

Annual Report on Japan's ODA Evaluation 2012



Preface

More than one year has passed since Japan was hit by the Great East Japan Earthquake in March 2011, and Japan has been making progress in its reconstruction efforts. In the wake of this disaster, Japan has received assistance in various forms from the international community, including developing countries. Through ODA evaluation studies, we found cases in which those who had benefitted from Japan's assistance promoted fundraising activities, or ex-participants of JICA training courses sent us many letters of condolence, as introduced in the column of this Report. We take these as a manifestation of the fact that Japan's international cooperation, which we have long been putting forward in a sincere manner, has been highly appreciated in each country, and therefore the solidarity between Japan and each country has been steadily consolidated.

As Japan went through the aftermath of the Great East Japan Earthquake and is facing a severe economic and fiscal situation, it is indispensable to win the understanding of Japanese taxpayers in implementing ODA. Therefore, greater efforts are required for further efficient and effective implementation of ODA within the limited budget. It is also necessary to ensure transparency of ODA and fulfill accountability.

In April 2011, the Ministry of Foreign Affairs of Japan (MOFA) relocated its evaluation division from the International Cooperation Bureau to establish the ODA Evaluation Division in the Minister's Secretariat in order to strengthen the independence and objectivity of ODA evaluation. MOFA also makes efforts for carrying out simple and clear ODA evaluation, so that we can disclose more information on evaluation results to the public and provide the basis for discussion. Furthermore, MOFA strives to ensure the provision of feedback on evaluation results with a view to contributing to the improvement of ODA implementation and development of new projects.

Under these circumstances, in order to fulfill accountability to the Japanese public and to deepen understanding of ODA among a wider range of people, MOFA issues its Annual Report on Japan's ODA Evaluation, which provides an overview of ODA evaluation activities by the Government of Japan. In this Report, Chapter 1 gives the outline of the trends of ODA evaluation in Japan and the international community, and Chapter 2 introduces the outline of evaluation results conducted mainly in FY2011 by MOFA and other organizations. In Chapter 3, follow-ups on the ODA evaluation results conducted by MOFA in FY2010 are summarized.

We hope this Report will serve to further deepen your understanding of Japan's ODA and its evaluation.

October 2012

Kazuhiko Koshikawa
Deputy Vice-Minister
Minister's Secretariat
MOFA

Cover Photos: Taken from ODA evaluation conducted by MOFA in FY 2011

[Evaluation of Training and Dialogue Programs]



Classroom Activities with JICA Training Participants at Obihiro City Inada Primary School

At JICA's branch offices in Japan, cultural exchanges targeting the students and teachers of primary, middle and high schools are promoted by arranging school visits by JICA trainees who introduce their own cultures and games to Japanese students and teachers. These exchanges encourage students and local residents to deepen their understanding of and take a growing interest in international cooperation.

[Evaluation of Grant Aid for Fisheries]



A Fishery Complex Built by the Project for Construction of Artisanal Fisheries Facilities in Antigua and Barbuda

Japan has implemented four Grant Aid Projects for Fisheries in Antigua and Barbuda, by which fisheries complexes have been constructed for landing, product processing, and distribution. Codrington Fisheries Center was constructed in 2011 for improving the sanitary management of lobsters exported from Barbuda and strengthening landing capabilities for marine products, including those shipped to Antigua.

[Country Assistance Evaluation of Peru]

In Peru, the former Garcia administration set "Water for All" as one of its priority policies, and assistance for water supply and hygiene improvement was regarded as the key for improving healthcare conditions. Japan provides assistance in this field in the Lima Metropolitan Area and other regions.



Construction of Huachipa Water Intake and Treatment Plant

As the coastal areas of Peru have a desert climate with only about 10mm of annual rainfall, and with an inflow of population from other local cities, Lima has been facing a concern about water shortages during dry seasons. In order to respond to the increase in population requiring water supply, Japan assisted with the construction of Huachipa water intake and treatment plant through Servicio de Agua Potable y Alcantarillado de Lima (SEDAPAL). Construction was completed in July 2011.



Sanitation Education in Kindergartens

With a view to supplying water and improving sanitation in Piura and Lambayeque in northern Peru, Japan has been implementing the Project for Institutional Reinforcement of Water Supply and Sanitation in the North Area of Peru. In this Project, sanitation advocacy campaigns are also carried out for the local residents, such as through organizing hand washing training at kindergartens for the residents by the staff of the provincial department of housing and sanitation.

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Chapter 1

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The Beginning of ODA Evaluation

The evaluation of ODA in Japan began when the then Overseas Economic Cooperation Fund (OECF) began ex-post evaluation on individual projects in 1975. One of the reasons behind this was the start of discussion on the necessity of ODA evaluation at the Development Assistance Committee of the Organisation for Economic Co-operation and Development (OECD-DAC) from around 1970. In 1981, MOFA began ex-post evaluation of ODA projects. The objective of such initial evaluation was to improve proper management of individual projects in order to make Japan's ODA more effective.

The ODA Charter and Enhancement of ODA Evaluation

Since the 1980s, with expansion of the scale and scope of Japan's ODA and increased public interest, ODA evaluation has come to draw attention as a means for the Government of Japan to fulfill accountability on ODA. Therefore, MOFA began to set the fulfilling of accountability as one of the main objectives of ODA evaluation, along with active engagement in publication of the evaluation results.

In the 1990s, there was a growing emphasis on comprehensive aid approach in the international community, such as country-based and sector-based approaches, in addition to project-based assistance, in order to further enhance the effectiveness of ODA. As a consequence, the scope of evaluation was extended to include sector-based, country-based, and issue-based assistance.

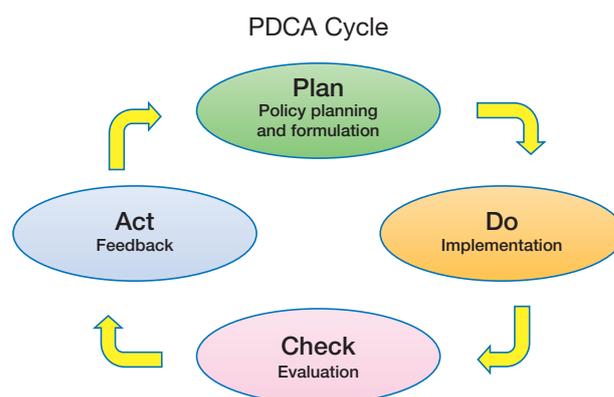
At the same time, the importance of the evaluation of public administration came to be widely recognized in Japan and the Government Policy Evaluation Act (GPEA) came into force in 2002.

Under these circumstances, the ODA Charter was revised in August 2003, in which further enhancement of ODA evaluation was stipulated. The Charter set forth comprehensive evaluation targeting a wide range of targets such as policy- and program-levels and from ex-ante to ex-post stages; third-party evaluation to promote objectivity; and self-evaluation by administrative agencies following the adoption of GPEA. It was stipulated in the Charter that evaluation results should be reflected or feedback provided for the subsequent formulation of ODA policies and its efficient and effective implementation. Furthermore, as the Charter advocates collaboration with recipient coun-

tries and international organizations, implementation of joint evaluation with recipient countries and other donors, as well as efforts to enhance the ODA evaluation capacities of recipient countries have been recommended.

Evaluation and the PDCA Cycle

The policy statement "Basic Policies 2005" decided by the Cabinet states that "objective third-party evaluation including cost-effectiveness analysis of ODA projects should be conducted. The outcomes should be disclosed to the public, and the PDCA (Plan-Do-Check-Act) cycle should be established in order to reflect such results in the formulation and planning of ODA policies." Therefore, MOFA came to emphasize the improvement of checking systems, aimed at enhancing the ODA evaluation system and its reflection in policies through establishment of the PDCA cycle of plan (policy formulation), do (implementation), check (evaluation) and act (feedback). Specifically, by clarifying the importance of ODA evaluation in the PDCA cycle and strengthening the system to feedback evaluation results to divisions engaged in ODA policy formulation and implementation, it was made possible for MOFA to further utilize the lessons learned and recommendations derived from evaluation for future formulation and implementation of ODA policies.



