developing countries as well as the proportion of ODA in the agriculture and food security sectors, in order to increase worldwide agricultural production. At the 2010 Muskoka G8 Summit held in June 2010, delegates also concurred that food security remains a pressing issue.

Accordingly, in order to contribute to stability in global food supplies in the future, the Ministry actively promotes international cooperation projects in the sectors of food, agriculture, and rural development, in line with the conditions and needs of developing countries.

Outline of Evaluation

Three items have been set as the objectives of the projects: (1) cooperation contributing to ensuring food security in Japan; (2) cooperation contributing to Japan's initiative in WTO, EPA, and other international negotiations; and (3) countermeasures against global environmental issues and trans-boundary diseases now tangibly affecting Japan. Individual goals were

also set for each project, and a questionnaire of achievement level ratings on a scale of one to four was conducted for the recipient partners. The questionnaire included viewpoints for measuring relevance, effectiveness, efficiency, impact and sustainability, and the target achievement level of each objective was set at 3.5 on average.

The results of the survey are as follows:

- (1) Cooperation contributing to food security in Japan: 3.4
- (2) Cooperation contributing to Japan's initiative in WTO, EPA, and other international negotiations: 3.5
- (3) Countermeasures against global environmental issues and trans-boundary diseases which are now tangibly affecting Japan: 3.3

The results of the evaluation were deemed effective overall. Therefore, the Ministry will continue to effectively engage in international cooperation in the agriculture, forestry, and fisheries sector by taking practical approaches to alleviate hunger and poverty in developing countries, especially in Africa, in light of the advance of globalization, and the progress of international trade and economic partnership negotiations and the agreements made at various international meetings for food security.

Note:

Non-ODA projects are included in this evaluation.

Promotion of the Fulfillment of Multifunctional Role of Forest under International Coordination (Policy)

Evaluation type: Policy evaluation

Timing of evaluation: Ex-post evaluation

Evaluator: Ministry of Agriculture, Forestry and Fisheries

Outline and Objectives

The objective of this policy is to promote actions through international technical cooperation and others in the forestry sector on various issues such as illegal logging, which hinders sustainable forest management in developing countries.

In recent years, the problems caused by deforestation and forest degradation in developing countries are recognized as important issues in international dialogues. Considering the direction of such international discussions and the needs of partner country counterparts, and in cooperation with other countries, international organizations, and NGOs, Japan is implementing projects which promote: 1) technology development for the afforestation and reforestation on

degraded lands; 2) knowledge sharing on the overseas afforestation and reforestation projects of NGOs; 3) support for human resource development; and 4) strengthening of forest resource management systems. Furthermore, Japan has held international meetings in which relevant experts from government agencies and NGOs participate, and has funded projects implemented by international organizations such as the FAO and the International Tropical Timber Organization (ITTO). In this way, Japan is working to promote sustainable forest management in developing countries, which is the objective of this policy.

Outline of Evaluation

The Ministry conducted a survey for project outcomes using a four-tier evaluation questionnaire, targeting the parties concerned including government agencies in the countries where international forestry cooperation projects were implemented. The survey outcomes were quantified and calculated as percentage.

This survey focused on the extent to which project targets for each project implemented were achieved. It was conducted on the parties concerned in partner countries, and the desired value was established as 3.5 every fiscal year. The resulting value of

achievement was 3.8 (109%). It could be inferred that the partner countries felt that the projects were, to a certain degree, effective. However, there is a need to implement various other measures in order to respond accurately to the needs of developing countries.

Note:

- Non-ODA projects are included in this evaluation.
- This project was evaluated as part of the policy “Promoting the Maximization of the Multi-Functionality of Forests through Forest Improvement and Health.”

Retention and Increase in the Fish Species Managed by International Organizations and the Number of Fisheries Agreements (Policy)

Evaluation type: Policy evaluation
Timing of evaluation: Ex-post evaluation
Evaluator: Ministry of Agriculture, Forestry and Fisheries

Outline and Objectives

This policy focuses on the management of fishery resources in the high seas, and highly-migratory fish species, such as tuna. This will be achieved by cooperating with other countries concerned to actively promote fishing capacity management, and IUU (Illegal, Unregulated and Unreported) fishing countermeasures. As the core of the policy revolves around the sustainable use of fishery resources project action is aimed at appropriate conservation and management of fishery resources, which require international management, as well as maintenance and development of the fishing grounds of the Japanese fishing industry in foreign exclusive economic zones (EEZ).

Outline of Evaluation

In order to ensure stable supplies of marine products, the sustainable use and management of fishery resources in not only domestic water, but also outside of Japan's EEZ, is of great importance. In this regard, it is important to promote international agreements regarding fishing operations, discussions with

other countries, and cooperation on frameworks for the international management of fishery resources.

In consideration of these points, “retaining and increasing the fish species managed by international organizations and the number of fisheries agreements” was set forth as the objective of this policy. As a result of cooperation in efforts toward resource management, by regional fishery management organizations, and the active promotion of dialogues with the countries concerned, the number of fish species subject to resource management was maintained at 81 species, as in the previous year. In addition, the number of fisheries agreements also remained at the same level as in the previous year, at 51 agreements.

Note:

- Non-ODA projects are included in this evaluation.
- The projects concerning the international fishery cooperation were evaluated as a part of the policy “Ensuring a steady supply of marine products” and “Promotion of international cooperation for food, agriculture, and rural development.”

Ministry of Economy, Trade and Industry

Promotion of Economic Cooperation (Program)

Evaluation type: Policy evaluation
Timing of evaluation: Ex-post evaluation
Evaluator: Ministry of Economy, Trade and Industry

Outline and Objectives

The objectives of this program are the promotion of development cooperation toward improvements in the trade and investment environments of developing countries, and the deepening of economic relationships through the expansion of trade and investment between Japan and those countries in order to support their economic development. To that end, priority is placed on the following measures.

Promotion of improvements in industrial and logistics infrastructure

With regard to the promotion of infrastructure improvements which build on the needs of both developing countries and the Japanese enterprises in those countries, the Ministry conducts studies primarily on projects that mobilize private resources and ODA loan projects that efficiently utilize superior Japanese technologies and know-how, in order to improve the investment environments of Japanese enterprises and promote the “standardization” of Japanese technologies and products in Asia.

In addition, the Ministry focuses on projects that contribute to the solution of global environmental issues, secures Japanese resources, and contributes to the growth of Africa on the basis of the outcomes of TICAD IV.

Support for the construction of institutional infrastructure: Creation and development of “Asian Standards”

In order to construct economic institutions and systems mutually beneficial for each nation in the reinforcement of economic collaboration among the East Asian countries, the Ministry sets the five priority areas of economic, industrial, and technical cooperation (protection of intellectual property, development and improvement of certification criteria, higher efficiency for physical distribution, environmental issues and energy efficiency, and human resource development for industries (qualification systems)) and provides technical cooperation. In particular,



the Ministry selects technological and socioeconomic systems that have served as the foundation of Japan's own economic development as

“Asian Standards” and deploys them with a focus on Asia.

Enhancement of industrial human resource development

The Ministry provides training and dispatches experts for the purpose of developing industrial human resources who will contribute to economic growth in developing countries, particularly those in Asia. In addition, in line with the “Industrial Sector Human Resource Development Mid-Term Plan in Asia,” the Ministry provides training for businesspersons and technicians in private sector companies, dispatches experts in a strategic manner, and improves the capacity building of industrial human resource development institutions, including higher education institutions.

Outline of Evaluation

Japan, putting priority on the East Asia region, has implemented economic cooperation measures on the “soft” side, such as human resource management and support for the building up of institutions and systems, as well as “hard” economic cooperation measures through project formulation studies aimed at ODA loans or projects that mobilize private resources, while responding to the stages in development and needs of the relevant countries. As a result, numerous domestic and foreign private investments have been made contributing significantly to the economic development of the countries or region. In addition, these forms of economic cooperation also contribute to the strengthening of diplomatic ties with the partner countries



Utilizing the work site to provide technical guidance to the technicians from developing countries

and to the development of economic development platforms. As such, these measures are considered to have significant ripple effect on the development of the Japanese economy and industries.

With regard to promotion of improvements in industrial and logistics infrastructure, the amount of ODA loans supplied have been maintained at a high level. A certain standard has also been achieved for the results of ODA loan project formulation studies (rate of fulfillment of ODA loan requests, etc.) despite annual changes arising from project progress. As such, this measure is considered to have achieved certain benefits.

With regard to support for the construction of institutional infrastructure, while evaluation is difficult as the support does not produce benefits in the short-term, it is expected that systems that have supported the Japanese industrial development will be able to spread as Asian standards. This is achieved through the steady implementation of training, as well as through

the dispatch of experts, and the implementation of validation projects, among other measures in line with plans to inject technical cooperation resources set up in advance.

With regard to enhancement of industrial human resource development, regardless of the impact of the economic recession, the Ministry has succeeded in maintaining steady numbers of trainees accepted and experts dispatched. Furthermore, it has kept up a high level in trainee satisfaction level. This measure can therefore be considered to have achieved certain benefits.

Hereon, in view of the needs of developing countries and Japanese enterprises, the Ministry aims to utilize the technologies, knowledge, and experiences that have supported Japanese industrial development, and implement, steadily and comprehensively, measures to improve industrial and logistics infrastructure and institutional infrastructure, as well as industrial human resource development.

Ministry of Land, Infrastructure, Transport and Tourism

Promotion of International Cooperation and Collaboration (Policy)

Evaluation type: Policy evaluation

Timing of evaluation: Ex-post evaluation

Evaluator: Ministry of Land, Infrastructure, Transport and Tourism

Outline and Objectives

As international relationships are built through the long-term accumulation of exchanges, it is essential to continuously implement policy dialogues and multi-lateral and bilateral meetings with partner countries and international organizations. Furthermore, in order to encourage autonomous sustainability through means such as improving the social platform and developing transport policies in developing countries, it is necessary to promote cooperation and support in accepting trainees, dispatching experts, and the conducting of various forms of studies. In addition, from the perspective of promoting the overseas expansion of Japanese enterprises, it is necessary to work together with the related organizations and promote multi-faceted strategic diplomacy, such as international cooperation and policy dialogues.

To that end, in implementing international cooperation and collaboration, the Ministry is working on strengthening collaboration with each country by keeping up the convention of meetings such as the ASEAN and Japan Transport Ministers Meeting and

the Ministers' Forum on Infrastructure Development in the Asia-Pacific Region, as well as seminars and training.

Outline of Evaluation

Effectiveness

The Ministry has steadily implemented measures contributing to the promotion of cooperation in consideration of the needs of the international situation and the partner countries, while collaborating with the related ministries, agencies, or organizations within and outside Japan. As a result, the number of projects contributing to the promotion of international cooperation and collaboration has been on the rise and is exceeding the target. Therefore, it can be concluded that this policy has been effective.

Efficiency

Utilizing the knowledge and know-how accumulated thus far, the Ministry has been implementing measures at lower costs while focusing on important partner countries and sectors. The number of

projects contributing to the promotion of international cooperation and collaboration has also been on the rise and is exceeding the target. Therefore, it can be concluded that this policy has been implemented in an efficient manner.

Overall evaluation

The Ministry has steadily implemented measures contributing to the promotion of cooperation in consideration of the needs of the international situation and the partner countries, while collaborating with the related ministries, agencies, or organizations within and outside Japan. As a result, the number of projects

contributing to the promotion of international cooperation and collaboration has been on the rise and is exceeding the target. In the future, the Ministry will continue to take proactive steps in promoting international cooperation through the utilization of Japan's superior technologies and experience, with an eye to the international situation and the needs of the partner countries.

Note:

The ODA budget is included in only a part of this program.

Ministry of the Environment

The Creation of a Low-Carbon, Sound Material-cycle Society through the Promotion of 3R in Asia (Program)

Evaluation type: Policy evaluation
Timing of evaluation: Ex-post evaluation
Evaluator: Ministry of the Environment

Outline and Objectives

Based on the 3R initiative agreed upon among the G8 leaders and the Kobe 3R Action Plan agreed upon at the G8 Environment Ministers' Meeting in 2008, as well as the New Action Plan towards a Global Zero Waste Society that outlines Japan's contributions to the creation of a sound material-cycle society in Asia, the Ministry of the Environment aims to create a low-carbon, sound material-cycle society in Asia through cooperation and collaboration among the respective governments and actors.

In order to realize the creation of a sound material-cycle society in Asia while contributing to countering global warming at the same time, the Ministry accelerates the consideration of policy strategies toward the creation of a low-carbon, sound material-cycle society in East Asia. In addition, the Ministry provides support and carries out considerations in order to take full advantage of Japan's leading knowledge and experiences and pursue the effectiveness of such knowledge and experiences in countering global warming while encouraging strategic and planned implementation of 3R in Asian countries. It is also pursued to develop information and knowledge on resource circulation, as well as to make comprehensive efforts throughout the whole of Asia to create good practices of 3R measures. In doing so, through contributions to a UN organization (United Nations Centre for Regional Development (UNCRD)), the Ministry plans model projects

for promoting measures based on the national strategies of each country. The Ministry also works toward establishing the "Regional 3R Forum in Asia," which serves as a platform for promoting 3R in Asia through policy dialogues between the respective countries and cooperation among the various parties involved.



11 to 12 November 2009: The Inaugural Meeting of the Regional 3R Forum in Asia held in Tokyo

Outline of Evaluation

- Taking the initiative, the Ministry, together with UNCRD, co-hosted the Inaugural Meeting of the Regional 3R Forum in Asia in November 2009 in Tokyo, welcoming representatives from 15 Asian countries. During the meeting, participants agreed on a statement on the establishment of the Regional 3R Forum in Asia, and the same Forum was officially established. The establishment of a platform to promote 3R efforts in Asia, through collaboration among the respective countries and actors, contributes significantly toward the future promotion of 3R in Asia. Therefore, the anticipated outcomes were achieved.
- In June 2009, the environment ministers of Japan and China concluded a “Memorandum of Understanding on Cooperation in Construction of Environment-Friendly Cities” for the cities of Kawasaki and Shenyang, taking a big step forward in efforts toward supporting the creation of sound material-cycle societies in Asia at the local governmental level. Therefore, the anticipated outcomes were achieved.
- In March 2010, the Ministry hosted the expert-level “International Consultative Meeting on Expanding Waste Management Services in Developing

Countries,” in Tokyo as an intersessional meeting in preparation for the 18th Commission on Sustainable Development (CSD18). The outcomes of the meeting served as inputs for CSD18 held in May 2010 and were reflected in the Chairman’s summary; these were viewed favorably as Japan’s contribution to the international society. In such ways, the anticipated outcomes were achieved.