The ODA Review

In 2010, MOFA conducted "the ODA Review" and announced the final report in June. With the recognition that there has not been sufficient understanding of ODA among the Japanese public, MOFA carried out the Review to win the understanding and support of the public so that it can implement ODA in a more strategic and effective manner.

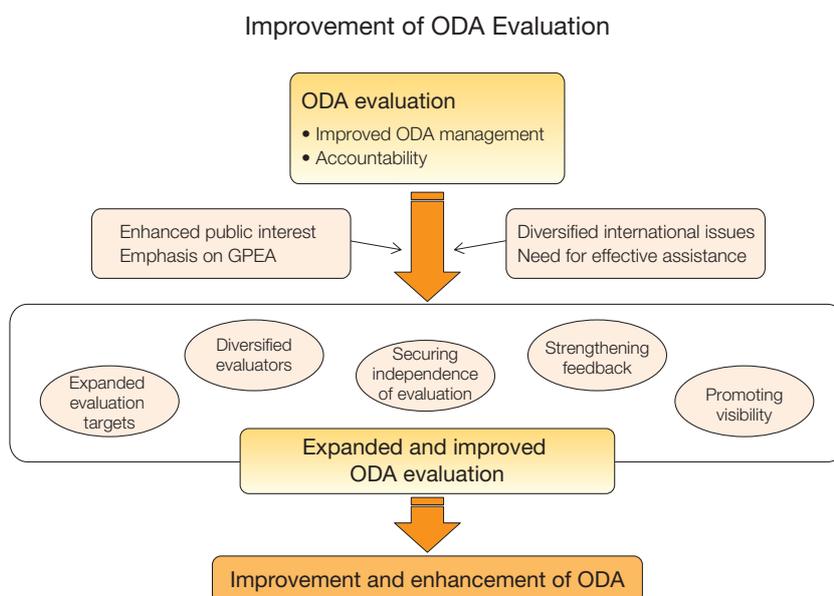
In the Review, it was stipulated that the following three measures regarding ODA evaluation should be undertaken:

- (1) Strengthening the ODA evaluation system – Enhancing the independence of evaluation units and recruitment of external personnel.
- (2) Establishing mechanisms that ensure meaningful lessons from past successes and failures.
- (3) Information disclosure through promotion of “visibility” of evaluation.

Based on the Review, MOFA recruited an external expert as the head of the evaluation unit, and relocated the division from the International Cooperation Bureau to establish the ODA Evaluation Division in the Minister's Secretariat and thus strengthened its indepen-

dence. Also, MOFA strives to select evaluation objectives in accordance with the priority areas of Japan's diplomatic policies and development cooperation, to incorporate feedback of evaluation results into ODA policies, and to develop a system in which MOFA can follow up its feedback efforts. As part of these efforts, MOFA set up the ODA evaluation database and search system in March 2012.

In line with the increasing importance of ODA evaluation in Japan, the expansion of evaluation objectives and targets, strengthening of independence, and strengthening of the feedback function have been undertaken. In accordance with these developments, MOFA is committed to the continuous improvement of ODA evaluation.



Evaluation Objectives

MOFA carries out ODA evaluation with the following two objectives:

- (1) Improving ODA Management: to assist ODA management and contribute to the improvement of quality through feeding back lessons obtained from the examination of ODA activities to ODA policy formulation and implementation processes.
- (2) Maintaining Accountability: to fulfill accountability and promote public understanding and support by increasing transparency of ODA through publication of evaluation results.

Implementation Structure

In Japan, MOFA is mainly responsible for planning and formulating ODA policies, while JICA is responsible for implementing individual projects. In terms of ODA evaluation, MOFA and JICA collaborate by mutually sharing responsibilities. MOFA conducts policy-level and program-level evaluation mainly as third-party evaluation based on the Order for Organization of the Ministry of Foreign Affairs. Also, based on GPEA, in addition to policy evaluation that includes ODA policies, MOFA has implemented ex-ante and ex-post evaluation of specific projects as required by GPEA in the form of self-evaluation.

JICA, on the other hand, is mainly responsible for project-level evaluation. In recent years, JICA has also conducted evaluation and analyses by programs and themes from cross-cutting perspectives as third-party and self evaluation. Other ministries and agencies of the Government of Japan also engage in planning and im-

plementation of policies, programs, and projects that include ODA in respective fields under their jurisdiction, and therefore, conduct evaluation on each practice based on GPEA. MOFA consults with these ministries and agencies on facilitating ODA evaluation of the entire Government and compiles results of their ODA evaluation.

This Report mainly provides an overview of evaluation conducted by MOFA and other ministries and agencies in FY2011 in Chapter 2. An overview of evaluation activities conducted by JICA mainly in FY2011 is also introduced in Chapter 2.

Classification by Evaluation Scope

According to the evaluation scope, ODA evaluation studies can be classified into policy-level evaluation, program-level evaluation, and project-level evaluation. MOFA implemented the following eight evaluation studies in FY2012 as third-party evaluation. These studies will be completed by the end of the fiscal year and their results will be announced on the MOFA website.

● Policy-level Evaluation

Evaluation by Country and Area:

4 (Nepal, Cuba, Malawi, and Palestine)

Priority Issue Evaluation:

2 (Assistance for Gender Equality Policy and Triangular Cooperation)

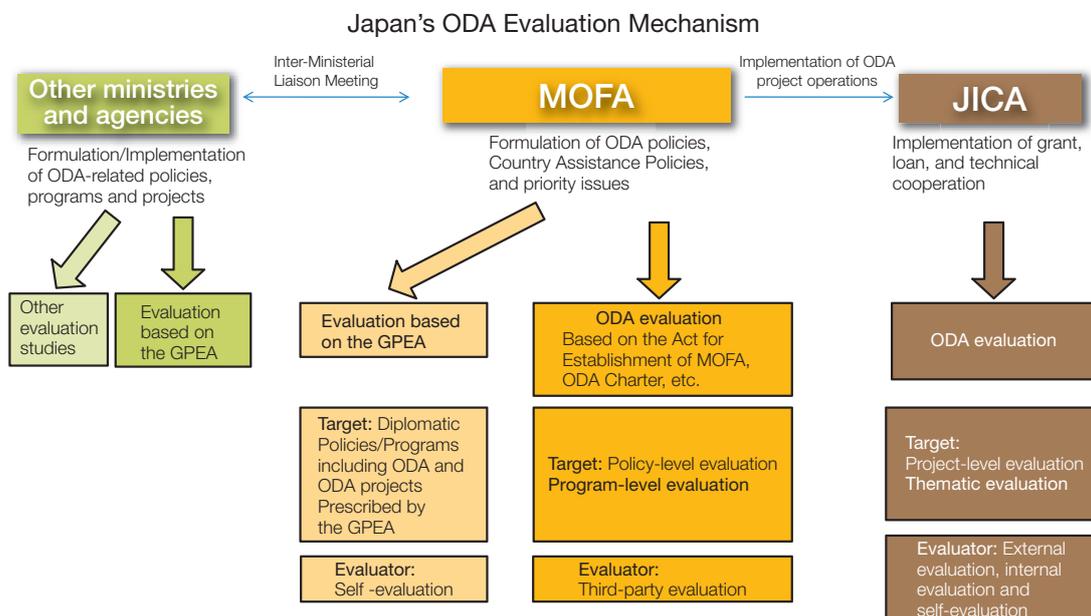
● Program-level Evaluation

Aid Modality Evaluation:

1 (Japan Disaster Relief Team)

Sector Program Evaluation:

1 (Assistance for Health and Medical Care in Cambodia)



Diversified Evaluators

In addition to self-evaluation, internal evaluation and third-party evaluation (external evaluation), MOFA attaches importance to evaluation conducted by recipient governments and agencies as well as joint evaluation by MOFA and other countries and organizations.

(1) Self-Evaluation and Internal Evaluation

Evaluation conducted by the divisions that provide, implement, or manage assistance is called self-evaluation, while evaluation conducted by divisions responsible for reporting to management divisions of aid organizations is called internal evaluation.