- With regard to the 3R Knowledge Hub, the Ministry worked together with the Asian Institute of Technology to enhance the contents of the Hub such as developing researcher lists and collecting information on enterprises involved in 3R waste management and organic wastes.

Note:

The policy evaluation carried out by the Ministry of the Environment is based on actual performance and takes the consolidated “programs” that share common goals as a single unit. Here, the following projects are included as part of ODA programs:

- Program to Enhance the Ability to Create a Low-Carbon, Sound Material-cycle Society in Asia
- Contributions to the Program to Support the Strategic Implementation of 3R in Asian Countries

In an effort to improve its projects concerning technical cooperation, loan aid, and grant aid partially transferred to JICA from MOFA in 2008, and to ensure accountability to the Japanese taxpayers, JICA has introduced an evaluation system that will apply to each and every project, based on a PDCA cycle.

Consistent throughout the Project by Reflecting Project's PDCA Cycle

The PDCA cycle is a management cycle that promotes the continuous improvement of project activities. It has four steps: Plan, Do, Check, and Act. Considering the characteristics of the aid scheme, such as the assistance period and timeframe for expected results, JICA conducts the evaluation within a consistent framework at each stage of the project (planning, implementation, post-implementation, and feedback). By conducting the evaluation at each stage of the PDCA cycle, it aims to improve the development results of the project.

Coherent Methodologies and Criteria

Taking over the evaluation of grant aid in FY2009, JICA continues to focus on establishing a consistent evaluation system applicable to all three aid schemes.

Specifically, an evaluation framework that reflects:

- 1) Project-level evaluation based on the PDCA cycle,
- 2) Evaluation applying the DAC Criteria for evaluating development assistance laid out by OECD-DAC and internationally accepted as an ODA evaluation method, and
- 3) Publication of evaluation results based on a standard rating system.

Cross-Sectional and Comprehensive Evaluation Offered at Program-Level Evaluation

A program-level evaluation is a comprehensive and cross-sectional evaluation and analysis of multiple projects, grouped together according to a specific development issue (e.g., primary education, maternal health) or type of cooperation (e.g., community empowerment program, emergency disaster relief program). The goal of evaluating individual projects under a common theme by specific viewpoint is to derive recommendations and lessons learned which can be shared across projects. In addition to specific development issues and type of cooperation, in future evaluations, JICA will be taking steps to evaluate "cooperation programs," which are part of a strategic

framework to support developing countries achieve specific mid- and long-term development objectives.

Ensuring Objectivity and Transparency

JICA has incorporated external evaluations in the ex-post evaluations which require objective verification of project implementation results for all three schemes of aid, and the findings are made available on the JICA website. JICA will continue its efforts for increasing objectivity and transparency in its evaluations.

JICA has set up mechanisms by which the viewpoints of external parties are reflected in the project evaluation system. In this context, JICA receives advice on evaluation policy, as well as on the evaluation system and methodology from the Advisory Committee on Evaluation consisting of third-party experts.

Emphasize Utilization of Evaluation Results

JICA is strengthening its feedback system. The findings from each evaluation stage are reflected in the "Action" phase within the PDCA cycle. JICA intends to reflect evaluation results on the cooperation programs as well as JICA's basic strategies for country and sector.

At the same time, JICA makes efforts to reflect evaluation results to the project, program and Japan's higher ODA policies, such as the partner government's development policies, through providing feedback of evaluation findings to the partner government and conducting joint evaluation.



Arsenic Mitigation Program (Bangladesh)

Study period: November 2007 to February 2008



Summary of the Evaluation

An internal evaluation using JICA's program evaluation method was conducted of the ongoing Arsenic Mitigation Program in Bangladesh. The study considered the realignment of the program and JICA's future cooperation policy.

This program is characterized by its comprehensive structure. It includes grant aid, grassroots grant aid, and a Japan Debt Cancellation Fund (JDCF) project, in addition to the original JICA project. The study confirmed the effects of coordination with other donor initiatives, and holistically examined the outcomes of JICA's cooperation for Bangladesh's arsenic mitigation measures.

Background and Objectives of the Evaluation

In Bangladesh, groundwater arsenic contamination poses a significant threat to the livelihood of the rural poor. The Bangladeshi government formulated the National Policy for Arsenic Mitigation (2004) and aimed to resolve the arsenic problem. The need for arsenic mitigation measures is specified in Japan's Country Assistance Program for Bangladesh, the assistance policy of the local ODA Task Force, and JICA's assistance policy, respectively. Since 2000,

JICA has dispatched experts, and has conducted a development partner program, technical cooperation project, and grant aid project. Against this backdrop of assistance and assistance policy, JICA established the Arsenic Mitigation Program in FY2006.

This study was conducted one fiscal year before the target year of the program and its main objectives were to examine the outcomes to date, and to derive recommendations and lessons learned on improving program operations and management with a view to achieving the program goal.

Program Overview

Program objective: To enhance the system for providing a safe and stable supply of drinking water in rural Bangladesh.

Target year: FY2009

Program area: Nationwide (the countermeasure implementation component primarily concerns the western region)

Specific outcome (objective): Build a system for supplying safe water to approximately 1.3 million people in four western provinces (including outcomes of Bangladeshi government project using JDCF).

Goal: To supply safe drinking water to arsenic contaminated areas.

Program Components

	Project Title (Scheme)	Period*1
(1) Policy assistance component	Arsenic mitigation advisor (Local Government Division) (individual expert)	October 2000 – October 2002 July 2004 – July 2008
	Arsenic mitigation advisor (Department of Public Health Engineering) (individual expert)	December 2000 – November 2006
(2) Countermeasure implementation component	Mobile Arsenic Center Project (development partner)	January 2002 – December 2004
	Sustainable Arsenic Mitigation Project (proposal type technical cooperation project)	December 2005 – December 2008
	Implementation of Arsenic-Free Safe Water in Selected Villages of Jhikorgachha Upazila, Jessore, Bangladesh (Grant Assistance for Grassroots Human Security Projects)	April 2007 – March 2008
	Project on Rural Water Supply in South Western Part of Bangladesh (Project utilizing funds equivalent to the amount of debt relieved)	2008 – 2012 (scheduled)
(3) Water quality analysis and monitoring system development component	Project on Strengthening of Water Examination System in Bangladesh (grant aid)	FY2004 – FY2005
	Project for Strengthening Capacity for Water Quality Analysis and Monitoring System (technical cooperation project)	2008 – 2011 (scheduled)

Program components: The program consists of three mutually complementary activities. They are: 1) policy assistance to the central government; 2) implementation of field measures; and 3) capacity building for water quality analysis and monitoring, a basic arsenic mitigation measure.

Evaluation period: From FY2002 to FY2009.

Projects subject to evaluation: Of the projects implemented during the above period, the projects which were already completed or were ongoing at the time of the evaluation (March 2008), and those for which implementation preparations had begun.*²

The Framework and the Policy for Evaluation

An evaluation using JICA's program evaluation method was conducted. This evaluation confirms the program's: 1) consistency with the development strategy of the counterpart government and Japan's aid policy; 2) strategy (consistency and outcome); and 3) contribution (possibility) from a qualitative standpoint. Based on the aforementioned analyses, the evaluation: 4) makes recommendations about the program's remaining implementation period and derives lessons learned from the program's outcomes.

Evaluation Results, Lessons Learned, and Recommendations

Evaluation Results

The program is clearly aligned with Bangladesh's Implementation Plan for Arsenic Mitigation. The program's cooperation approach corresponds with the major items of the plan and is highly relevant. The program is highly relevant also in the context of Japan's international cooperation strategy, international water and sanitation trends, Japan's initiatives, and JICA's policy, and its consistency is also being maintained. The program scaled up its outcomes, while maintaining coordination between program components and with other supporting organizations (e.g., Bangladeshi government, donors, NGOs). The program scenario aimed at the achievement of the Implementation Plan for Arsenic Mitigation is highly strategic.

The alternative water supply option and approach that the program introduced are appropriate from a technological, social, and economic point of view, and are highly regarded by Bangladesh. Mechanisms are being put in place to make the system more widespread, and it is producing outcomes.

On a per program component basis, the following outcomes were achieved. The policy assistance



A patient diagnosed with arsenic poisoning (Sustainable Arsenic Mitigation Project)

component supported the necessary research and development (R&D) of the local government division through the dispatch of experts, provided technical assistance, and contributed to the establishment of a central laboratory. Under the countermeasure implementation component, a development partner assistance project and private-sector proposal type technical cooperation project were conducted with the Asia Arsenic Network. The projects led to the implementation of a community-led sustainable arsenic mitigation measure in two parishes in western Jessore, with the support of government institutions. In western Jhekorgacha parish, an alternative water source was established with financing from grassroots Grant Assistance for Grassroots Human Security Projects. However, the commencement of the Project on Rural Water Supply in South Western Part of Bangladesh, a major project of the program, was delayed. For the water quality analysis and monitoring system development component, the grant aid project was implemented on schedule. In preparation for the start of the Project for Strengthening Capacity for Water Quality Analysis and Monitoring System, central laboratory personnel were being assigned and trained.

In general, the component projects were implemented as planned. Due to the delayed start of the Project on Rural Water Supply in South Western Part of Bangladesh, however, the initial target year (FY2009) needs to be revised.

Recommendations and Lessons Learned

Many people continue to face the risk of arsenic contamination. And thus, it is advised that the program continues to take arsenic mitigation measures while mainstreaming the program into water and sanitation sector programs analogous to the Bangladeshi government.

Additionally, it is preferable for the cooperation policy to be shifted from technical development assistance and sustainable pilot development assistance in rural areas, to assistance in developing a more highly versatile program centered on local resources. The cooperation approach needs to be restructured to give further emphasis to policy assistance.

As to how JICA's cooperation will continue after the program's termination, JICA should consider activities that have an exit strategy and at the same time ensure the continuous delivery of outcomes, e.g., support the collection of fundamental information on arsenic contamination using local resources.

The lessons learned are the four items below:

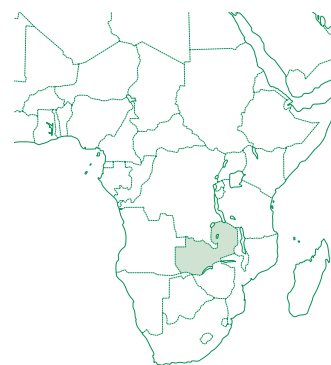
- It was shown from this program that in cases when numerous constraining factors, hinder the capabilities of local governments it is realistic to promote privatization and decentralization through a specific problem-solving approach, i.e., provision of safe water.
- External factors need to be carefully considered (e.g., JDCF project, counterpart government's funds and manpower, procedural delays).
- It is important that the program is able to capture the outcomes' spillover effects (e.g., documentation of knowledge, human resource development and capacity building, and development of institutions). The exit strategy should take into account local stakeholders: administrative agencies, local NGOs, and private organizations.
- The importance of problem-solving and interdisciplinary techniques like water supply techniques that can be maintained and managed at the community level, and techniques to select the most appropriate water supply technology for the target area (engineering technology in the case of this program) were clarified through the implementation of the project.

*1. Period that was confirmed when this evaluation study was implemented.

*2. As the start of the activities implemented in FY2002 dates back to the introduction of experts (arsenic mitigation advisor) in FY2000, the actual evaluation period is from 2000 to March 2008.

Trial Evaluation of Master Plan (M/P) for Examining Program Evaluation Techniques (Zambia)

Study period: July to November 2009



Summary of the Evaluation

JICA is enhancing its country- and region-specific approaches, and endeavoring to formulate cooperation programs in which the three assistance modalities (technical cooperation, loan aid, and grant aid) are conducted in an integrated manner in line with the development policy of the region.

This evaluation is one of the measures for strengthening the cooperation program. It derives recommendations and lessons learned for the future formulation of cooperation programs and for the program evaluation method.

Background of the Evaluation

The majority of the program evaluations conducted by JICA's Evaluation Department have been "mid-term reviews" of ongoing programs. Evaluation surveys of the outcomes of programs after their implementation are rarely conducted.

Therefore, under this study, a group of priority projects proposed in the M/P whose cooperation scenario design process shares some similarities with the cooperation program, were treated as a cooperation program and evaluated. Among all of the M/Ps, regional integrated development plans, which present a basic development strategy applicable to the region's characteristics, were considered the most similar to the "strategic framework" that JICA's cooperation program seeks. With consideration to regional characteristics, three M/Ps were chosen for the evaluation: China, Philippines, and Zambia.

The Study on Environmental Improvement of Unplanned Urban Settlements in Lusaka in Zambia (2001) is one of the three M/Ps listed above. It had the shortest time lapse for realizing the projects proposed in the M/P report.

The Framework and the Policy for Evaluation

In this evaluation study, the development objective in the M/P was substituted for the cooperation program objective, and the study confirmed and examined its alignment with the country's development strategy.

Furthermore, the strategy of the projects which were proposed and were implemented in the M/P were examined and the project's contribution to the achievement of the development objective were evaluated using the "contribution" concept*.

Based on the evaluation results, recommendations and lessons learned for future JICA cooperation program design and program evaluation method were derived.

Evaluation Results

Evaluation Results

1 Alignment of the M/P and Its Strategy

The M/P attaches importance to the development of water supply facilities and improvements in sanitation environment as well as the enhancement of primary education. It is thus in line with Japan's Country Assistance Program for Zambia (2002), which lists "enhancement of cost effective health services" and "human resources development and system development for self-sustainable development" as its priority areas. Also, the M/P is highly consistent with Zambia's PRSP (2002) and Fifth National Development Plan (2006).

Out of the plans proposed in the M/P for eight unplanned settlements, water supply facility and waste disposal-related projects were implemented in all of the targeted settlements. Furthermore, approximately 60% of the sanitation education and road improvement sector projects and toilet construction projects, and around 50% of community center development projects, were implemented. Community school development and income improvement-related projects had an implementation rate below 30%. At the time, aid coordination was not as actively carried out as today, and the M/P was not shared among other donors and NGOs. Nevertheless, over 50% of the projects in the plan were implemented in six of the eight unplanned settlements.

Because the groups of projects listed in the M/P

were implemented comprehensively, synergistic effects are being generated, e.g., the realization of community centers' function as a water fee collection facility and improvement in the morbidity rate. It has also been reported that the development of roads and drainage systems have not only improved access to highways, but have also improved sanitation through drainage and enhanced the efficiency of the waste collection project through road improvements.

2 Evaluation under the Concept of "Contribution"

Through the evaluation study, improvements in the water and sanitation, health, and education indicators were confirmed after the M/P's formulation. From the budget allocations for each of those sectors it was inferred that donors play a large role in making progress on addressing those issues. The results from comparing M/P target communities with non-M/P target communities revealed that the indicators' margin of improvement was larger for M/P target communities. It was concluded that JICA's assistance and the effects observed in the M/P target communities are correlated.

The reasons for not achieving the outcomes as specified in the M/P were analyzed by comparing the M/P objectives and results. In addition to external conditions such as population growth (urbanization) which exceeded the expected figure, the lack of project implementation and financial management capabilities of the projects' executing agency and supervising organization personnel was confirmed to be a hindering factor in attaining the goal.

Recommendations and Analysis

1 Lessons Learned for the Formulation of Similar Cooperation and/or Cooperation Programs

In carrying out similar development plan study-type technical cooperation, the collection of baseline data before and during program implementation will be critical. Assistance for the establishment of baseline data should be incorporated into the program as part of capacity development.

On the other hand, when formulating a cooperation program, regular monitoring needs to be incorporated into the program from the initial stage of the program so as to react to changes caused by external factors and to make appropriate revisions to the plan. Furthermore, the cooperation's effect is assumed to be greater if assistance that has visible and immediate

results (service delivery) is combined with long-term technical transfer (capacity development).

Also, predictions about population changes will be essential to the realization of the strategy in the case of formulating regional integrated development program.

2 Lessons Learned on the Program Evaluation Method

The longer the cooperation period and broader the scope of the M/P or program, the greater the possibility of deviation from the initial plan. This is due to changes caused by external factors, such as a gradual decline in the strategy's effectiveness and decreased motivation of the executing agency toward achieving the strategy. At the cooperation program formulation phase, the strategy scenario should be considered, bearing in mind that such changes most likely occur. Nevertheless, it is difficult to envisage all of the changes which may occur at the planning phase. By building in regular monitoring as a part of program management, the program shall be able to react systematically to changes in external factors and revise the strategy. In conducting the monitoring, the burden on the executing agency should be taken into account and thus it is preferable to efficiently utilize and cooperate under the aid coordination framework to jointly conduct the necessary surveys and evaluations.

* An evaluation of the role that JICA as one organization had played in the achievement of overall outcomes which had been achieved through the Zambian government's activities and all other aid organizations' activities. The concept of "contribution" is the idea of explicitly separating out the progress made in addressing the development issue (progress vis-à-vis the country's development strategy) and the outcomes one organization aims to achieve through its program, and verifying the plausibility of causal relationships between the two.

ODA Loan Project Japan-Thailand Technology Transfer Project (Thailand)

Loan amount / Disbursed amount: 7,308 million yen / 6,444 million yen

Loan agreement: September 1995

Terms and conditions: 2.7% interest rate (consulting services: 2.3%); 25-year repayment period (including a 7-year grace period); general untied

Final disbursement date: October 2006

Executing agency: Chulalongkorn University

Website URL: <http://www.chula.ac.th/cuen/>

External Evaluator: Takako Haraguchi, International Development Associates, Ltd.



Rating

Effectiveness, Impact	a	Overall Rating A
Relevance	a	
Efficiency	a	
Sustainability	b	

Project Objectives

To improve the level of science and technology education and R&D activities at the Faculty of Science and Faculty of Engineering of Chulalongkorn University situated in the capital city of Bangkok by improving the academic standard of instructors as well as enhancing educational and research facilities, thereby contributing to the industrial development of Thailand.

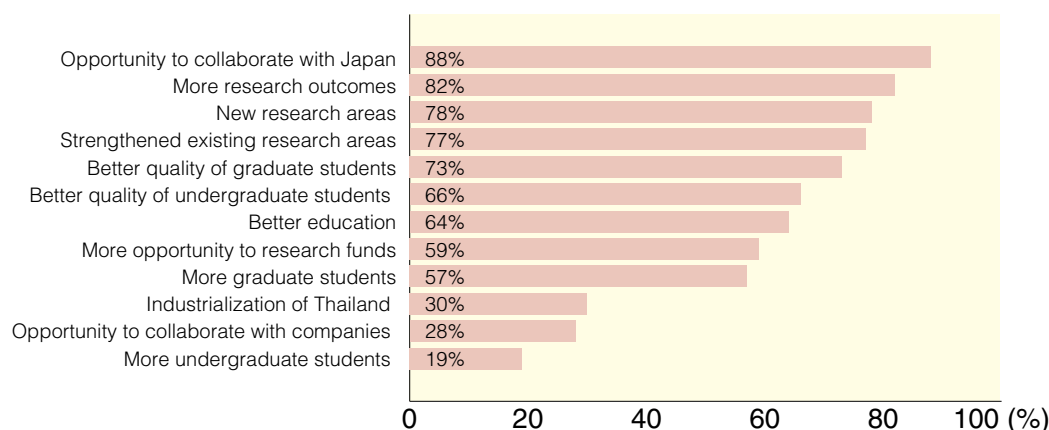
Effects of Project Implementation (Effectiveness, Impact)

The number of instructors holding PhD degrees largely increased at both the Faculty of Science and Faculty of Engineering from 44% prior to implementation of the project to 70% after the project. The 37 instructors who received degrees from this project have all remained at Chulalongkorn University and are included in the above increase in PhD holders. As a

result of this project, more than 30 new courses were established, and coursework improved in a total of 93 existing courses. The numbers of research publications in 2008 were 231 and 136 from the Faculties of Science and Engineering, respectively. The rates of increase of publications issued from those faculties are higher than that of the entire university. New techniques and research methods were also acquired by studying abroad to obtain degrees and interacting with short-term researchers. Many of the research outputs based on new methods acquired by instructors through the project's academic exchanges, and from equipment purchased through this project have already been published. Of the equipment purchased under this project, 80% was being used at the time of the ex-post evaluation. As an external evaluation related to this project, the THES-QS World University Rankings, a leading international ranking for universities, ranked Chulalongkorn University 30th in natural sciences and 24th in technologies among Asian universities in 2009. Also, the target faculties and their members involved in this project have received a number of awards.

Regarding the impact on industries, the contributions by academic services from the Faculties of

Satisfaction of Instructors (Beneficiaries) with the Project Effects



[Source] Beneficiary survey

Science and Engineering to companies' R&D activities were observed. Meanwhile, concrete R&D outcomes such as patents and licensing agreements with companies are expected in the future.

A satisfaction survey on the instructors of the Faculties of Science and Engineering found that 82% of the total 92 respondents are either "highly satisfied" or "satisfied" with both the implementation process and the outcomes of the project. The survey also showed high satisfaction with the creation of opportunities to collaborate with Japan as an individual effect.

Therefore, this project has largely achieved its objectives, and its effectiveness is high.

Relevance

This project has been highly relevant to Thailand's national policies and development needs at the time of both the appraisal and the ex-post evaluation. The national development plan has included human resource development and the promotion of higher education and research activities through the expansion of S&T as necessary at the time of both the appraisal and the ex-post evaluation.

Efficiency

Both the project period and costs were almost as planned; therefore, the efficiency of the project was high.

Sustainability

There is some concern as to whether the education and research equipment improved under this project will be properly operated, updated, and maintained until such time as the long-term impacts (particularly transfer of technology to the industrial sector) of the project occurs; therefore, sustainability of this project is fair.

Conclusion, Lessons Learned, and Recommendations

In light of the above, this project is evaluated to be highly satisfactory. One of the lessons learned from this project is that it effectively combined human resource development ("soft" aspects) and facility development ("hard" aspects), which should serve as a good reference for other projects. It is recommended that Chulalongkorn University utilize unused equipment, execute effective and sustainable operation and maintenance, and promote technology transfers to industries.

Technical Cooperation Project Project for the Improvement of Health Care Services in the Semipalatinsk Region (Kazakhstan)

Total cost (Japanese side): 373 million yen

Period of cooperation: March 20, 2000 to June 30, 2005

Partner country's implementing organization: Ministry of Health (MOH), Department of Health and Management of East Kazakhstan Oblast (EKS)

The number of experts dispatched: 83 experts (short-term)

The number of technical training participants: 13 participants

Main equipment provided: diagnostic equipment, laboratory equipment, specialized books, etc.

External Evaluator: Akira Maekawa, INTEM Consulting, Inc.



Outline of the Project

Rating

Effectiveness	4	Overall Rating A
Impact	5	
Relevance	5	
Efficiency	4	
Sustainability	5	

Project Objectives

To improve the access of the residents of the targeted region in receiving diagnostic services by promoting understanding of the damage caused by radiation, developing health examination systems by phases, and utilizing examination data, and thereby improve the regional health care service system.

Cooperation Framework

Overall Goal:

Health care services around Semipalatinsk city and the surrounding regions are improved.

Project Purpose:

Systems for screenings, detailed health examination, and conclusive diagnoses for the local residents in the project site.

Outcomes:

- Understanding by the public and the government on the effects of radiation on health is promoted.
- Primary screenings, detailed health examinations, and conclusive diagnosis is conducted effectively and systematically by utilizing existing health care facilities and mobile examinations by vehicles.
- The data gathered through primary screening, detailed health examinations, and conclusive diagnosis are accumulated to be utilized by the administration.

Effects of Project Implementation (Effectiveness, Impact)

The project established a system for a series of health examinations from primary screening to conclusive diagnosis for the residents of the targeted region. A total of 25,186 persons have gone through primary screening and 98 have been diagnosed as patients with targeted diseases, including those who came after completion of the project. The "Papanicolaou" method, a highly accurate cytological diagnosis method which was introduced through this project, has been standardized through a ministerial decree in 2005. The improvements in the detection rate for targeted diseases induced by radiation after the completion of the project indicate that the method contributed to improving the accuracy of diagnosis. Improvement in the speed of diagnosis has also led to improvement in treatment timeliness, producing effects such as a decrease in the average days of hospitalization. The rate of surgical operations has increased whereas the rate of aggravation after operations, the mortality rate, and the mortality rate of pregnant women are decreasing respectively, indicating an improving



Microscopes for cytological diagnosis to the State Medical Academy Hospital

trend in the general health care level of the region. In light of the above, the implementation of the project is evaluated to be improving the regional medical care. On the other hand, though health examination data are revised and added according to diagnosis results, the utilization of such data is limited within the diagnosis center. This is due to the fact that other institutions have accumulated a database of nuclear bomb victims that covers a wider range of items.

Relevance

The Kazakhstan government has placed the promotion of health of its people as one of its prior targets. In the “International Conference on Semipalatinsk Region” held in 1999, Japan, having suffered nuclear bomb attacks, committed to assist the region in question. Therefore, this project is consistent with the policies of both countries.

Efficiency

The provided equipment was adequate in terms of items and quantity and is utilized, operated, and maintained in good condition. An adequate dispatch approach was taken, wherein the same short-term expert was dispatched repeatedly, as an alternative to dispatching long-term experts. Also, several personnel were appointed from the Kazakhstan side, as the counterpart to one Japanese expert which improved the speed of the transfer of technology.

Sustainability

The Kazakhstan government has decided to provide government guarantee for all medical services. Therefore, the sustainability of this project is high in terms of policy. The Kazakhstan personnel working on the project have not changed, and the budget for primary screening has been increasing every year. Therefore, the sustainability of this project is high in terms of technological and organizational aspects as well.

Conclusion, Lessons Learned, and Recommendations

The project has achieved its desired goals, and the sustainability of this project is also high. Making progress in unifying the examination data promises to bring about further improvements in the regional medical system. The lessons learned for other projects are that in aligning with other projects, plans must be flexibly altered in accordance with the progress of the project in question.

Projects Identified as Having Issues in Ex-Post Evaluations

An overall rating is given for technical cooperation on a scale of A to D (replacing the scale of 5 to 1), and for ODA loans, also on a scale of A to D. Of the projects for which the evaluation findings were released in FY2009, one project from each scheme was given a D (unsatisfactory).

Tiwi Geothermal Power Plant Complex Rehabilitation Project (Philippines) (ODA loan project)

Problems

The project was highly relevant, and power output recovered to a certain extent as an outcome of the repair of the generating units. However, due to insufficient amount of steam necessary for geothermal power generation, two of the units in the scope of work (six generating units) were not repaired. Even with regard to the generating units (four) that were partially repaired, their use ratio stayed at around 50% of the initial target value.

There was also an issue of efficiency. The project's implementation procedures were put on hold, coupled with the trial over the steam supply service contract and considerations being made about privatizing the power plant complex. In addition, because it took a long time to deliberate the changes that would be made to the scope in response to the aging of the generating units caused by the project's delay, as well as to obtain approval for the changes, an extended period of time was required from the investigation to the actual repair work. Additionally, there was an issue of sustainability, as concerns over ensuring the future supply of steam grew.

Lessons Learned and Recommendations

Ensuring a sufficient supply of steam is essential for the operation of the geothermal power plant complex. It was pointed out that the project's implementation should have been promoted, only after studies and risk analyses were undertaken and measures were appropriately taken vis-à-vis the steam supply contract and geothermal reservoir, based on the strong commitment of the Philippine government.



Tiwi Geothermal Power Plant

JICA will conduct follow-up studies and ex-post monitoring in response to the challenges, lessons learned, and recommendations presented in the ex-post evaluation, and take stock of them for future similar projects.

Improvement of Small and Medium Scale Dairy Farm Management Project (Paraguay) (Technical cooperation project)*

Problems

Although the capacity development of executing agency staff was confirmed, it cannot be said that the desired objective was achieved. The national dairy farming promotion plan that was initially to be created, was formulated independently by high-ranking authorities; the project was relegated to the formulation of its implementation plan.

It is believed that the problem lies with the fact that, even after the cooperation policy shifted at the ex-ante study phase, from the initial request of technical assistance to policy assistance for the development of measures that will serve as the basis for the dissemination of dairy farming techniques, JICA's main counterpart continued to be the Technology Bureau. Also, no experts were brought in to promote system reform. Additionally, the situation of the small and medium-scale dairy farmers—the project's target group—was not fully understood in the ex-ante study.

Their situation was studied and understood as part of the project activities, but the project's short timeframe of two years did not provide sufficient time to revise the plan and carry it out.