(2) Third-Party Evaluation (External Evaluation)

This evaluation is conducted by a third party who is independent from both donors and recipients of assistance. In MOFA's policy-level and program-level evaluation, third parties (external consultants, universities, etc.) selected by open competitive bidding take the initiative in conducting evaluation. Specifically, evaluators (third parties) formulate implementation plans for evaluation through consultation with relevant units of MOFA and JICA, and make an analysis of information collected through documents, interviews, field surveys (case studies), etc. JICA also conducts third-party evaluation as ex-post evaluation of projects that exceed a certain amount of budget.

(3) Evaluation Conducted by Recipient Governments and Agencies

MOFA requests recipient governments and agencies to conduct mainly program-level evaluation and implements 1-2 evaluation studies every year. The objectives of evaluation conducted by recipient governments and agencies are to secure the fairness and transparency of Japan's ODA evaluation, promote understanding of Japan's ODA by recipient countries, and enhance the evaluation capacities and ownership of recipient countries.

(4) Joint Evaluation

This evaluation is conducted jointly by donors and recipients of assistance, or by those engaged in different aid organizations. MOFA conducts joint evaluation with other donor countries, international organizations, and NGOs, in addition to joint evaluation with recipient countries.

Joint evaluation with recipient countries is significant in strengthening partnership between Japan and recipient countries, in addition to achieving the objectives of enhanced management and fulfillment of accountability.

At the same time, considering the fact that assistance to recipient countries is implemented by mul-

iple donor countries in various fields, it has become important to conduct evaluation jointly with other donors and international organizations in order to comprehend assistance to the particular country in wider perspectives.

Criteria for ODA Evaluation

In conducting evaluation, MOFA sets up the following three criteria for ODA evaluation based on the so-called "five DAC Criteria" (Relevance, Effectiveness, Impact, Efficiency, and Sustainability) which were announced by OECD-DAC in 1991.

(1) Relevance of Policies: whether Japan's high-level policies are consistent with the needs of recipient countries.

(2) Effectiveness of Results: whether expected objectives are achieved.

(3) Appropriateness of Processes: whether processes have been taken that would ensure the appropriateness and effectiveness of policies and programs.

Also, evaluation based on GPEA is conducted in accordance with the Basic Plan on Policy Evaluation formulated by MOFA with such viewpoints as necessity, effectiveness, and efficiency. JICA also conducts evaluation basically in line with the five DAC Evaluation Criteria.

With respect to these criteria for ODA evaluation and specific methodologies, MOFA formulated "ODA Evaluation Guidelines" in 2003 for evaluators, the 7th edition of which was published in April 2012.

Criteria for ODA Evaluation

MOFA	DAC Criteria for Evaluating Development Assistance
<ul style="list-style-type: none"> ●Relevance of Policies ●Effectiveness of Results ●Appropriateness of Processes 	<ul style="list-style-type: none"> ●Relevance ●Effectiveness ●Efficiency ●Impact ●Sustainability

Application of Evaluation Results -- Strengthening Feedback

For improving ODA management, ODA evaluation is required to provide feedback for those who are engaged in policy formulation and project implementation so that they can grasp the actual circumstances of ODA implementation, and to provide useful information for future policy formulation or project implementation. Through feedback of evaluation results to the relevant

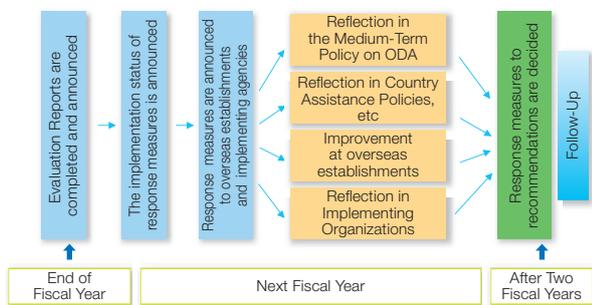
divisions of MOFA, JICA, Japan’s overseas establishments, and recipient countries, MOFA appropriately sets ODA evaluation in the framework of the PDCA cycle. In recent years, MOFA has been committed to strengthening feedback by intensively responding to recommendations that have been drawn from evaluation results taking account of their concreteness, feasibility, and other criteria, as well as by following-up and announcing response measures. Also, since FY2010, as part of the efforts for ‘visualizing’ ODA, MOFA’s response measures and its follow-up efforts regarding the recommendations are announced in the Annual Report on ODA Evaluation (Please refer to Chapter 3 for the follow-up efforts to the results of FY2010 ODA evaluation). Furthermore, results of each evaluation have been summarized and translated for distribution to relevant staff in recipient countries in order to provide feedback to recipient countries.

The feedback mechanism has also been strengthened at JICA, so that evaluation results at each stage of a project can lead to “Act” in the PDCA cycle. JICA strives for further reflection of evaluation results in projects, programs and high-level development policies of recipient governments.

and follow-up situations on response measures to the recommendations of the previous fiscal year. These reports are widely distributed to Diet members, experts, NGOs, universities, libraries, and others, and are also available on the MOFA website.

JICA announces evaluation results it has conducted on its website on the Project Evaluation Search pages. Also, JICA publishes the Annual Evaluation Report that compiles the evaluation activities in that year.

Feedback Mechanism



Publicity for Evaluation Results -- Promotion of “Visualization”

In conducting third-party evaluation, MOFA recommends that evaluators (third parties) prepare user-friendly evaluation reports. Along with posting an overview and the full-text of each report on MOFA’s ODA website, hard copies are distributed to the relevant organizations such as JICA, experts, recipient governments and agencies, international organizations, etc. Furthermore, MOFA publishes the “Annual Report on Japan’s ODA Evaluation” (formerly called “Annual Evaluation Report on Japan’s Economic Cooperation”) that compiles the overview of evaluation results conducted by MOFA, JICA, and other ministries and agencies, response measures to each recommendation,

Recent Trends

■ The OECD-DAC Network on Development Evaluation

The Network on Development Evaluation (EVALNET), one of the subsidiary bodies of the OECD-DAC, was established in 1981. Currently, approximately 30 donor countries and agencies including Japan participate in the Network.

The EVALNET is aimed at facilitating evaluation efforts and promoting development effectiveness through constantly exchanging information among member countries and agencies on their evaluation systems and results and discussing improved evaluation methodologies by holding international conferences. In recent years, such issues as the dissemination of evaluation results, evaluation of multilateral effectiveness, evaluation of the governance of partner countries, and the Evaluation of the Implementation of the Paris Declaration (described below) have been discussed. Furthermore, the Quality Standards for Development Evaluation were formulated in February 2010, and are utilized by each country and international organization.

■ Evaluation of the Implementation of the Paris Declaration

The international community adopted the Paris Declaration on Aid Effectiveness (Paris Declaration: PD) in the Second High Level Forum on Aid Effectiveness that was held in Paris in March 2005. In order to increase aid effectiveness, the PD proposed the following five principles: Ownership, Alignment, Harmonization, Result Management and Accountability, and Partnership Commitments, which require reform efforts by both donor and recipient countries. Now that the number of participating countries has exceeded 150, the PD has become an important guiding principle of development assistance.

DAC is responsible for conducting evaluation of each country's commitment to PD. This evaluation set 2006-2008 as Phase I and the impact of PD on aid effectiveness and development effectiveness during the period was studied. The evaluation results were submitted to the Third High Level Forum on Aid Effectiveness, which led to the adoption of the Accra Agenda for Action.

Phase II evaluation targeted the period during 2009-2011 and examined the effect of implementing the PD as well as the implementation status of the Accra Action Plan. As part of Phase II, Japan conducted evaluation on donor headquarters in FY2010 in the form of third-party evaluation. The evaluation results were reported at the Fourth High Level Forum on Aid Effectiveness held in Busan in November 2011.

Japan's Contribution

■ The ODA Evaluation Workshop

MOFA has been holding the ODA Evaluation Workshop every year, inviting government officials and experts from Asian and Oceanian countries who are engaged in ODA evaluation.

The objectives of the workshop are (1) to promote understanding of ODA evaluation issues and evaluation methodologies in Asian and Oceanian countries and thereby enhance evaluation capacities, and (2) to enhance the ownership and transparency of partner countries and development effectiveness by improving their ODA evaluation capacities, in addition to further enhancing the aid effectiveness of donor countries.