Lessons Learned and Recommendations

It was pointed out that it is essential to collect and analyze detailed information from before the project's start on the situation of the target group, the policies and system pertaining to the target sector, and relevant organizations, and pursue an appropriate approach based on this information.



A small to medium-scale dairy farmer

* For this project, the division in charge of the project has some interpretations that vary from the evaluation findings, considering judgments at present based on the ex-post evaluation situation. For details, see the original report of this (URL: <http://www.jica.go.jp/english/operations/evaluation/index.html>).

JICA conducts ex-post monitoring 7 years after project completion of Japan's ODA loan projects, where there were concerns in project effectiveness and its sustainability as the results from ex-post evaluation. Ex-post monitoring re-examines the effectiveness, impact, and sustainability as well as monitors the progress from recommendations drawn from the ex-post evaluation phase. Through these, it aims to extract lessons learned and recommendations necessary for the project impact to be sustained and improved as a whole.

Example

Horticultural Produce Handling Facilities Project (ODA Loan) Ex-Post Monitoring (Kenya)

Objectives and Outline of the Project

In Kenya, the export of horticultural produce is a vital source of foreign currency, and is a key industry vis-à-vis promoting and expanding the employment of small-scale horticultural farmers. To increase the incomes and alleviate the poverty of small-scale horticultural farmers, and develop Kenya's foreign exchange earning capacity through increased exports, quality preservation facilities were constructed to improve post-harvest processing of horticultural produce.

Reasons Why It Became a Target for Ex-Post Monitoring

Effectiveness at the Time of the Ex-Post Evaluation

Due to substantial changes in the surrounding business environment of the horticultural industry during the period from the project's planning stages to the completion of the facilities, the pre-cooling/cooling facilities were not sufficiently utilized.

Sustainability at the Time of Ex-Post Evaluation

The project's balance of payment needed to be improved.

Recommendation at the Time of Ex-Post Evaluation

It was recommended that the Horticultural Crops Development Authority (HCDA) market to the export and domestic markets, secure the trust of horticultural farmers, ensure own financial resources, develop human resources, and give consideration to leasing facilities to the private sector.

Results from Ex-Post Monitoring

Effectiveness

The executing agency HCDA modified the conventional business model of collecting produce from farmers, packaging, and selling it, to focus on leasing facilities to users. Ever since, the facilities are being used by multiple exporters and for the technical training of farmers (groups), and therefore, have higher levels of utilization.



Nairobi Horticultural Center

Sustainability

HCDA attaches priority to improving the facility utilization rate and is being operated through government subsidies.

Recommendations

HCDA will need to continue to make efforts to further improve the utilization levels of the facilities, while taking into consideration that the market environment and the roles of exporters and middlemen vary across the regions, e.g., strengthening partnerships among farmer groups.

Chapter 3

Application of Evaluation Results

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MOFA considers the recommendations made by third-party evaluations, holds discussions on measures to implement those recommendations, and conducts follow-up. Listed below are excerpts from the status of various follow-up efforts being implemented by MOFA based on the recommendations derived from third-party evaluations conducted in FY2008, which were published in the FY2009 Annual Evaluation Report on Japan's Economic Cooperation. Among the recommendations are those that warranted immediate action and those that required thorough discussion and consideration. All were valuable recommendations for the improvement of ODA.

Country Assistance Evaluation of Mozambique

Aid with Strategic Focus	
Recommendations ↓	Mozambique has now reached the stage of promoting autonomous development through economic growth and stimulation, as well as social development. Based on Japan's foreign policy in regard with Africa, as announced at TICAD IV in May 2008, Japan's ODA for the region should also focus on the relationship by "boosting economic growth" and "PPP."
Status of Follow-Up Efforts	Between January and February 2010, a working-level public-private joint study tour was conducted aimed at conducting observations for uncovering specific cases and collecting information.
Recommendations ↓	Mozambique faces a number of challenges, but is making efforts toward "consolidating peace," "establishing human security," "achieving the MDGs," and "boosting economic growth," which correspond to the priority areas adopted at TICAD, on which Japan has placed importance. In this sense, Mozambique can be positioned as a model for the TICAD process, and Japan should work to ensure the outcomes of TICAD IV and disseminate the results in the international community.
Status of Follow-Up Efforts	Steady follow-up efforts are being made in areas that are regarded as priority issues in TICAD IV. These are: infrastructure, trade and investment, agriculture, community development, education, health and medical care, consolidation of peace, climate change, and South-South cooperation. Several cases have also been introduced in the TICAD IV Annual Progress Report 2009 (Digest) (e.g., Nampula-Cuamba Road Upgrading, Working-level public-private joint study tours, African Millennium Villages, demining projects in cooperation with UNDP, etc.).

Reconsideration of Priority Sectors, Geographical Targets, and Reclassification of Resource Allocations	
Recommendations ↓	Efforts should be made to increase the policy impact and visibility of Japan's ODA, following the inauguration of the "new JICA" (2008) as a comprehensive aid agency. The future challenges include strengthening messages from Japan, making use of the characteristics and strengths of its ODA, and clarifying Japan's approach to partnerships with the Government of Mozambique and other donors.
Status of Follow-Up Efforts	In the agriculture sector, which is positioned as one of the priority sectors, with regard to past facility improvements in the Chokwe irrigation region carried out under grant, there are plans to implement the "Project for Rice Productivity Improvement in Chokwe Irrigation Scheme" starting FY2010. In addition, with regard to past road improvement projects carried out under grant and ODA loans, there are also plans to implement technical cooperation projects involving road operation, maintenance, and management.
Recommendations ↓	In the process of formation and selection of new ODA projects, it is necessary to enhance strategic cooperation to ensure linkages among projects and a program-based aid approach. Under the current staffing constraints, consideration should be given to narrow down the projects and regions to be targeted for Japan's assistance, in order to provide assistance that delivers messages, making use of the characteristics and strengths of Japan's aid.
Status of Follow-Up Efforts	The area around the Nacala Corridor in the north being a new priority region, with the aim of promoting the programming process centered on infrastructural development, an E/N for a new ODA loan project, the "Nampula-Cuamba Road Upgrading Project," was signed on 10 March 2010. In addition, with a view to injecting efforts into rice cultivation assistance as a form of assistance that utilizes Japan's strengths, preparations are under way for the implementation of the "Project for improvement of techniques for increasing rice cultivation productivity in Nante, Maganja da Costa District, Zambezia Province," a tripartite cooperation between Japan, Vietnam, and Mozambique, in addition to the continued assistance toward rice cultivation revitalization using the Chokwe irrigation scheme, which has been implemented thus far. These are implemented within the framework of the Coalition for African Rice Development (CARD), which works toward the revitalization of rice cultivation in Africa.
Recommendations ↓	Based on the cooperative and on-site experiences in Asia, there is a need to take proactive steps to provide assistance for development aimed at autonomy on Mozambique's end.
Status of Follow-Up Efforts	Studies were conducted with the aim of promoting tripartite cooperation with Brazil and Vietnam ("Project for improving research capacity for Nacala Corridor agriculture development" and "Project for improvement of techniques for increasing rice cultivation productivity in Nante, Maganja da Costa District, Zambezia Province").

Strengthening of aid implementation process and field functions

Recommendations	There is a need to make efforts to further strengthen dialogue with the Mozambican government's ministries and agencies. With regard to priority assistance sectors, there is a need to conduct periodic working-level discussions, strengthen frameworks that can support assistance matching development needs from a comprehensive perspective, and establish a system that can respond flexibly and promptly to urgent requests.
	
Status of Follow-Up Efforts	Every year after 2007, economic cooperation policy dialogues with the Mozambican government's ministries and agencies have been conducted as part of efforts to affirm Japan's aid policies, conduct reviews with the aim of achieving breakthroughs in bilateral issues, and strengthen dialogues in a strategic manner. Furthermore, efforts are being made to strengthen ties with the Mozambican government through high-level dialogues between ambassadors and ministers.

Country Assistance Evaluation of Ecuador

Clearer articulation of alignment of Japan's foreign policy with its aid policy for Ecuador

Recommendations	Ecuador is currently a lower middle income country, or "quasi-advanced developing country." In addition, Ecuador is geographically far from Japan, and the bilateral political and economic ties between the two countries can not be said to be very strong. Therefore, to widely gain understanding from the people of Japan about the significance of assisting the country, it is vital to make clear to the Japanese public the significance of Ecuador in Japan's foreign policy and the meaning of Japan's assistance to Ecuador.
	
Status of Follow-Up Efforts	In order to ensure the stability of Japan's resources and implement assistance contributing to global environmental conservation efforts, "The Project for Introduction of Clean Energy by Solar Electricity Generation System" targeted at the Galapagos Islands is on its way to realization. This serves as one of the examples of Japan's international contributions to the climate change sector.

Strengthening of policy dialogues between Japan and Ecuador

Recommendations	Policy dialogues between the Japanese and Ecuadorian governments have been insufficient, mainly due to the frequent changes of presidents and high-ranking officials in the central administrations of Ecuador. The Correa administration, which took power in 2007, shows signs of becoming a stable government. It seems possible to strengthen policy dialogues between Japan and Ecuador while monitoring the Ecuadorian government and the development of its institutions.
	
Status of Follow-Up Efforts	With the stabilization of political power under the Correa government and the gradual strengthening of the functions of the Ecuadorian Agency for International Cooperation (AGECI, established at the beginning of 2008) as an aid agency, the Embassy of Japan in Ecuador and JICA local office conduct exchanges of opinions (explanation of Japan's ODA schemes, policy dialogues, etc.) frequently with AGECI and Ecuador's Ministry of Foreign Affairs, Trade and Integration, making efforts toward building up close ties with the country.

Implementation of assistance for strengthening industrial infrastructure to reduce poverty

Recommendations	The Ecuadorian economy relies heavily on oil profits, and its industrial infrastructure is weak, making the country far from self-sustainable. Until now, as measures to fight poverty, Japan has implemented assistance which brings about direct benefits to the poor, such as vocational training and rural development, etc. but on the other hand, in the future it will be necessary to reduce poverty and enhance the economic independence of the country as a whole, by implementing assistance to strengthen the industrial infrastructure.
	
Status of Follow-Up Efforts	As industrial infrastructure in the rural areas is extremely important, reviews that take a comprehensive approach toward the economic autonomy of rural communities are being carried out for the La Sierra area centered on the Chimborazo Province that has a high percentage of indigenous populations. The reviewed approach aims at comprehensive rural development combining technical cooperation projects, development studies, volunteer projects, Grant Assistance for Grassroots Human Security Projects, counterpart funds of grant assistance for underprivileged people, and collaboration with international organizations such as the World Bank.

Country Assistance Evaluation of Pacific Island Countries

Common challenges faced by the Pacific island region	
Recommendations	The program-based approach should be introduced while having a clear focus of assistance in the areas such as “food and employment” (support for economic vulnerability) and “environment and disaster prevention” (support for environmental vulnerability).
	
Status of Follow-Up Efforts	Centering on the three pillars established at the Fifth Pacific Islands Leaders Meeting (PALM 5, May 2009)—1) Environment of climate change, 2) Overcoming vulnerabilities and promoting human security, and 3) People-to-people exchange—and in light of the recommendation, assistance projects have been implemented as follows: in the “food and employment” sector, infectious disease countermeasures such as the provision of special equipment to counter infectious diseases (provision against filarial disease); and in the “environment and disaster” prevention sector, waste countermeasures such as projects for waste reduction and promotion of effective utilization of resources.
Recommendations	The convening of PALM at Japan's initiative has received much international acclaim, and there is a need for Japan to continue taking a priority stance with regard to this region. There is a need to enhance the sustainability of assistance provided thus far, make efforts to scale-up, and provide effective assistance in response to new development issues.
	
Status of Follow-Up Efforts	In order to achieve the three-year aid scale of 50 billion yen declared at PALM 5, steady aid efforts are under way. In addition, the PALM Ministerial Interim Meeting was held in October 2010 as a follow-up to PALM 5. Furthermore, measures are being reviewed from the perspective of providing upstream policy assistance. These measures include the dispatch of JICA experts to regional institutions such as the Pacific Islands Forum (PIF), or to Tuvalu, Papua New Guinea, or Solomon Islands.
Recommendations	In addition to multi- and bilateral cooperation, there is a need to promote the program-based approach in priority sectors centered on projects covering wider areas. Sector-wide assistance covering wide areas for priority issues that are not covered by other donors, such as the environment, is important in demonstrating the uniqueness of Japan's aid.
	
Status of Follow-Up Efforts	As part of the “Pacific Island Community” concept declared at PALM 5, which involves cooperation between Japan and the Pacific island countries in international negotiations, contributions amounting to 6.8 billion yen were made through the PIF to the PALM 5 Pacific Environment Community Fund (PEC Fund). On the occasion of the First Japan-PIF Joint Committee held in May 2010, important documents detailing the use of the 6.8 billion yen were authorized, and projects are being established through collaborations between Japanese enterprises and the governments of the Pacific island countries. From the perspective of efficient utilization of limited resources, wide-area programs are being drawn up and implemented. These include the nurturing of human resources in health and medical care, distant and ICT education for the University of the South Pacific, climate change and disaster prevention, sustainable use of coastal marine resources, and waste management. Project researchers are placed in Fiji and other parts of the Pacific islands to gain an overview of the entire region in the drawing up of programs, while collaborative efforts are made with international organizations such as WHO and UNICEF in the implementation of programs.

Fiji (Group 1)	
Recommendations	Building the future capacity of Fiji as a center of region-wide cooperation (development of human resources: education, health, and disaster prevention) and responding to the highly required development issues such as “food and employment” and tourism.
	
Status of Follow-Up Efforts	Centered on the three pillars declared at PALM 5, in order to implement assistance programs in response to the developmental issues of each country, reviews on the Country Assistance Program for each country are being carried out. In addition, through the formulation of a “Rolling Plan” (overall picture of Japan's Assistance) for each country and economic cooperation policy dialogues, efforts are being made to deepen understanding of Japan's aid policies in the partner countries in order to facilitate efficient provision of aid.

Solomon Islands, Samoa, Vanuatu, and Tonga (Group 2)	
Recommendations	Assistance for “food and employment”: “dual track” support for the effort to ensure access to a modern economy by gaining cash income, with the basis of a traditional, self-sustained economy, and eliminating the causes of ethnic tension through community development: support for filling the gap between urban and rural areas.
	
Status of Follow-Up Efforts	Under the priority area of “eliminating income disparity through economic development” in assistance for Solomon Islands, assistance programs to improve productivity in primary industries and basic infrastructure (such as water facilities) that contribute to local economic revitalization are being implemented.