In the previous 10 workshops, participants discussed and shared information on various issues including their specific efforts for enhancing evaluation capacities, joint evaluation by partner and donor countries, and development of the ODA evaluation community in the Asian and Oceanian region and building networks.

	Date	Venue
1	7 -8 November 2001	Tokyo, Japan
2	13-14 November 2002	Tokyo, Japan
3	12 -13 November 2003	Tokyo, Japan
4	17 -21 January 2005	Bangkok, Thailand
5	26 -27 January 2006	Tokyo, Japan
6	18 -20 October 2006	Manila, Philippines
7	28 -29 November 2007	Kuala Lumpur, Malaysia
8	3 -4 March 2009	Singapore
9	18 February 2010	Tokyo, Japan
10	24-25 February 2011	Hanoi, Vietnam
11	26-27 November 2012	Manila, Philippines

Evaluation Capacity Building in the Philippines

Rolando G. Tungpalan
NEDA Deputy Director-General

Background

To ensure that development results are achieved for the Filipino people, the government has, over the decade, implemented reform initiatives in all stages of the planning, budgeting, and implementation and monitoring and evaluation processes. Government thus consciously adopted Managing for Development Results (MfDR)¹ as a management strategy to improve the effectiveness of public sector management.

In recent years, more prominent attention has been focused on development evaluation among many other reform agenda. Likewise, the development community has shifted away from its focus on evaluation of outputs within projects to evaluation of higher level results or outcomes at sector, theme, policy or country levels.

Moreover, as a long recipient of Official Development Assistance, the Philippine government (through its oversight and implementing agencies) has been exposed directly and indirectly to the conduct of evaluations by the development partners. However, the development of capacities was initially not purposive and not uniform across agencies and at national and sub-national levels.

Now, there is a growing consensus and recognition that capacities need to be enhanced and continuously strengthened at the levels of institutions and individuals.

Enhancement of the Philippines' Evaluation Capacity

To address the need to enhance evaluation capacities, government has advocated the continuous participation of its officials in various evaluation fora conducted by various institutions. Likewise, it has pursued major initiatives to hasten capacity development, such as the: (a) creation of the M&E Network Philippines; and (b) conduct of joint ex-post evaluation and supervision missions with development partners.

¹ MfDR is a management strategy that focus on development performance and on improvement of country outcomes. It uses practical tools for strategic planning, risk management, progress monitoring, and outcome evaluation. (<http://www/mfdr.org>)

Participation of Officials in Evaluation Workshops and Seminars

Initially, the traditional mode of capacity building was through the exposure of officials to international fora and workshops. Foremost of these is through the annual ODA Evaluation Workshops hosted or co-hosted by the Government of Japan (GOJ). Since 2001, the government has been a staunch supporter and an active participant of the annual evaluation workshops, the most recent of which was held in February 2011 in Hanoi. Starting in 2007, the Asian Development Bank has also supported the annual participation of select policy-makers in government to attend the Shanghai International Program for Development Evaluation Training (SHIPDET).

Through these opportunities, capacities of evaluation champions and advocates were enhanced.

Conduct of Joint Evaluations and Supervision Missions.

The GOP entered into a Memorandum of Agreement (MOA) separately with a number of its development partners for the conduct of joint evaluations. In the case of GOJ, the NEDA² and JICA entered into a MOA in 2006 to enhance NEDA's project monitoring and evaluation capabilities. Under the MOA, joint ex-post evaluation of 13 JICA-assisted projects were undertaken up to 2012 resulting in a deeper understanding of evaluation concepts and processes by the NEDA staff. The outputs of the activity were disseminated to concerned implementing agencies and ex-ante appraisal units of NEDA to serve as inputs for the review of future projects. The conduct of ex-post evaluation was complemented by classroom-type trainings of NEDA-PMS staff to capacitate NEDA as an institution and sustain gains even beyond JICA assistance. At the end of the assistance, NEDA-PMS is expected to take the lead on M&E training for various units of NEDA and other government agencies.

Similarly, an MOU was signed in 2008 between the International Fund for Agricultural Development (IFAD) and NEDA whereby the two partners will undertake joint Supervision and Implementation Sup-

² The NEDA, through the Project Monitoring Staff (PMS), performs M&E functions at the national oversight level.

port missions. Currently, project review missions involve three ongoing IFAD-assisted projects. NEDA likewise entered into a partnership with IFAD for wider training delivery from 2011 to 2012 of basic and intermediate topics in the capacity development framework, through a grant for "Institutional Strengthening of Results-Based Monitoring and Evaluation for NEDA and Implementing Agencies". To date, two scheduled ten-day Core Group Trainings have already been conducted with participants from NEDA Regional Offices (NROs). A series of Re-tooling Workshops and Orientation for all 15 NEDA Regional Offices (NROs) and Central Office officials has just commenced.

JICA and IFAD, through the joint evaluation exercise, facilitated the transfer of joint evaluation techniques and complemented their assistance with the conduct of capacity building training to potential evaluation practitioners.

Monitoring and Evaluation (M&E) Network (<http://devplan.neda.gov.ph/m&e-network>)

The M&E Network Philippines was conceptualized and established in 2011 by the NEDA, with significant technical and financial support from the UNICEF. Its mission is to enhance the likelihood of accomplishing development objectives by utilizing and continuously improving evaluation systems and procedures with the vision to ensure achievement of development results. Membership is open to development partners, academe, M&E practitioners/consultants, civil society organizations (CSOs), oversight agencies, and implementing agencies. The Network is a non-profit organization.

A highlight activity of the network is the holding of an annual forum, with the first launched in November 2011 with the theme Evaluation Theory: Approaches and Practices in the Philippines. Through the forum, issues and developments related to M&E are updated, discussed and shared with members and interested parties. Preparations for the second annual forum are ongoing.

Further Enhancements Needed

Crafting of an Evaluation Policy

For various reasons (e.g., the need for systematic learning/organizational learning, for ensuring quality and high methodological standards, specifying processes and activities, etc.) but principally to establish clearer country ownership of the evaluation process, a draft evaluation policy is being crafted by the staff for eventual adoption.

As being contemplated, the policy could contain the following:

- Context
- Guiding Principles
 - evaluation protocol (to ensure credibility, impartiality, independence, timeliness, transparency)
 - evaluation planning and design (to ensure that elements of a good evaluation are in place)
 - evaluation project management (requirements on managing evaluations: ethical evaluation, evaluation competencies, etc.)
 - evaluation reporting and use
- Responsibilities
- Periodic Review of Policy

Development of an Evaluation Manual

To support the evaluation policy, an evaluation manual is currently being drafted. As envisioned, the manual is intended for evaluation practitioners in the country and seeks to adopt an in-country evaluation criteria distilling from the best practices of the development partners.



Mr. Rolando G. Tungpalan (left) and Mr. Roderick Planta

Chapter 2

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● Country Assistance Evaluation of Peru	
● Evaluation of Assistance for the Transition to a Market-oriented Economy in Three Central Asian Countries	
Policy-Level Evaluation/Priority Issue Evaluation	
● Evaluation of Aid for Trade	
Program-Level Evaluation/Aid Modality Evaluation	
● Evaluation of Training and Dialogue Programs	
● Evaluation of Japan's Grant Assistance for the Food Aid Project (KR)	
● Evaluation of Grant Aid for Fisheries	
Program-Level Evaluation/Sector Program Evaluation	
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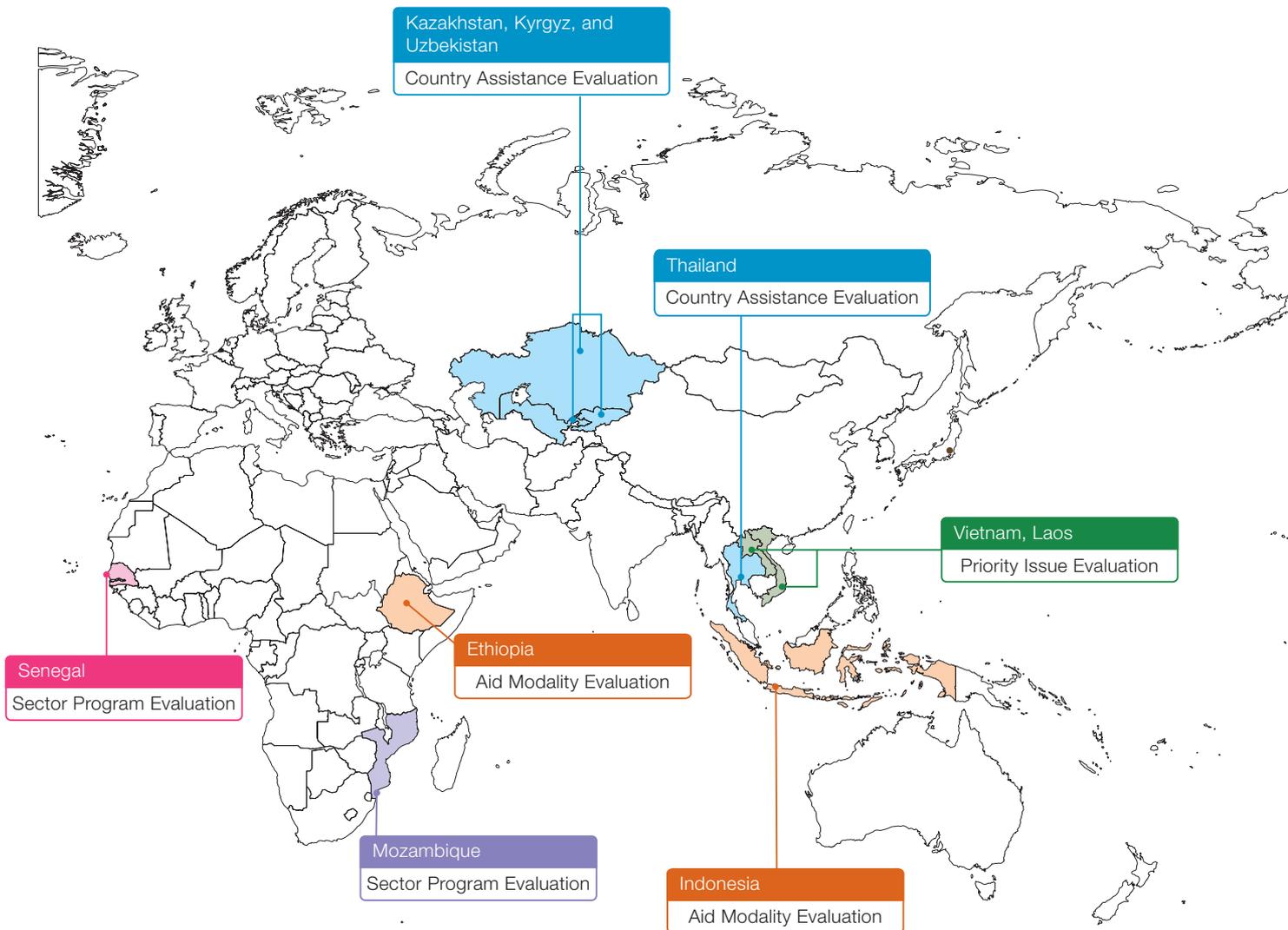
2.1 Overview of FY2011 ODA Evaluation

Chapter 2 mainly provides the overview of ODA evaluation conducted by MOFA, other ministries and agencies, and recipient governments and agencies.

Evaluation by MOFA

MOFA implemented eight third-party ODA evaluation studies in FY2011 that it commissioned to external experts. This chapter introduces the overview of these evaluation results, in which MOFA's response measures (as of June 2012) to the recommendations derived from these evaluations are presented on each overview page. The full texts of individual evaluation reports are available on the MOFA website. Also, MOFA's two ex-post monitorings on grant assistance projects and self-evaluation based on Government Policy Evaluation Act (GPEA) are outlined.

- Country Assistance Evaluation: 3 (Thailand, Peru, Assistance for the Transition to a Market-oriented Economy in Three Central Asian Countries)
- Priority Issue Evaluation: 1 (Evaluation of Aid for Trade)
- Aid Modality Evaluation: 3 (Evaluation of Training and Dialogue Programs, Evaluation of Japan's Grant Assistance for the Food Aid Project (KR), Evaluation of Grant Aid for Fisheries)
- Sectoral Evaluation: 1 (Evaluation of Japan's Cooperation in the Education (Vocational Training) Sector in Senegal)



Evaluation by Recipient Governments and Agencies

In FY2011, MOFA requested that the Government of Mozambique conduct evaluation on Japan's assistance programs. This chapter provides an overview of this evaluation.

- Sector Program Evaluation: 1 (Evaluation of Japan's ODA to Education Sector in Mozambique)

Evaluation by JICA

This chapter provides an overview of JICA's project evaluation. The details of individual evaluation results are available on the JICA website.

Evaluation by Other Ministries and Agencies

Other ministries and agencies conduct self-evaluation of ODA-related policies mainly based on GPEA. The evaluation studies conducted by other ministries and agencies in FY2011 are listed in the Reference.





Country Assistance Evaluation of Thailand

Evaluation Period: June 2011 - February 2012

Chief Evaluator: Shunji Matsuoka, Professor, Graduate School of Asia Pacific Studies, Waseda University

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Consultant: Mitsubishi Research Institute, Inc.

Original Report (Summary): <http://www.mofa.go.jp/policy/oda/evaluation/FY2011/text-pdf/thailand.pdf>

Background and Objectives

Objectives

Taking account of the significance of Japan's assistance to Thailand, Japan's assistance policy for Thailand was evaluated in a comprehensive manner through analyzing Thailand's politics, economy, and social conditions as well as its development policies. The objective of this evaluation was to draw lessons and recommendations for Japan's assistance policies for Thailand and utilize them for future policy formulation and implementation.

Targeted Scope and Period

The scope of this evaluation was Japan's Economic Cooperation Program for Thailand, which had been formulated in May 2006 and had formed the basis of Japan's current assistance policy for Thailand. Accordingly, the targeted period was the period since 2006, when the Economic Cooperation Program was formulated.

Methodology

Japan's Economic Cooperation Program was evaluated in a comprehensive manner from the perspectives of Relevance of Policies, Effectiveness of Results, and Appropriateness of Processes. Based on MOFA's ODA Evaluation Guidelines (6th Edition), OECD/DAC Criteria for Development Assistance was also referred to.

Evaluation Results

Main Points

No negative aspects were found in the overall evaluation results. However, it was recognized through this evaluation study that as Thailand has now become an upper-middle-income country, there was an increasing opportunity for Thailand to solve its own issues in a self-reliant manner. Also, from the perspectives of Relevance of Policies, Effectiveness of Results, and Appropriateness of Processes, although some points for improvement were mentioned, the overall evaluation results were favorable.

Relevance of Policies

The Economic Cooperation Program for Thailand was consistent with the "Green and Happiness Society," the most important objectives set out in the "10th National Economic and Social Development Plan," which was the main development plan of the Government of Thailand at the time when the Program was formulated. Taking this into account, and in light of other facts, the evaluation team highly valued Japan's Economic Cooperation Program for Thailand as being consistent with Thailand's development policy, the assistance programs of other donors, and Japan's development and diplomatic policies. In fact, the Government of Thailand also appreciated the fact that Japan's assistance to the country was in accordance with the needs of Thailand.

Effectiveness of Results

The effectiveness of results regarding Japan's assistance to Thailand was examined in consideration of the priority areas of strengthening competitiveness for sustainable development, response to issues that emerge with a maturing society, and joint assistance to third countries. As a result, the effectiveness of results could be found in each priority area. For example, Japan's assistance led to the enhancement of Thailand's capacities as a donor country. It was also confirmed that Japan's ODA to Thailand in the field of capacity development had contributed to the long-term consolidation of the auto industry in Thailand and its overall self-reliant and sustainable development to some extent.

Appropriateness of Processes

Both the formulation and implementation processes of Japan's Economic Cooperation Program were considered generally appropriate. However, it was pointed out that further acceleration of the swift formulation and strengthening of relations between Japan's relevant organizations as well as between Japanese and Thai organizations was required.



Training in a Third Country

Recommendations

Basic Policy: Japan should shift its priority from bilateral assistance to regional assistance.