Kiribati, the Marshall Islands, Tuvalu, Micronesia, Palau, and Nauru (Group 3: Atoll Countries)	
Recommendations	The characteristics of atoll countries and the direction of assistance: Protection and empowerment against the various threats posed by globalization. In addition, support and consideration for non-ODA areas (rent revenues, remittances from overseas, and tourism, etc.).
Status of Follow-Up Efforts	For these countries that have territories spread out over a large area, assistance in the “food and employment” sector is provided. This includes establishing basic infrastructure that serves as the platform for economic and social activities and improving capabilities in relation to maintenance and management. For small countries with a low altitude, assistance in the “environment and disaster prevention” sector is provided, such as waste management measures and improving weather forecast capabilities.

Country Assistance Evaluation of Romania and Bulgaria

Ingenious assistance efforts in countries where Japan is not the top donor	
Recommendations	The conscious introduction of ingenious assistance efforts—to achieve large effects with small funding—is needed in the countries where Japan is not the top donor. Such efforts include human exchanges, human resource development, and assistance emphasizing Japan’s comparative advantage or uniqueness.
Status of Follow-Up Efforts	Both countries are past ODA beneficiary countries. Hereon, as the private sector comes to play a main role in bilateral cooperation and human assets such as JICA alumni association gradually become the bridge linking private sector economic exchanges, efforts are under way to bring the public and private sectors together in order to build up bilateral relationships centered on private sector economic exchanges.

Implementation of strategic assistance for ODA graduate countries	
Recommendations	The preparation of a strategic assistance scenario is recommended for ODA graduate countries. For example, the human assets built with Japan’s assistance in the past should be maintained and utilized. Also, the cases of Romania and Bulgaria should be utilized as precedent.
Status of Follow-Up Efforts	In January 2010, a development cooperation seminar was conducted for countries including Romania and Bulgaria. This seminar was aimed at deepening understanding of Japan’s assistance programs among participating countries, reviewing future aid policies in each country, and contributing to closer cooperative ties with Japan. Bulgaria and Romania, which have just begun working on establishing systems to become donors, appreciated the seminar, commenting that it was extremely meaningful. In such ways, through economic seminars and lending our cooperation to events hosted by the JICA alumni association, efforts are constantly being made to create closer networks for the utilization of human assets in the future.

Country Assistance Evaluation of Turkey

“Selection and concentration” within the priority areas	
Recommendations	While providing continuous assistance to the priority areas in Turkey, it is important to further strengthen “selection and concentration” of various aid schemes, geographical regions, and priority areas to achieve the expected outcomes more efficiently and effectively. More precisely, it would be beneficial to provide assistance in the areas where Japan has comparative advantages (such as environment and energy, human resource development in industrial and sophisticated technological areas, and anti-earthquake measures), as well as to conduct Grant Assistance for Grassroots Human Security Projects in eastern and southeastern Turkey.
Status of Follow-Up Efforts	Dialogues are carried out by convening ODA task force working-level meetings with a view to selection and concentration, by placing further focus on sectors selected from the five sectors. In particular, taking into consideration the needs of Turkey and utilization of the results of cooperative efforts taken thus far, emphasis is placed on the formulation of programs in the environmental sector and in the sector for eliminating disparity between cities and rural areas, and strengthening support for Turkey to become a donor through South-South cooperation, such as by conducting third country training programs. In FY2009, Grant Assistance for Grassroots Human Security Projects was focused on East and Southeast Turkey, where economic disparity was significant.

Promotion of South-South cooperation contributing to stability and development of the Middle East region

Recommendations	South-South cooperation, which is one of the priority areas in Japan's aid policies for Turkey, has been highly appreciated. In the future, Japan and Turkey need to build a cooperative relationship focusing on joint assistance to third countries to promote the stability and development of the Middle East region, not only from the perspective of development cooperation, but also from the perspectives of diplomatic policies and regional cooperation.
	
Status of Follow-Up Efforts	Programs utilizing the outcomes of past assistance provided to Turkey, such as third country training, have been implemented. From the perspective of strengthening assistance to Turkey to become a donor country, with regard to third country training programs scheduled to commence after FY2010, there are plans to implement training programs in cooperation with implementing agencies and the Turkish International Cooperation and Development Agency.

Utilization of new aid schemes such as “Science and Technology Research Partnership for Sustainable Development” (SATREPS)

Recommendations	Regarding advanced and science technology, it would be beneficial to utilize the new aid schemes, such as the “Science and Technology Research Partnership for Sustainable Development,” for promoting academic exchanges among universities in the field of advanced science and technology which has high demand in Turkey. This scheme should be applied to the research issues related to environment and disaster prevention, which are priority areas of Japan's ODA for Turkey.
	
Status of Follow-Up Efforts	Although no projects were selected from among the FY2009 requests due to a lack of exceptional SATREPS projects, the provision of assistance to Turkey in priority sectors will continue to be reviewed with a view to the application of this scheme.

Promotion of exchange programs by taking opportunity of “Japan Year 2010 in Turkey”

Recommendations	Making the best use of “Japan Year 2010 in Turkey,” for further strengthening of the bilateral relationship of the two countries, it would be effective to hold ODA seminars targeting high-level officials, to promote public relations for Japan, targeting the youth of Turkey through the media, and to conduct academic exchanges between the younger generations of the two countries.
	
Status of Follow-Up Efforts	In 2010, among more than 100 cultural and economic events and seminars held, the Minister of Culture and Tourism and other Turkish government officials gave speeches at many of the events and mentioned the Japan's ODA. Japan will continue to make the appeal for its cooperation by taking advantage of the Japan Year, such as through the Closing Ceremony, and the Completion Ceremony for the ODA loan project “Seismic Reinforcement Project for Large Scale Bridges in Istanbul.”

Improvement of the formulation and implementation process of aid policy

Recommendations	As for the formulation and implementation process of Japan's ODA policy, it is necessary to realize the implementation of policy dialogues led by the local ODA Task Force, appropriate staffing in the new JICA Office in Turkey, the improvement and facilitation of formulation, approval, and implementation procedures of assistance, the construction of M&E system capable of measuring outcomes, and the promotion of assistance from the perspective of gender mainstreaming.
	
Status of Follow-Up Efforts	The local ODA Task Force is making headway in promoting exchange of opinions on assistance strategies for Turkey, at the working level. At JICA's Turkey office, the personnel system necessary for the operation and implementation of loan aid projects is being newly established, and efforts are being made to improve administrative processes aimed at establishing operations that can create a multiplier effect in loan and technical cooperation assistance projects.

Evaluation of Japan's Assistance in Response to Tsunami Disaster

Clarification and sharing of the objectives of emergency rehabilitation assistance in disasters

Recommendations	In considering Japan's future support in response to wide-ranging, large-scale disasters involving numerous stricken countries, such as in the case of tsunami disasters, it would be desirable for the concerned parties to share a general, common recognition of the goal of the assistance.
Status of Follow-Up Efforts	Following the Haiti earthquake (January 2010), efforts were made to share and clarify assistance goals among the parties concerned, and alongside dispatch of international emergency relief teams, bilateral support, and cooperation through international organizations, assistance efforts are ongoing in a seamless manner, from emergency response to recovery.

Setting of a standard for the scale of support according to the relations between Japan and a disaster-stricken country, and a recipient country's ability to absorb assistance

Recommendations	It is necessary to set a standard for the scale of emergency disaster rehabilitation assistance in consideration of the relation between Japan and a disaster-stricken country, and a recipient country's absorptive capacity for assistance, as well as the scale of the disaster.
Status of Follow-Up Efforts	With regard to Typhoons Ondoy and Pepeng that hit the Philippines in September and October 2009 (resulting in approximately 1,000 deaths), Japan, the top donor country, offered Japan's ODA loans in addition to provision of emergency relief goods, emergency grant aid, and Grant Assistance for Grassroots Human Security Projects. With regard to ODA loans, the scale of support was reviewed carefully in consideration of bilateral relations, ability to absorb assistance, and provision of aid by other donors. In addition, following the September 2009 Padang earthquake (Indonesia), the scale of support provided after the Central Java earthquake that struck Indonesia in 2006 was used as a point of reference in considering relations between Japan and the disaster-stricken country as well as absorptive capacity for assistance.

Review of the possibility of assistance for personal assets, including housing support

Recommendations	Japan should review the possibility of providing assistance for personal assets, including housing support. In view of damage assessment results and trends in other donor assistance, it is important to review the possibility of Japan providing assistance for personal assets, including housing support, which is really the primary need in an extraordinary situation such as a disaster, while the risks of providing aid supplies and other assistance to private individuals should be recognized.
Status of Follow-Up Efforts	Following the Padang earthquake that struck Indonesia in September 2009, technical cooperation projects aimed at rebuilding houses with a high degree of quake-resistance capability were implemented.

Setting up of a task team specializing in emergency disaster rehabilitation assistance primarily based around the Embassy of Japan

Recommendations	In disaster assistance, a task team should be temporarily set up with a view toward supporting stricken countries, and this should be primarily based around the Embassy of Japan within a recipient country. Personnel dispatched by Japan International Cooperation System (JICS) and other related organizations should also be stationed as full-time members for a fixed time period. The purpose of this is to ensure more prompt and effective assistance by simplifying coordination and the line of command on the Japanese side.
Status of Follow-Up Efforts	Since the onset of Typhoons Ondoy and Pepeng, the Embassy has worked more closely with JICA to implement dialogue meetings in order to provide support to the stricken country.

Evaluation of Japan's ODA in the Health Sector

Formulation of initiatives in the health sector	
Recommendations ↓	Japan has been taking an international leadership position in health-sector assistance. Japan should create successive policy initiatives after the Health and Development Initiative (HDI), and further increase Japan's contributions to bilateral ODA in the international health sector and secure the relative amount, in order to demonstrate to both domestic and foreign audiences how Japan will contribute to the health sector in the future, along with the outcomes at TICAD IV and the G8 Hokkaido Toyako Summit.
Status of Follow-Up Efforts	Following on the HDI, the new Global Health Policy that includes a 5 billion dollar financing commitment for a five-year period from 2011 was announced.
Recommendations ↓	Japan played a leading role in the establishment of the Global Fund, serving as one of the presiding countries, and contributing to organizational reforms and evaluations. On the other hand, Japan needs to formulate the policy toward each recipient country, with regard to cooperation and collaboration for the activities funded by the Global Fund.
Status of Follow-Up Efforts	Under the new Global Health Policy, focus was placed on providing support through the Global Fund and its complementary nature with the activities of the Global Fund clearly positioned.

Implementation of assistance for the health sector	
Recommendations ↓	To maintain the infrastructure of health systems in developing countries, it is essential to enhance the maintenance function of medical facilities by provision of medical equipment and repairs of medical facilities. It is also important to encourage the recipient country's own efforts to secure the sustainability of the assistance structure on their own side, in order to ensure the consistent assistance effect of provision of medical equipment. While providing equipment with grant aid, Japan should repeatedly consult with the recipient country governments to ensure their assistance structure and further continuity of assistance effects in the future.
Status of Follow-Up Efforts	The new Global Health Policy is positioned to focus on effective program assistance through the combination of various schemes. With regard to infrastructure development, for instance, efforts are being made to further the continuity of assistance through the provision of equipment, training for the equipment infrastructure development, and the placement of equipment managers. For instance, in Senegal, alongside placing equipment managers from the recipient countries on the project site, JOCV are also designated to provide guidance to the recipient countries. In the implementation of programs, efforts are also being made to conduct dialogue with recipient countries on issues such as whether sufficient maintenance is being carried out, or whether there are technicians with the ability to handle the equipment, and to provide equipment corresponding to medical standards of that country.
Recommendations ↓	In the health sector, where a lot of donors are active, Japan should further promote strategic program-based activities under scheme coordination for specific regions or sectors as far as possible, in order to increase the presence of its ODA in the health sector.
Status of Follow-Up Efforts	The new Global Health Policy is positioned to focus on effective program assistance through the combination of various schemes. In the health sector in Senegal, the provision of assistance is concentrated strategically on the poorest regions such as Tambacounda and Kedougou. Through grant aid, hospitals, health centers, and health posts were set up in these regions, and project-type technical cooperation and dispatch of JOCV were also injected into the implementation sites set up with grants. The high synergy effect from the grant aid, technical cooperation, and JOCV is effective in increasing Japan's presence.
Recommendations ↓	To strengthen the health systems in developing countries, it is necessary to conduct a comprehensive assistance for the development policies of central governments in the health sector. Japan should continue to actively dispatch advisors to the minister's secretariat, and related sections at the ministries of health, in the aid recipient countries, where the health sectors are prioritized in Japan's ODA policy. Japan should actively participate in health-sector development policies in recipient countries and promote the creation of a system capable of smoothly implementing Japan's health-sector assistance.
Status of Follow-Up Efforts	The new Global Health Policy, within the framework of the program assistance, is positioned to focus consistent support from policy to on-site implementation. In Senegal, one Minister's Secretariat Technical Advisor (Ministry of Health and Medical Prevention advisor) is constantly stationed within the Ministry. The advisor proactively engages in the health and medical sector development policies in the country, and pays great attention to information within the Ministry. Through such experts, it is possible to increase the visibility and presence of Japan's ODA within the Ministry and to implement Japan's aid in the health sector smoothly.

Evaluation of “Initiative for Japan’s ODA on Water” and “Water and Sanitation Broad Partnership Initiative (WASABI)”

Prioritization of the water sector

Recommendations ↓	Japan’s ODA in the water sector receives significant requests and has sufficient preparations and capacity for support. Therefore, it is reasonable to say that Japan should continue to target international cooperation in the water sector as one of the priority areas.
Status of Follow-Up Efforts	As the water sector is one of the priority issues in international cooperation, efforts will be made regarding it as a part of development cooperation in order to achieve the MDGs as well as sustainable economic growth.

Re-examination of assistance in the water sector in collaboration with local governments in Japan

Recommendations ↓	Japan should continue its efforts to expand the number of local governments providing cooperation, and recruit and train specialists, since international cooperation in collaboration with local governments has been a strong feature of Japan’s assistance in the urban service water supply and sewerage sector.
Status of Follow-Up Efforts	When “The Executive Forum for Enhancing Sustainability of Urban Water Service in the Asian Region,” jointly hosted by Yokohama City and JICA, convened in January 2010, leaders from India’s Ministry of Urban Development and Bangalore’s Business Implementation Agency (three persons in total) were invited, and information sharing and exchange of opinions were carried out between the participants from Japan’s water industry personnel including private sector.