In order for Japan to maintain its high presence in the region, including in Thailand, through fully utilizing the human networks established by Japan's close bilateral relationship with the country and other means, it is important to continue assistance through placing the "region (the Mekong region, the ASEAN region, the East Asian region, etc.)" as the priority of Japan's ODA to the country. Based on this Basic Policy, the following three recommendations were presented as a way to continue Japan's ODA to Thailand.

Note: These recommendations do not necessarily deny the effectiveness of Japan's ODA for Thailand or the significance of Japan's bilateral assistance to Thailand in view of Japan's national interests.

1 MOFA should specify the priority areas for its assistance to Thailand.

For Japan's assistance to Thailand, based on the policy to prioritize benefits for the region, MOFA should place areas that can contribute to developing the regional network, and where Thailand's advantage in the region is to some extent clear, as the pillars of its assistance. For instance, the development of railways, which can be expected to enhance distribution and mitigate adverse environmental impact through reduction of the use of automobiles, should be one of these areas. Also, the areas that lead to enhancement of the region's sustainability, such as assistance for reducing pollution, contamination of international river basins, and climate change, as well as areas for strengthening the region's identity, including academic exchanges between Japan and Thailand on water management, should be regarded as priority areas.

2 MOFA should improve its organizational structure in implementing assistance to the region.

In order for Japan to focus on the regional framework, it is important to facilitate exchanges among Japan's related organizations, such as overseas diplomatic establishments and JICA offices, at the regional level. For instance, this is expected to create opportunities where Japan's overseas diplomatic establishments in Thailand and its surrounding countries (Laos, Cambodia, etc.) can exchange and coordinate views on Japan's assistance to these countries.

3 Points to consider with regard to the scheme and scale of Japan's assistance to Thailand based on the Basic Policy

Japan's assistance to Thailand should focus on the greater region and should be implemented regardless of the scheme or scale.



On-Site Visit to the Purple Line of the Bangkok Metropolitan Railway Developed by Japan's ODA Loan.

Examples of MOFA's Response Measures

- In formulating the new Country Assistance Policy (which will be completed in FY2012), MOFA will consider assistance that will bring maximum benefit to Thailand and the region, taking full account of the significance of cooperation in the region through partnership with Thailand, as well as the needs for assistance utilizing Japan's expertise and experience in the issues of a maturing society (such as measures against environmental and climate issues, aging society, etc.) which surrounding countries are expected to face in the future.
- It is important to facilitate exchanges among the concerned Japanese organizations, such as overseas diplomatic establishments and JICA offices in Thailand's surrounding countries. MOFA will utilize this assistance structure for the region and continue to strive to further collaboration and coordination among MOFA headquarters and its overseas establishments, and JICA headquarters and its offices.

Country Assistance Evaluation of Peru

Evaluation Period: June 2011- February 2012

Chief Evaluator: Tetsuo Matsumoto, Professor Emeritus/Specially Appointed Professor, Nagoya University

Advisor: Yusuke Murakami, Associate Professor, Center for Integrated Area Studies, Kyoto University

Consultant: International Development Center of Japan, Inc.



Original Report (Summary): <http://www.mofa.go.jp/policy/oda/evaluation/FY2011/text-pdf/peru.pdf>

Background and Objectives

Peru is a medium-sized country in Latin America endowed with rich marine, mineral and other resources and maintains stable liberalized economic policies. In recent years, Peru has been strengthening relations with countries in Europe and the Asia-Pacific region, and it concluded an Economic Partnership Agreement with Japan in 2011.

Objectives

- (1) The first objective was to draw lessons and recommendations for future policy formulation, and effective and efficient implementation of assistance through evaluating Japan's assistance policy to Peru in a comprehensive manner.
- (2) The second objective was to fulfill accountability to the Japanese public through the announcement of evaluation results and to contribute to the publicity of ODA through providing feedback to the Government of Peru and other related governments, as well as to other donors.
- (3) The third objective was to draw lessons on assistance to Latin America, assistance to countries who graduated from being recipients of Japan's Grant Aid for General Projects, and assistance to countries where Japan is not one of the main donors, and utilize these lessons for the assistance policies of similar countries or regions.
- (4) The fourth objective was to promote improvement and "visualization" of ODA through evaluation.

Targeted Scope and Period

This study evaluated Japan's assistance policy to Peru in general, and targeted the period of the past 10 years (FY 2000 – 2010) as the main scope of evaluation analysis.

Methodology

This evaluation was conducted from the four perspectives of assistance, which are assistance as a diplomatic measure, Relevance of Policies, Effectiveness of

Results, and Appropriateness of Processes, based on MOFA's ODA Evaluation Guidelines (6th Edition). Also, a rating for evaluation results of development assistance was experimentally used.

Evaluation Results

Main Points

Japan's ODA to Peru largely contributed to the diplomatic relations between the two countries from the diplomatic perspectives of evaluation. From the perspectives of development assistance, the Relevance of Policies was high, the Appropriateness of Processes was efficient to some extent, and the Effectiveness of Results was deemed positive to a certain extent.

Evaluation of Assistance as a Diplomatic Measure

It was confirmed that the diplomatic relationship between Japan and Peru was important, taking account of the diplomatic goal of securing the peace and prosperity of the Japanese public as well as the past high-level visits between the two countries. From the aspect of diplomatic impact, positive effects were confirmed such as deepening economic ties, which include an Economic Partnership Agreement, a Japanese digital terrestrial television broadcasting system, Peru's cooperation with Japan in the international arena, and stable and sustainable development of the region. On the other hand, with no drastic change observed in the amount of investment to Peru by Japanese companies, the economic impact of ODA on Japanese private companies was considered limited.

Relevance of Policies

The priority areas of Japan's Country Assistance Policy for Peru, which were poverty and income disparity reduction, infrastructure development for sustainable growth, and addressing global issues, were in accordance with the policies and development needs of the Government of Peru, Japan's high-level policies such as the ODA Charter and the Medium-Term Policy on ODA, and important international agenda such as the

MDGs, and were therefore highly relevant. With regard to role sharing with other donors, as the amount of aid Peru received from other countries was small relative to its economic size, aid coordination among donors was not so highly required, and donors' assistance including that of Japan was implemented appropriately in line with the priority goals and development needs of the Government of Peru.

Effectiveness of Results

For poverty and income disparity reduction, Japan has been assisting the improvement of the livelihood of the poor, targeting areas where there are a relatively greater number of the poor. Japan has also intensively supported the development of water purification facilities and water and sewage infrastructure, contributing directly to the improvement of the poverty indicators of the Peruvian people to some extent. Regarding infrastructure development for sustainable growth, Japan's assistance was in general in accordance with Peru's priority policies. Each assistance project has been highly appreciated by the officials of the Government of Peru who were interviewed. However, from the aspect of how Japan's assistance during the period produced positive effects, it was considered that the effects were limited. In addressing global issues, as the amount of assistance since 2000 has been large-scale, and most of the projects have been completed rather recently, it is not yet possible to study quantitative effects. Concerning qualitative effects, Japan has made certain contributions in environmental policy-making in Peru and in scientific fields regarding assistance for disaster risk reduction and reconstruction. Also, there are high expectations for the transfer of Japan's technology and expertise on solid waste disposal and forest preservation.

Appropriateness of Processes

It was viewed that the formulation of the Country Assistance Policy for Peru, communication with the Government of Peru for identifying needs, and Japan's assistance implementation structure were generally appropriate. Projects were developed and adopted after going through appropriate processes in line with the assistance policy for Peru. On the other hand, selection and concentration of assistance was at the trial stage and yet to be carried out in a concrete manner. There was room for improvement with regard to collaboration with the private sector and publicity. Regarding utilization of different schemes, it was recognized by the Government of Peru that one of the characteristics

and advantages of Japan's assistance was its variety of schemes.



Interview with the Peruvian Agency for International Cooperation

Recommendations

1 Recommendations to enhance the diplomatic relationship between Japan and Peru

- (1) Utilization of the Country Assistance Policy as a diplomatic measure
The timing of MOFA's revision of its Country Assistance Policy should be decided taking account of the circumstances on the Peru side.
- (2) Reinforcement of collaboration with Japanese Peruvians and the private sector
In considering the diplomatic relationship between Japan and Peru, it is significant that Japan continues and expands exchanges with Japanese Peruvians, and therefore collaboration with Japanese Peruvians should be taken into consideration when providing assistance to Peru.

2 Recommendations for policy-making

- (1) Ensuring strategies
It is essential to review and coordinate assistance strategies from the perspective of selection and concentration. For this purpose, the Evaluation Team proposes that MOFA should further promote assistance for environmental conservation as well as for disaster risk reduction and reconstruction, and once again review each priority area in light of Japan's comparative advantages and the significance of the assistance.
- (2) Facilitation and diversification of technical cooperation
As there are many areas in Peru where social order has been improved, MOFA should review its policy on dispatching staff overseas and revise the policy

to reflect the current situation and the assistance needs in Peru.

(3) Maintaining and extending aid impact

For those organizations and areas that Japan has long been supporting and for which it has been producing results, MOFA should maintain and extend these partnerships through examining the assistance scale and details.

3 Recommendations for the aid implementation process

(1) Selection of appropriate implementing agencies

It is crucial to carefully select a government agency that can exert leadership in policy-making in the long term to maximize aid impact.

(2) Further strengthening publicity

It is necessary to further enhance publicity effects in an integrated manner by adding narratives to various projects and by making PR documents such as by commissioning external experts.

(3) Compilation of information on small-scale technical cooperation under JPY 200 million

It is desirable to compile information in an integrated manner so that the information can be used more effectively and efficiently when MOFA is requested to provide information on small-scale technical cooperation projects internally and externally.

Examples of MOFA's Response Measures

- The new Country Assistance Policy to be formulated in FY 2012 will reflect the priority development issues (i.e. social inclusion) of the Humala Administration who came to power in July 2011. Also, when reviewing the current priority areas (poverty and income disparity reduction, infrastructure development for sustainable growth, and addressing global issues), MOFA will consider prioritizing the areas in which Japan has a comparative advantage.
- MOFA will appropriately review its policy to dispatch staff to Peru taking into account the updated situation regarding terrorism and social order.

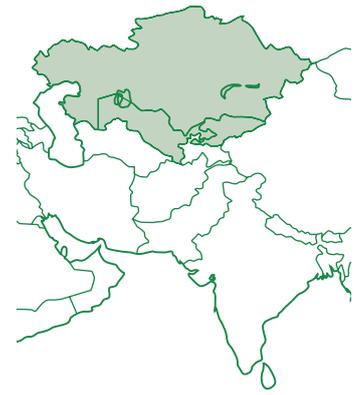
Evaluation of Assistance for the Transition to a Market-oriented Economy in Three Central Asian Countries (Republic of Kazakhstan, Kyrgyz Republic, and Republic of Uzbekistan)

Evaluation Period: June 2011- February 2012

Chief Evaluator: Yasunaga Takachiho, Professor, Tamagawa University

Advisor: Ichiro Iwasaki, Professor, Institute of Economic Research, Hitotsubashi University

Consultant: INGÉROSEC Corporation



Original Report (Summary): http://www.mofa.go.jp/policy/oda/evaluation/FY2011/text-pdf/central_asia.pdf

Background and Objectives

Objectives

- (1) The first objective was to conduct review from the perspectives of Relevance of Policies, Effectiveness of Results, and Appropriateness of Processes, with a focus on the implementation status of Japan's assistance for the transition to a market-oriented economy in the three Central Asian countries.
- (2) The second objective was to draw lessons and recommendations for the formulation and implementation of assistance policies for the three Central Asian countries in terms of the transition to market-oriented economies, and contribute to the formulation of Country Assistance Policies for these countries.
- (3) The third objective was to fulfill accountability to the public through publication of evaluation results and enhance ODA publicity by providing feedback on evaluation results to the governments of relevant countries and other donors. Also, this evaluation will contribute to the improvement and "visualization" of ODA.

Targeted Scope and Period

The scope of the evaluation was Japan's assistance to the three Central Asian countries for transition to market-oriented economies implemented from 2006 to 2010. In particular, as the Projects for Japan Center for Human Resource Development in these countries reached its 10th year since inception (the 8th year in the case of Kyrgyz) in 2010, this was considered appropriate timing for reviewing and analyzing the implementation of the projects from 2001 to 2010 (from 2003 to 2010 in the case of Kyrgyz) as the main target.



The Uzbekistan-Japan Center for Human Development/business courses

Methodology

This evaluation was conducted in a comprehensive manner from the three perspectives of Relevance of Policies, Effectiveness of Results, and Appropriateness of Processes, based on MOFA's ODA Evaluation Guidelines (6th Edition).

Evaluation Results

Main Points

Japan's assistance to the three Central Asian countries for transition to market-oriented economies was timely and appropriate at the time when these countries achieved independence. However, as 20 years have passed and the economic conditions of these countries have been changing, it is now the time for Japan to convert its ODA policy in light of the situation in each country. As there was no clear setting of policy goals, it is not possible to judge precisely, but the projects implemented thus far such as human resource development have produced steady results. In these projects, the Japanese staff were fully utilized despite their limited number, and careful collaboration as well as close communication taking account of the special circumstances of the Central Asian countries were undertaken.

Relevance of Policies

At the time when the former Soviet Union collapsed, the three Central Asian countries were all required to aim for market liberalization. Therefore, assisting their transition to market-oriented economies was a timely and appropriate policy. This policy was consistent with the development needs of these countries, Japan's high-level policies, and the international agenda. Furthermore, Japan was able to make use of its comparative advantage and play a complementary role with other donors. On the other hand, sufficient discussion was not made by the relevant organizations on the Japanese side (MOFA, JICA, etc.) on what market liberalization meant and what the policy objectives of this assistance should be. Furthermore, 20 years after independence, a significant difference in economic levels and market liberalization progress is now emerging due to differences in resource abundance and approaches to the transition such as gradualism and radicalism. Therefore, it is no longer an appropriate ODA policy to treat the three countries as one group when assisting their transition to market-oriented economies.

Effectiveness of Results

The goal of assistance for transition to market-oriented economies was not clear, and the numerical targets or the indicators of priority areas have not been set. The same thing could be said about the deepening of bilateral economic ties, ripple effects on the region's sustainable growth, and diplomatic impact. Therefore, it was difficult to precisely examine whether the assistance achieved policy objectives. However, each project produced some results, considering the fact that technical cooperation, acceptance of technical training participants, and grant aid for human resource development contributed to the promotion of the private sector through nurturing the human resources of companies in each country. Projects to disseminate Japanese language learning and to enhance mutual understanding carried out by the Japan Center for Human Resource Development has produced diplomatic impacts such as nurturing familiarity with Japan. On the other hand, there were still various political problems among the countries in Central Asia, which hindered progress in the areas of deepening bilateral economic relations with Japan and spin-off effects throughout the region.

Appropriateness of Processes

Although Central Asia has been harboring some elements of political instability, projects have been de-

veloped, implemented, monitored and evaluated in an effective manner making use of the limited number of Japanese staff and careful collaboration and close communication with a view to minimizing the negative effects resulting from the unique circumstances of these countries. Also, efforts have been made to reflect the requests and needs of the recipient countries through formal and informal meetings with their governments.

Recommendations

1 MOFA should clarify the policy objectives and share them with relevant circles.

Japan's assistance for transition to market-oriented economies has been provided in pursuit of the goal of moving away from socialism in the three countries, which were facing economic downturns immediately after attaining independence in 1991. It was comprehensible in light of the circumstances at the time that sufficient discussion had not been made on the Japanese side regarding what market liberalization meant and what the policy objectives of the assistance for transition to market-oriented economies should be. However, after 20 years since independence, it was found through this study that consensus had still not been formed on these issues among relevant parties. If Japan is to continue its assistance, it is indispensable to clarify its policy objectives and share them with the people concerned.

2 MOFA should shift assistance from a model that treats the Central Asian region as a unit to one based on the respective levels of economic development of the three countries.

20 years after independence, there is currently a significant gap in economic growth and levels of liberalization and openness owing to the difference in market liberalization approaches and foreign capital inflows in the natural resource sector. For this reason, it is now the time for MOFA to shift the assistance model from one that treats the Central Asian region as a unit to one based on the respective levels of economic development of the three countries.