Study on cooperation with the private sector

Recommendations ↓	In order to review the potential of collaborating in water-related ODA with the private sector, in addition to local governments, studies and reviews on how other donors cooperate with private organizations and enterprises, as well as the form of collaboration should be carried out.
Status of Follow-Up Efforts	With regard to the overseas expansion of the private sector in the water sector, reviews are being conducted in Japan through the Study Group for International Development of the Water Business in the Ministry of Economy, Trade and Industry and information exchange is carried out with the related ministries and agencies. In Europe, information was collected on organizations that were operated jointly by industries, academia, and governments including civic groups with the aim of resolving water issues together. Furthermore, under the New Growth Strategy (approved by the Cabinet in June 2010), in view of public-private efforts to provide infrastructural support including in the water sector, efforts are being made to establish a framework to support private enterprises in the infrastructure sector as a national strategy project.

Evaluation of Japan's Assistance to the Education Sector in Laos

Strengthening of basic education assistance aimed at ensuring continuation and completion of primary education

Recommendations	It is necessary to extend coverage to the so-called "last 10% or so" in order to ensure universal access to primary education. Against this background, as of October 2008, the Education Sector Development Framework (ESDF) is being formulated through aid coordination in Laos. The Government of Japan should use its accumulated experience, and reinforce its support to the basic education sector, in the direction of common goals of the international community.
Status of Follow-Up Efforts	Following up from the "Project for Improvement of School Environments in Three Southern Provinces" implemented in FY2008, and the "Project for the Improvement of School Environments in Champasack and Savannakhet Provinces" implemented in FY2010, a total of four instances of Grant Assistance for Grassroots Human Security Projects related to school facilities were implemented. In addition, in order to provide female students with access to education, and in light of the situation where students are unable to attend school due to their daily labor of carrying water, water facilities were also built up through the same assistance scheme.

Support for attainment of universal access to primary education and enhancement of assistance effects through reinforced partnerships

Recommendations	Initiatives for the development of basic education, undertaken as part of a larger effort aiming to reduce poverty, require comprehensive approaches which are not limited to the education sector, but focus on region-wide linkages with other sectors, in order to improve the educational environment as a whole. In the planning stage, it is recommended that processes and tools (check items) be set in place, for identifying possibilities for partnerships with other sectors. Such processes can be used to ensure that synergy effects are generated through assistance.
Status of Follow-Up Efforts	In attaining universal access to primary education, based on the idea that understanding and support from the community is indispensable in providing primary education, in addition to implementing projects through Supporting Initiatives for Primary Education Development in the Southern Provinces (CIED), comprehensive support in the education sector including building new schools, centered on the Southern region, is also provided.
Recommendations	Promotion of support aimed at strengthening management capability in local education administration, based on decentralization
Status of Follow-Up Efforts	The interim review for CIED projects was implemented in November 2009, and the contents of implementation were reviewed. In addition to "enhancing ability of counterparts (education ministries and local education bureaus), in order to implement the activities necessary for encouraging school improvement through participation by the community," the strengthening of the management of local educational administration was also clearly positioned in the review.
Recommendations	Collaboration with NGOs and other groups with close connections to local people and communities, in particular, utilizing NGOs' experiences and expertise in responding to the so-called "last 10% or so" children.
Status of Follow-Up Efforts	Under CIED projects, activities on a local level are commissioned to NGOs and implemented, and the involvement of the community is effectively engaged.

Sharing of information, expertise, and good practices in Japan and Laos

Recommendations	In the future, in line with the move toward Sector-Wide Approaches, Japan will need to get actively involved in the decision-making process in the new framework of the ESDF, increasing its presence and providing assistance in an efficient and effective manner. For that purpose, further steps remain to be taken to secure opportunities for sharing information, ideas, and knowledge through NGOs, the private sector, and other local stakeholders, under the leadership and enhanced coordination function of the local ODA Task Force. Similarly, within Japan, there is a need to ensure opportunities for sharing of good practices with stakeholders of international cooperation with Laos.
Status of Follow-Up Efforts	The local ODA Task Force is actively participating in education-related meetings such as ESDF and the Seventh Five-Year Socio-Economic Development Plan (2001 to 2005), and raising awareness on Japan's assistance policies in the education sector, as well as getting involved with the policy formulation process. Furthermore, efforts are made to communicate and exchange opinions with NGOs and Japanese enterprises that are providing support for school construction and other activities.

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MOFA

■ Policy-Level/Program-Level Evaluation

Evaluation Category	Title of Evaluation Study	Evaluator
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FY2002

Policy-Level Evaluation	Country Assistance Evaluation	Country Policy Evaluation Study of Sri Lanka	Third-party
		Country Policy Evaluation Study of Thailand	Third-party
	Priority Issue Evaluation	Evaluation of WID/Gender-related Policy (Guatemala, Honduras)	Third-party
		Evaluation of Support of South-South Cooperation	Third-party
Program-Level Evaluation	Sector Program Evaluation	Evaluation on Transport Sector in Cambodia	Third-party
		Evaluation on Trade and Investment Sector in Africa	Third-party
	Aid Modality Evaluation	Evaluation Study on Multilateral/Bilateral Technical Cooperation	Joint Evaluation (UNICEF/UNFPA)
		MOFA-NGO Joint Evaluation -Subsidy System for NGO Projects	Joint Evaluation (NGOs)

FY2003

Policy-Level Evaluation	Country Assistance Evaluation	Evaluation of the Medium-Term Policy on ODA	Third-party
		Country Assistance Evaluation of Indonesia	Third-party
		Country Assistance Evaluation of India	Third-party
		Country Assistance Evaluation of Pakistan	Third-party
		Country Assistance Evaluation of Jordan	Third-party
	Priority Issue Evaluation	Mid-term Evaluation of Okinawa Infectious Diseases Initiative (IDI)	Third-party
Program-Level Evaluation	Sector Program Evaluation	Evaluation on Infrastructure Development Sector Cooperation in Papua New Guinea	Third-party
		Evaluation on Water Resources Development Sector Cooperation in the Kingdom of Morocco	Third-party
		Evaluation on Japan's ODA to the Education Sector in Ghana	Third-party
		Evaluation on Environment Sector Cooperation in Senegal	Third-party
		Evaluation on Japan's BHN Sector Cooperation in Bolivia	Third-party
	Aid Modality Evaluation	Evaluation of Japan Disaster Relief (JDR) Teams (Vietnam, Algeria)	Third-party
		Evaluation of Japan's Cultural Grant Aid	Third-party

FY2004

Policy-Level Evaluation	Country Assistance Evaluation	Country Assistance Evaluation of Laos	Third-party
		Country Assistance Evaluation of Uzbekistan and Kazakhstan	Third-party
		Country Assistance Evaluation of Bangladesh	Third-party
		Country Assistance Evaluation of Ethiopia	Third-party
	Priority Issue Evaluation	Mid-Term Evaluation on Japan's Contribution to the Achievement of the MDGs in the Area of Education	Third-party
		Mid-Term Evaluation on Japan's Contribution to the Achievement of the MDGs in the Area of Health	Third-party
		Evaluation of Japan's Anti-Personnel Mine Action Assistance Policy	Third-party
Program-Level Evaluation	Sector Program Evaluation	Morocco-UNICEF Country Programme Evaluation	Joint Evaluation (UNICEF)
		Evaluation of the Bridge Construction Program for Tegucigalpa and on Main Highways in Honduras	Recipient government/agencies
	Aid Modality Evaluation	Review of Adjustment Lending -Overview of Structural Adjustment Loans and Sector Adjustment Loans	Third-party
		Evaluation of Grant Aid for Japanese NGO Projects Modality	Joint Evaluation (NGOs)
		Program Assistance: The Democratic Republic of Timor-Leste	Joint Evaluation (USAID)
		Evaluation of Grant Assistance for Grassroots Human Security Projects for Bolivia	Recipient government/agencies

FY2005

Policy-Level Evaluation	Country Assistance Evaluation	Country Assistance Evaluation of Cambodia	Third-party
		Country Assistance Evaluation of Kenya	Third-party
		Country Assistance Evaluation of Tanzania	Third-party
		Country Assistance Evaluation of Senegal	Third-party
	Priority Issue Evaluation	Evaluation of Japan's ODA Contribution to Poverty Reduction	Third-party
		Evaluation of Japan's Peacebuilding Assistance Policy	Third-party
Program-Level Evaluation	Sector Program Evaluation	Programme Level Evaluation: Japanese Assistance to LGED Related Sectors	Joint Evaluation (Bangladesh)
		Joint Evaluation on the Japan's ODA Program for the Transport Infrastructure Development in the Red River Delta Area of Vietnam	Joint Evaluation (Vietnam)
		Evaluation Study on Japan's ODA to the Education Sector in the Philippines	Joint Evaluation (NGOs)
		Evaluation on Japan's ODA for Mongolia: "To Construct General Education School Buildings" Projects and Program "Grant Assistance for Grassroots Human Security Projects"	Recipient government/agencies
	Aid Modality Evaluation	Evaluation of Japan's Grant Assistance for Grassroots Human Security	Third-party
		Review of General Budget Support (PRBS in Tanzania and PRSC in Vietnam)	Third-party
		Evaluation of the Non-Project Grant Aid Program in Zambia	Recipient government/agencies

FY2006

Policy-Level Evaluation	Country Assistance Evaluation	Country Assistance Evaluation of Zambia	Third-party
		Country Assistance Evaluation of Bhutan	Third-party
		Country Assistance Evaluation of Vietnam	Third-party
		Country Assistance Evaluation of Madagascar	Third-party
		Country Assistance Evaluation of Morocco	Third-party
	Priority Issue Evaluation	Evaluation of Japan's ODA for Agriculture and Rural Development	Third-party
		Evaluation on Japan's Assistance for Forest Conservation and its Contribution to Global Issues	Third-party
		Evaluation on Japan's Support for Regional Cooperation -A Case Study of Central America-	Third-party
Program-Level Evaluation	Sector Program Evaluation	Evaluation Study on Japan's ODA to the Health Sector in Thailand	Joint Evaluation (NGOs)
		Evaluation on Japan's ODA to the Education Sector in the Independent State of Samoa	Recipient government/agencies
		Evaluation on Japan's ODA to the Road and Bridge Sector	Recipient government/agencies
	Aid Modality Evaluation	Evaluation on Japan's Development Studies	Third-party
		Country-Led Evaluation on Japan's Grant Assistance for Grassroots Human Security Projects (Afghanistan)	Recipient government/agencies

FY2007

Policy-Level Evaluation	Country Assistance Evaluation	Country Assistance Evaluation of Indonesia	Third-party
		Country Assistance Evaluation of Sri Lanka	Third-party
		Country Assistance Evaluation of China	Third-party
		Country Assistance Evaluation of Tunisia	Third-party
		Country Assistance Evaluation of Nicaragua	Third-party
		Country Assistance Evaluation of Mongolia	Third-party
	Priority Issue Evaluation	Evaluation of Japanese Educational Cooperation Policy "BEGIN"	Third-party
		Evaluation of Japanese Assistance to Africa through the TICAD Process	Third-party
Program-Level Evaluation	Sector Program Evaluation	Joint Evaluation on "The US-Japan Partnership for Global Health"	Joint Evaluation (USAID)
		Evaluation of Japanese Development Assistance to Malaysia Project	Recipient government/agencies
		Evaluation of Japan's ODA on Consolidation of Peace and Security in Africa in Relation to TICAD IV	Recipient government/agencies
		Evaluation of Japanese Cooperation in El Salvador's Eastern Region	Recipient government/agencies

FY2008

Policy-Level Evaluation	Country Assistance Evaluation	Country Assistance Evaluation of Mozambique	Third-party
		Country Assistance Evaluation of Ecuador	Third-party
		Country Assistance Evaluation of Pacific Island Countries	Third-party
		Country Assistance Evaluation of Romania/Bulgaria	Third-party
		Country Assistance Evaluation of Turkey	Third-party
	Priority Issue Evaluation	Evaluation of Japan's Assistance in Response to Tsunami Disaster	Third-party
		Evaluation of Japan's ODA in the Health Sector	Third-party
		Evaluation of "Initiative for Japan's ODA on Water" and "WASABI"	Third-party
Program-Level Evaluation	Sector Program Evaluation	Evaluation of Japan's Assistance to the Education Sector in Laos	Third-party (Joint Evaluation with NGOs)
		Evaluation on "Japan's ODA for Improvement of Management Capacity of Operation and Maintenance Regarding Water Supply in Egypt" and "Japan's ODA for Water Supply development in Egypt"	Recipient government/agencies
		Evaluation of Japan's ODA on Consolidation of Peace in Timor-Leste	Recipient government/agencies

FY2009

Policy-Level Evaluation	Country Assistance Evaluation	Country Assistance Evaluation of Bangladesh	Third-party
		Country Assistance Evaluation of Ethiopia	Third-party
		Country Assistance Evaluation of India	Third-party
		Country Assistance Evaluation of Brazil	Third-party
		Country Assistance Evaluation of Ghana	Third-party
Other Evaluation	Evaluation of Assistance Offered through Special Aid Schemes	Evaluation on Multilateral ODA: The United Nations Trust Fund for Human Security	Third-party
	Application of Evaluation Results	Review of Japan's ODA Evaluations Between FY2000-2007	Third-party
Program-Level Evaluation	Sector Program Evaluation	Evaluation of Japan's ODA for the Education Sector in Afghanistan	Recipient government/agencies
		Evaluation of Japan's ODA in Guatemala's Health and Water Sectors	Recipient government/agencies

Other Ministries and Agencies

Ministry/Agency	Targeted ODA Policy, Program or Project	Evaluation Category	Timing of Evaluation	Evaluator
Financial Service Agency	Technical Assistance to the Financial Authorities in Emerging Market Economies (Program)	GPEA Evaluation	Ex-Post	Self-evaluation
MIC	Promotion of International Strategy in the ICT Sector (Policy)	GPEA Evaluation	Ex-Post	Self-evaluation
Ministry of Justice	Promotion of International Cooperation in Judicial Administration (Program)	GPEA Evaluation	Ex-Post	Self-evaluation
	Hosting the Southeast Asia Immigration Control Seminar, etc. (Project)	Non-GPEA Evaluation	Ex-Post	Self-evaluation
	Immigration and Residence Procedure Support for Trainees and Skilled Interns, etc. (Project)	Non-GPEA Evaluation	Ex-Post	Self-evaluation
Ministry of Finance	Assistance for Human Resource Development, Institution, and Policy in the Finance and Customs Field (Program)	GPEA Evaluation	Ex-Ante/ Ex-Post	Self-evaluation
	Assistance Extended through Multilateral Development Banks (Program)	GPEA Evaluation	Ex-Post	Self-evaluation
Ministry of Education, Culture, Sports, Science and Technology	Promotion of International Cooperation (Policy)	GPEA Evaluation	Ex-Post	Self-evaluation
	Promotion of Student Exchange (Policy)	GPEA Evaluation	Ex-Post	Self-evaluation
Ministry of Health, Labour and Welfare	Promotion of Cooperation and Participation in the Activities of International Organizations: Support for Technical Cooperation Activities to Achieve Decent Work conducted by the ILO (Program)	GPEA Evaluation	Ex-Post	Self-evaluation
	Promotion of Cooperation and Participation in the Activities of International Organizations: Support for Technical Cooperation Activities conducted by the WHO (Policy)	GPEA Evaluation	Ex-Post	Self-evaluation
Ministry of Agriculture, Forestry and Fisheries	Promotion of International Cooperation concerning Food, Agriculture and Agricultural Communities (Policy)	GPEA Evaluation	Ex-Post	Self-evaluation
	Promotion of Initiatives toward Exercising the Multi-Functionality of Forests with International Cooperation (Policy)	GPEA Evaluation	Ex-Post	Self-evaluation
	Maintenance and Expansion of Fishery Agreements and Controlled Fishes with International Collaboration (Policy)	GPEA Evaluation	Ex-Post	Self-evaluation
Ministry of Economy, Trade and Industry	Promotion of Economic Cooperation (Program)	GPEA Evaluation	Ex-Post	Self-evaluation
Ministry of Land, Infrastructure, Transport and Tourism	Promotion of International Cooperation and Partnerships, etc. (Policy)	GPEA Evaluation	Ex-Post	Self-evaluation
Ministry of the Environment	Promotion of Global Warming Countermeasures (Program)	GPEA Evaluation	Ex-Post	Self-evaluation
	Preservation of the Global Environment (Program)	GPEA Evaluation	Ex-Post	Self-evaluation
	Preservation of the Atmosphere, Water, Soil, etc. (Program)	GPEA Evaluation	Ex-Post	Self-evaluation
	Promotion of Waste and Recycling Measures (Program)	GPEA Evaluation	Ex-Post	Self-evaluation
	Promotion of Biodiversity Conservation and Cohabitation with Nature (Program)	GPEA Evaluation	Ex-Post	Self-evaluation
	Comprehensive Improvement of the Environment, Economy and Society (Program)	GPEA Evaluation	Ex-Post	Self-evaluation

■ Program-Level Evaluation

Evaluation Category	Subject Evaluation Study	Evaluator
ODA Loan Thematic Evaluation	Joint Evaluation on Four Donors' Assistance (Bangladesh)	Third-party
	Thematic Evaluation on Operation and Maintenance Management in Water Supply Sector (Indonesia and Philippines)	Third-party
	Impact Evaluation of Pasak Irrigation Project (1) (Thailand)	Third-party
	Impact Evaluation on Walawe Left Bank Irrigation Upgrading and Extension Project Phase (1) (2) (Sri Lanka)	Third-party
Technical Cooperation Thematic Evaluation	Community Participation Approach Phase II (Ghana, Panama, and Honduras)	NGO-JICA Joint Evaluation
	Distance Technical Cooperation (Philippines, Kenya)	JICA
	Long-term Technical Cooperation -Technology and Education Sector (Indonesia, Thailand, Kenya, and Senegal)	JICA
	Empirical Evaluation of M/P Study to Formulate Program Evaluation Method (China, Philippines, and Zambia)	JICA
Technical Cooperation Cooperation Program Evaluation	HIV Prevention Program (Kenya)	JICA
	Water Resource Program (Morocco)	JICA
	Arsenic Mitigation Program (Bangladesh)	JICA

■ Project-Level Evaluation

Please refer to "Ex-Post Evaluation" on the following website:

<http://www.jica.go.jp/english/operations/evaluation/reports/2009/pdf/list01.pdf>

Reference

Chronology of Evaluation

	MOFA	JICA	JBIC
1975			Ex-post evaluation starts
1981	Economic Cooperation Evaluation Committee established in Economic Cooperation Bureau; ex-post evaluation begins	Evaluation Reviewing Committee established	Section specializing in ex-post evaluation established
1982	Publication of Annual Evaluation Report on Japan's Economic Cooperation begins	Ex-post evaluation begins	
1984	Research and Planning Division established in Economic Cooperation Bureau		
1986	ODA Evaluation Reviewing Panel established		
1988		Section specializing in ex-post evaluation established	
1990	Research and Planning Division reorganized; Evaluation Office established		
1991			Publication of Ex-Post Evaluation Report on ODA Loan Projects begins
1992	ODA Charter formulated		
1993			Evaluation Group set up at newly established Development Aid Research Institute
1995		Publication of Annual Evaluation Report begins	
1999	Medium-Term Policy on ODA formulated		
			Development Assistance Operations Evaluation Office established in Project Development Department following reorganization of OECF into JBIC
2000	Report on Reform of Japan's ODA Evaluation System submitted to Foreign Minister	Section renamed Office of Evaluation and Post Project Monitoring, Planning and Evaluation Department following reorganization	
2001	Internal Feedback Liaison Meeting on ODA Evaluation established	Ex-ante evaluation begins	Ex-ante evaluation begins
	ODA Evaluation Study Group Report submitted to Foreign Minister		
	GPEA enacted (implemented in 2002)		
	Wise Men Committee for ODA Evaluation Feedback established		
	The First ODA Evaluation Workshop (Tokyo)		
2002	Task Force for Improvement of the Evaluation System established		
	Fifteen Specific Measures for ODA Reform announced		Feedback Committee on Ex-Post Evaluation of ODA Loan Projects established
	Action Program for the Reform of MOFA announced		
	The Second ODA Evaluation Workshop (Tokyo)		
2003	Ex-ante evaluation started under GPEA		
	External Advisory Meeting on ODA Evaluation established (renamed from the Wise Men Committee for Evaluation Feedback)		
	New ODA Charter approved by cabinet meeting		
	Evaluation Division reorganized as the Evaluation Unit, Research and Programming Division as a result of organizational reform		
	The Third ODA Evaluation Workshop (Tokyo)		
2004	Evaluation Unit, Research and Programming Division reorganized as the Evaluation Unit, Aid Planning Division as a result of organizational reform		
	The Fourth ODA Evaluation Workshop (Thailand)		
2005	New Medium-Term Policy on ODA formulated		
	The Fifth ODA Evaluation Workshop (Tokyo)		
2006	Aid Policy and Management Division, ODA Evaluation Division established as a result of organizational reform		
	The Sixth ODA Evaluation Workshop (Philippines)		
2007	The Seventh ODA Evaluation Workshop (Malaysia)		
2008		New JICA inaugurated (October) External Experts Advisory Committee established	
2009	The Eighth ODA Evaluation Workshop (Singapore)		
	As a result of organizational reform, ODA Evaluation and Public Relations Division inaugurated		
2010	The Ninth ODA Evaluation Workshop (Tokyo)	Advisory Committee on External Experts established (External Experts Advisory Committee was reorganized following the ODA Review)	
	External Advisory Meeting on ODA Evaluation came to an end ODA Review announced		

The terms listed here are based on the “Glossary of Key Terms in Evaluation and Results Based Management” published by the OECD. In 2002, the DAC Working Party on Aid Evaluation (WP-EV) (*1) developed this glossary of key terms in order to promote conversations and understanding among people involved in development and evaluation by sharing these terms. Furthermore, this glossary is meant to fulfill the need to clarify concepts and reduce the terminological confusion frequently encountered in these areas. The original version is in English, French and Spanish. Please refer to <http://www.oecd.org/dataoecd/29/21/2754804.pdf> for French and Spanish. The terms are listed in alphabetical order for easy reference to the original version.

Note:

*1 The WP-EV is DAC subsidiary body. Bilateral and multilateral development evaluation experts meet periodically in WP-EV meetings to share their experiences and improve evaluation practices, and to strengthen the ability of the organization as an instrument for development cooperation policy. The organization has changed names since 2002 and is now known as the “DAC Network on Development Evaluation.”

Term	Explanation
Accountability	Obligation to demonstrate that work has been conducted in compliance with agreed rules and standards or to report fairly and accurately on performance results vis-à-vis mandated roles and/or plans. This may require a careful, even legally defensible, demonstration that the work is consistent with the contract terms. Note: Accountability in development may refer to the obligations of partners to act according to clearly defined responsibilities, roles and performance expectations, often with respect to the prudent use of resources. For evaluators, it connotes the responsibility to provide accurate, fair and credible monitoring reports and performance assessments. For public sector managers and policy-makers, accountability is to taxpayers/citizens.
Activity	Actions taken or work performed through which inputs, such as funds, technical assistance and other types of resources are mobilize to produce specific outputs. Related term: Development intervention.
Analytical tools	Methods used to process and interpret information during an evaluation.
Appraisal	An overall assessment of the relevance, feasibility and potential sustainability of a development intervention prior to a decision of funding. Note: In development agencies, banks, etc., the purpose of appraisal is to enable decision-makers to decide whether the activity represents an appropriate use of corporate resources. Related term: Ex-ante evaluation
Assumptions	Hypotheses about factors or risks which could affect the progress or success of a development intervention. Note: Assumptions can also be understood as hypothesized conditions that bear on the validity of the evaluation itself, e.g., about the characteristics of the population when designing a sampling procedure for a survey. Assumptions are made explicit in theory-based evaluations where evaluation tracks systematically the anticipated results chain.
Attribution	The ascription of a casual link between observed (or expected to be observed) changes and a specific intervention. Note: Attribution refers to that which is to be credited for the observed changes or results achieved. It represents the extent to which observed development effects can be attributed to a specific intervention or to the performance of one or more partner taking account of other interventions, (anticipated or unanticipated) confounding factors, or external shocks.
Audit	An independent, objective assurance activity designed to add value and improve an organization's operations. It helps an organization accomplish its objectives by bringing a systematic, disciplined approach to assess and improve the effectiveness of risk management control and governance processes.

Term	Explanation
Base-line study	An analysis describing the situation prior to a development intervention, against which progress can be assessed or comparisons made.
Benchmark	Reference point or standard against which performance or achievements can be assessed. Note: A benchmark refers to the performance that has been achieved in the recent past by other comparable organizations, or what can be reasonably inferred to have been achieved in the circumstances.
Beneficiaries	The individuals, groups, or organizations, whether targeted or not that benefit, directly or indirectly, from the development intervention. Related terms: Reach, Target group.
Cluster evaluation	An evaluation of a set of related activities, projects and/or programs
Conclusions	Conclusions point out the factors of success and failure of the evaluated intervention, with special attention paid to the intended and unintended results and impacts, and more generally to any other strength or weakness. A conclusion draws on data collection and analyses undertaken, through a transparent chain of arguments.
Counterfactual	The situation or condition which hypothetically may prevail for individuals, organizations, or groups were there no development intervention.
Country Program Evaluation/ Country Assistance Evaluation	Evaluation of one or more donor's or agency's portfolio of development interventions, and the assistance strategy behind them, in a partner country.
Data collection tools	Methodologies used to identify information sources and collect information during an evaluation. Note: Examples are informal and formal surveys, direct and participatory observation, community interviews, focus groups, expert opinions, case studies, literature search.
Development intervention	An instrument for partner (donor and non-donor) support aimed to promote development. Note: Examples are policy advice, projects, programs and so on.
Development objective	Intended impact contributing to physical, financial, institutional, social, environmental, or other benefits to a society, community, or group of people via one or more development interventions. Note: Evaluability assessment calls for the early review of a proposed activity in order to ascertain whether its objectives are adequately defined and its results verifiable.
Economy	Absence of waste for a given output. Note: An activity is economical when the costs of the scarce resources used approximate the minimum needed to achieve planned objectives.
Effect	Intended or unintended change due directly or indirectly to an intervention. Related terms: Results, Outcome.
Effectiveness	The extent to which the development intervention's objectives were achieved, or are expected to be achieved, taking into account their relative importance. Note: Also used as an aggregate measure of (or judgment about) the merit or worth of an activity, i.e., the extent to which an intervention has attained, or is expected to attain, its major relevant objectives efficiently in a sustainable fashion and with a positive institutional development impact. Related term: Efficacy.

Term	Explanation
Efficiency	A measure of how economically resources/inputs (funds, expertise time, etc.) are converted to results.
Evaluability	Extent to which an activity or a program can be evaluated in a reliable and credible fashion. Note: Evaluability assessment calls for the early review of a proposed activity in order to ascertain whether its objectives are adequately defined and its results verifiable.
Evaluation	The systematic and objective assessment of an on-going or completed project, program or policy, its design, implementation and results. The aim is to determine the relevance and fulfillment of objectives, development efficiency, effectiveness, impact and sustainability. An evaluation should provide information that is credible and useful, enabling the incorporation of lessons learned in the decision-making process of both recipients and donors. Evaluation also refers to the process of determining the worth or significance of an activity, policy or program. An assessment, as systematic and objective as possible, of a planned, on-going, or completed development intervention. Note: Evaluation in some instances involves the definition of appropriate standards, the examination of performance against those standards, an assessment of actual and expected results and the identification of relevant lessons. Related term: Review.
Ex-ante evaluation	An evaluation that is performed before implementation of a development intervention. Related term: Appraisal, Quality at entry
Ex-post evaluation	Evaluation of a development intervention after it has been completed. Note: It may be undertaken directly after or long after completion. The intention is to identify the factors of success or failure, to assess the sustainability of results and impacts, and to draw conclusions that may inform other interventions.
External evaluation	The evaluation of a development intervention conducted by entities and/or individuals outside the donor and implementing organization.
Feedback	The transmission of findings generated through the evaluation process to parties for whom it is relevant and useful so as to facilitate learning. This may involve the collection and dissemination of findings, conclusions, recommendations and lessons from experience.
Finding	A finding uses evidence from one or more evaluations to allow for a factual statement.
Formative evaluation	Evaluation intended to improve performance, most often conducted during the implementation phase of projects or programs. Note: Formative evaluations may also be conducted for other reasons such as compliance, legal requirements or as part of a larger evaluation initiative. Related terms: Process evaluation.
Goal	The higher-order objective to which a development intervention is intended to contribute. Related term: Development objectives.
Impacts	Positive and negative, primary and secondary long-term effects produced by a development intervention, directly or indirectly, intended or unintended.

Term	Explanation
Independent evaluation	An evaluation carried out by entities and persons free of the control of those responsible for the design and implementation of the development intervention. Note: The credibility of an evaluation depends in part on how independently it has been carried out. Independence implies freedom from political influence and organizational pressure. It is characterized by full access to information and by full autonomy in carrying out investigations and reporting findings.
Indicator	Quantitative or qualitative factor or variable that provides a simple and reliable means to measure achievement, to reflect the changes connected to an intervention, or to help assess the performance of a development actor.
Inputs	The financial, human, and material resources used for the development intervention.
Institutional development impact	The extent to which an intervention improves or weakens the ability of a country or region to make more efficient, equitable, and sustainable use of its human, financial, and natural resources, for example through: (a) better definition, stability, transparency, enforceability and predictability of institutional arrangements and/or (b) better alignment of the mission and capacity of an organization with its mandate, which derives from these institutional arrangement. Such impacts can include intended and unintended effects of an action.
Internal evaluation	Evaluation of a development intervention conducted by a unit and/or individuals reporting to the management of the donor, partner, or implementing organization. Related term: Self-evaluation.
Joint evaluation	An evaluation to which different donor agencies and/or partners participate. Note: There are various degrees of “jointness” depending on the extent to which individual partners cooperate in the evaluation process, merge their evaluation resources and combine their evaluation reporting. Joint evaluations can help overcome attribution problems in assessing the effectiveness of programs and strategies, the complementarity of efforts supported by different partners, the quality of aid coordination, etc.
Lessons learned	Generalizations based on evaluation experiences with projects, programs, or policies that abstract from the specific circumstances to broader situations. Frequently, lessons highlight strengths or weaknesses in preparation, design, and implementation that affect performance, outcome, and impact.
Logical framework (Logframe)	Management tool used to improve the design of interventions, most often at the project level. It involves identifying strategic elements (inputs, outputs, outcomes, impact) and their causal relationships, indicators, and the assumptions or risks that may influence success and failure. It thus facilitates planning, execution and evaluation of a development intervention. Related term: Results based management
Meta-evaluation	The term is used for evaluations designed to aggregate findings from series of evaluations. It can also be used to denote the evaluation of an evaluation to judge its quality and/or assess the performance of the evaluators.
Mid-term evaluation	Evaluation performed towards the middle of the period of implementation of the intervention. Related term: Formative evaluation.
Monitoring	A continuing function that uses systematic collection of data on specified indicators to provide management and the main stakeholders of an ongoing development intervention with indications of the extent of progress and achievement of objectives and progress in the use of allocated funds. Related term: Performance monitoring, Indicator.

Term	Explanation
Outcome	The likely or achieved short-term and medium-term effects of an intervention's outputs. Related terms: Result, Outputs, Impacts, Effect
Outputs	The products, capital goods and services which result from a development intervention; may also include changes resulting from the intervention which are relevant to the achievement of outcomes.
Participatory evaluation	Evaluation method in which representatives of agencies and stakeholders (including beneficiaries) work together in designing, carrying out and interpreting an evaluation.
Partners	The individuals and/or organizations that collaborate to achieve mutually agreed upon objectives. Note: The concept of partnership connotes shared goals, common responsibility for outcomes, distinct accountabilities and reciprocal obligations. Partners may include governments, civil society, non-governmental organizations, universities, professional and business associations, multi-lateral organizations, private companies, etc.
Performance	The degree to which a development intervention or a development partner operates according to specific criteria/standards/guidelines or achieves result in accordance with stated goals or plans
Performance indicator	A variable that allows the verification of changes in the development intervention or shows results relative to what was planned. Related terms: Performance monitoring, Performance measurement.
Performance measurement	A system for assessing performance of development interventions against stated goals. Related term: Performance monitoring, Performance indicator.
Performance monitoring	A continuous process of collecting and analyzing data to compare how well a project, program, or policy is being implemented against expected results.
Process evaluation	An evaluation of the internal dynamics of implementing organizations, their policy instruments, their service delivery mechanisms, their management practices, and the linkages among these. Related terms: Formative evaluation.
Program evaluation	Evaluation of a set of interventions, marshaled to attain specific global, regional, country, or sector development objectives. Note: A development program is a time bound intervention involving multiple activities that may cut across sectors, themes and/or geographic areas. Related terms: Country program/strategy evaluation.
Project evaluation	Evaluation of an individual development intervention designed to achieve specific objectives within specified resources and implementation schedules, often within the framework of a broader program. Note: Cost benefit analysis is a major instrument of project evaluation for projects with measurable benefits. When benefits cannot be quantified, cost effectiveness is a suitable approach.
Project or program objective	The intended physical, financial, institutional, social, environmental, or other development results to which a project or program is expected to contribute.
Purpose	The publicly stated objectives of the development program or project.

Term	Explanation
Quality assurance	Quality assurance encompasses any activity that is concerned with assessing and improving the merit or the worth of a development intervention or its compliance with given standards. Note: Examples of quality assurance activities include appraisal, Results-Based Management (RBM), reviews during implementation, evaluations, etc. Quality assurance may also refer to the assessment of the quality of a portfolio and its development effectiveness.
Reach	The beneficiaries and other stakeholders of a development intervention. Related terms: Beneficiaries.
Recommendations	Proposals aimed at enhancing the effectiveness, quality, or efficiency of a development intervention; at redesigning the objectives; and/or at the reallocation of resources. Recommendations should be linked to conclusions.
Relevance	The extent to which the objectives of a development intervention are consistent with beneficiaries' requirements, country needs, global priorities and partner's and donors' policies. Note: Retrospectively, the question of relevance often becomes a question as to whether the objectives of an intervention or its design are still appropriate given changed circumstances.
Reliability	Consistency or dependability of data and evaluation judgments, with reference to the quality of the instruments, procedures and analyses used to collect and interpret evaluation data. Note: Evaluation information is reliable when repeated observations using similar instruments under similar conditions produce similar results.
Results	The output, outcome or impact (intended or unintended, positive and/or negative) of a development intervention. Related terms: Outcome, Effect, Impacts.
Results chain	The causal sequence for a development intervention that stipulates the necessary sequence to achieve desired objectives, beginning with inputs, moving through activities and outputs, and culminating in outcomes, impacts, and feedback. In some agencies, reach is part of the results chain. Related terms: Assumptions, Results framework.
Results framework	The program logic that explains how the development objective is to be achieved, including casual relationships and underlying assumptions. Related terms: Results chain, Logical framework.
RBM	A management strategy focusing on performance and achievement of outputs, outcomes and impacts. Related term: Logical framework.
Review	An assessment of the performance of an intervention, periodically or on an ad hoc basis. Note: Frequently "evaluation" is used for a more comprehensive and/or more in-depth assessment than "review." Reviews tend to emphasize operational aspects. Sometimes the terms "review" and "evaluation" are used as synonyms. Related terms: Evaluation.
Risk analysis	An analysis or an assessment of factors (called assumptions in the logframe) affect or are likely to affect the successful achievement of an intervention's objectives. A detailed examination of the potential unwanted and negative consequences to human life, health, property or the environment posed by development interventions; a systematic process to provide information regarding such undesirable consequences; the process of quantification of the probabilities and expected impacts for identified risks.

Term	Explanation
Sector program evaluation	Evaluation of a cluster of development interventions in a sector within one country or across countries, all of which contribute to the achievement of a specific development goal. Note: A sector includes development activities commonly grouped together for the purpose of public action such as health, education, agriculture, transport etc.
Self-evaluation	An evaluation by those who are entrusted with the design and delivery of a development intervention.
Stakeholders	Agencies, organizations, groups or individuals who have a direct or indirect interest in the development intervention or its evaluation.
Summative evaluation	A study conducted at the end of an intervention (or a phase of that intervention) to determine the extent to which anticipated outcomes were produced. Summative evaluation is intended to provide information about the worth of the program. Related terms: Impact evaluation.
Sustainability	The continuation of benefits from a development intervention after major development assistance has been completed. The probability of continued long-term benefits. The resilience risk of the net benefit flows over time.
Target group	The specific individuals or organizations for whose benefit the development intervention is undertaken.
Terms of reference	Written document presenting the purposes and scope of the evaluation, the methods to be used, the standard against which performance is to be assessed or analyses are to be conducted, the resources and time allocated, and reporting requirements. Two other expressions sometimes used with the same meaning are “scope of work” and “evaluation mandate.”
Thematic evaluation	Evaluation of a selection of development interventions, all of which address a specific development priority that cuts across countries, regions, and sectors.
Triangulation	The use of three or more theories, sources or types of information or types of analysis to verify and substantiate an assessment. Note: By combining multiple data-sources, methods, analyses, or theories, evaluators seek to overcome the bias that comes from single informants, single-methods, single observer or single theory studies.
Validity	The extent to which the data collection strategies and instruments measure what they purport to measure.

Abbreviations/ Acronyms	English
AGECI	Agencia Ecuatoriana de Cooperación Internacional (in Spanish)
ANDS	Afghanistan National Development Strategy
APSDEP	Asian and Pacific Skill Development Programme
ASEAN	Association of Southeast Asian Nations
BEGIN	Basic Education for Growth Initiative
BHN	Basic Human Needs
CARD	Coalition for African Rice Development
CDF	Comprehensive Development Framework
CIED	Community Initiatives for Primary Education Development in the Southern Provinces
CLC	Community Learning Centre
CSD	Commission on Sustainable Development
DAC	Development Assistance Committee
E/N	Exchange of Notes
EEZ	Exclusive Economic Zone
EPA	Economic Partnership Agreement
ESDF	Education Sector Development Framework
FAO	Food and Agriculture Organization
FRG	Farmers Research Group
G8	Group of Eight
GPRS II	Growth and Poverty Reduction Strategy II
GRIPS	National Graduate Institute for Policy Studies
HCS	Hanoi Core Statement
HCDA	Horticultural Crops Development Authority
HDI	Health and Development Initiative
HSU	Human Security Unit
ICT	Information and Communications Technology
IDB	Inter-American Development Bank
IDI	Okinawa Infectious Diseases Initiative
ILO	International Labour Organization
IP	Internet Protocol
ITTO	International Tropical Timber Organization
IUU	Illegal, Unreported and Unregulated
JBIC	Japan Bank for International Cooperation
JBPP	Japan-Brazil Partnership Program
JDCF	Japan Debt Cancellation Fund
JETRO	Japan External Trade Organization
JICA	Japan International Cooperation Agency

Abbreviations/ Acronyms	English
JICS	Japan International Cooperation System
JOCV	Japan Overseas Cooperation Volunteers
LL	Language Laboratory
M&E	Monitoring and Evaluation
M/P	Master Plan
MDGs	Millennium Development Goals
NGO	Non-Governmental Organization
ODA	Official Development Assistance
OECD	Organisation for Economic Co-operation and Development
OECF	Overseas Economic Cooperation Fund
PALM	Pacific Islands Leaders Meeting
PDCA	Plan, Do, Check, Act
PEC	Pacific Environment Community
PIF	Pacific Islands Forum
PMU	Project Management Unit
PRBS	Poverty Reduction Budget Support
PRSC	Poverty Reduction Support Credit
PRSP	Poverty Reduction Strategy Paper
R&D	Research and Development
SATREPS	Science and Technology Research Partnership for Sustainable Development
SKILLS-AP	Skills and Employability Program for Asia and the Pacific
TICAD	Tokyo International Conference on African Development
UNAIDS	Joint United Nations Programme on HIV/AIDS
UNCRD	United Nations Centre for Regional Development
UNFPA	United Nations Population Fund
UNHCR	United Nations High Commissioner for Refugees
UNICEF	United Nations Children's Fund
UNTFHS	United Nations Trust Fund for Human Security
WCO	World Customs Organization
WHO	World Health Organization
WID	Women In Development
3R	Reduce, Reuse, Recycle

Title of Website	URL
MOFA: Japan's ODA	http://www.mofa.go.jp/policy/oda/index.html
MOFA: ODA Evaluation Guidelines	http://www.mofa.go.jp/policy/oda/evaluation/basic_documents/
MOFA: ODA Evaluation Report	http://www.mofa.go.jp/policy/oda/evaluation/index.html
MIC Administrative Evaluation	http://www.soumu.go.jp/english/aeb/index.html
JICA Evaluation	http://www.jica.go.jp/english/operations/evaluation/
OECD-DAC Network on Development Education	http://www.oecd.org/dac/evaluationnetwork
MDGs (UN Millenium Development Goals)	http://www.un.org/millenniumgoals/
UNICEF (United Nations Children's Fund)	http://www.unicef.org/
UNESCO (United Nations Educational, Scientific and Cultural Organization)	http://www.unesco.org/
UNDP (United Nations Development Programme)	http://www.undp.org/
UNEP (United Nations Environment Programme)	http://www.unep.org/
UNFPA (United Nations Population Fund)	http://www.unfpa.org/
UNHCR (United Nations High Commissioner for Refugees)	http://www.unhcr.org/
FAO (Food and Agriculture Organization of the United Nations)	http://www.fao.org/
WHO (World Health Organization)	http://www.who.int/
UNAIDS (Joint United Nations Programme on HIV/AIDS)	http://www.unaids.org/
IMF (International Monetary Fund)	http://www.imf.org
World Bank	http://www.worldbank.org/
ADB (Asian Development Bank)	http://www.adb.org/
AfDB (African Development Bank)	http://www.afdb.org/
USAID (US Agency for International Development)	http://www.usaid.gov/
DFID (UK Department for International Development)	http://www.dfid.gov.uk/
AFD (French Development Agency)	http://www.afd.fr/
BMZ (Germany's Federal Ministry for Economic Cooperation and Development)	http://www.bmz.de/
EuropeAID	http://ec.europa.eu/europeaid/
The Japan Evaluation Society (JES)	http://evaluationjp.org/english/index.html

Title of Document	Author	URL
Japan's ODA Data by Country	MOFA	http://www.mofa.go.jp/policy/oda/data/index.html
Japan's ODA Charter	MOFA	http://www.mofa.go.jp/policy/oda/reform/charter.html
Japan's ODA White Paper	MOFA	http://www.mofa.go.jp/policy/oda/white/index.html
Country Assistance Program	MOFA	http://www.mofa.go.jp/policy/oda/assistance/index.html

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