3 MOFA should pursue the promotion of Japan's visibility not only with the framework of technical cooperation but with wider full-cast diplomacy.

Assistance through the Japan Center for Human Resource Development, which has been implemented in the form of technical cooperation projects as part of Japan's assistance to the Central Asian countries for

market liberalization, has been greatly successful not only as an ODA policy but as a measure for nurturing feelings of friendship toward Japan, and therefore is noteworthy in terms of its well-known status and presence in each country. However positive their effects may be, these projects will eventually be completed and transferred to the hands of recipient countries as long as they are implemented within the technical cooperation framework. In order for Japan to maintain and extend its high presence represented in these projects, it is necessary to not only tackle the issues through the framework of technical cooperation but with wider full-cast diplomacy.

4 MOFA should formulate strategies for publicizing ODA and advance them.

During a time when the ODA budget has been facing a declining trend, MOFA needs to publicize ODA in a strategic manner, such as through networking with the local press and disseminating information in a timely manner. It is also expected that MOFA should aim to formulate PR strategies through drafting clear-cut ODA publicity policies including those based on each country's circumstances and through considering a multi-year action plan based on those policies. Furthermore, it is necessary to advance PR activities, such as by utilizing multiple forms of mass media to aim to produce multiple effects.

Examples of MOFA's Response Measures

- For Uzbekistan and Kazakhstan, MOFA considered assistance policies taking account of the significant difference in the progress of market liberalization and levels of economic growth, and formulated the Country Assistance Policies for these countries with clarification of the priority areas. Also, with regard to the Country Assistance Policy for Kyrgyz to be drafted in FY 2012, MOFA will endeavor to appropriately reflect the assistance needs of the country.
- In order to support the activities of the Japan Center for Human Resource Development with full-cast diplomacy and moving beyond the technical cooperation scheme, MOFA will aim to facilitate collaboration among MOFA, JICA, Japan Foundation, JETRO, and other relevant organizations.

Evaluation of Aid for Trade

Evaluation Period: June 2011 - February 2012
Chief Evaluator: Tatsufumi Yamagata, Deputy Director-General, Development Studies Center, Professor, IDE Advanced School (IDEAS), Institute of Developing Economies (IDE)
Advisor: Atsushi Ohno, Associate Professor, Department of International Economics, College of Economics, Ritsumeikan University
Consultant: Mizuho Information & Research Institute, Inc.



Original Report (Summary): http://www.mofa.go.jp/policy/oda/evaluation/FY2011/text-pdf/aid_for_trade.pdf

Background and Objectives

Objectives

The objective was to draw lessons and recommendations for effective and efficient implementation of assistance through evaluating Japan's aid for trade (Aft) in a comprehensive manner.

Targeted Scope and Period

The scopes of this evaluation were the "Development Initiative for Trade" (December 2005) and "Development Initiative for Trade 2009" (July 2009) which were formulated as Japan's development policy in the trade sector. Japan's assistance to achieve these two initiatives was also evaluated. The targeted period was basically from 2005 to 2010.

Methodology

This evaluation was conducted from the three perspectives of Relevance of Policies, Effectiveness of Results, and Appropriateness of Processes. In addition to literature surveys, and domestic and overseas interviews, field visits were made in Vietnam and Laos to conduct interviews and collect information.

Evaluation Results

Main Points

Aft was considered highly relevant and effective. There was room for improvement in terms of the effective publicity on Aft at home and abroad.

Relevance of Policies

The Development Initiative for Trade and the Development Initiative for Trade 2009 were consistent with both the broad aid ideologies and policies held by the international community regarding trade. Furthermore, these initiatives were consistent with both Japan's ODA Charter and the Medium-Term Policy on ODA, which highlighted that "Japan will endeavor to ensure that its ODA, and its trade and investment, which exerted a

substantial influence on the development of recipient countries, were carried out in close coordination, so that they would have the overall effect of promoting growth in developing countries."



The Second Thai-Lao Friendship Bridge

Effectiveness of Results

It can be concluded that the effectiveness of the results was positive, as there was an improvement in economic performance including economic growth and greater export in most of the countries to which Japan provided Aft, and the Aft played at least some role in improving these economic performances. In Vietnam and Laos, which the Evaluation Team visited for case studies, it was found that the Aft projects were effectively carried out.

Appropriateness of Processes

Although the two initiatives were well publicized through repeated introductions at the WTO Global Aid for Trade Review meetings and other forums, there were only limited references by the governments of recipient countries or Japan's aid agencies. Also, these initiatives had low recognition in Japan. It is expected that the two initiatives should be further disseminated in Japan and recipient countries so that Japan's Aft can be more effective.

Recommendations

1 MOFA should underscore the effects of Japan's AfT considering the development of Asia's low-income countries.

Japan's contribution should be emphasized by highlighting the current significance of Japan's AfT to low-income countries in Asia, instead of stressing the past significance of its AfT to upper-middle-income countries in East Asia. Furthermore, in order to more strongly emphasize the impact of AfT at home and abroad, dissemination of the initiatives should be facilitated in an effective manner by referring to past efforts to publicize other initiatives.

2 MOFA should strive for aid coordination with new partners.

In the international aid community, which includes AfT, emerging donors, the private sector, and civil society are assuming greater roles. Therefore, Japan should aim for effective aid coordination with these new development partners to further promote the effectiveness of Japan's AfT.

3 Regional development should be facilitated.

Development of infrastructure for promoting efficient trade with neighboring countries is one of the key components of AfT. In this regard, regional development is greatly important to create synergy with the development of these neighboring countries. In facilitating regional development, it is vital to review development plans in a timely manner (one example is to put more focus on Vientiane, the capital of Laos, in Mekong development projects).



Thang Long Industrial Park in Vietnam

Examples of MOFA's Response Measures

- At the 5th Regional Technical Group (RTG) meeting on AfT in Asia and the Pacific, Japan explained the significance of AfT including Japan's contribution to the growth of low income countries in Asia. Moreover, MOFA will further deepen discussion based on concrete cases in the region which include cases of Japan's success, and announce the findings at the 4th Global Review of AfT expected to be held in the summer of 2013.
- At the Fourth High-Level Forum on Aid Effectiveness held in Busan in late November, 2011, the importance of involving various development partners was emphasized. In the processes following Busan, Japan will tackle the formulation of a framework in which emerging countries such as China and India and the private sector can participate.
- For the development of infrastructure in the region, for instance, Japan has assisted the construction of important regional infrastructure for transportation and power in various places in Africa, and has also supported the setting up of One Stop Border Posts for smooth border management processes. As TICAD V will be held in 2013, Japan will continue to actively engage in infrastructure development in the region.



Evaluation of Training and Dialogue Program

Evaluation Period: June 2011- February 2012
Chief Evaluator: Shinobu Yamaguchi, Professor, Global Scientific Information and Computing Center, Tokyo Institute of Technology
Advisor: Taro Yamamoto, Professor, Department of International Health, Nagasaki University
Consultant: Global Link Management, Inc

Original Report (Summary): http://www.mofa.go.jp/policy/oda/evaluation/FY2011/text-pdf/training_and_dialogue.pdf

Background and Objectives

The Training and Dialogue Program (hereinafter “the Program”), one of Japan’s technical cooperation schemes, was launched as Japan’s first ODA when Japan joined the Colombo Plan in 1954. It has been one of the most basic forms of Japan’s technical cooperation for developing countries through people.

Objectives

One of the objectives was to conduct comprehensive evaluation on the Training and Dialogue Program and present directions for future projects based on the evaluation results. This study also targeted the clarification of the historical importance and roles of the Program and identification of the comparative advantage of this Program in comparison with other similar schemes (such as overseas training) and training projects by other donors.

Targeted Scope and Period

Of all the Programs, those conducted in Japan were part of the scope of this evaluation. Also, in domestic and field surveys, the Program held in Japan (training according to themes, countries, or training for young people) from FY 2008 to 2010 were mainly targeted.

Methodology

Based on MOFA’s ODA Evaluation Guidelines (6th Edition) and OECD-DAC Criteria for Evaluating Development Assistance (Relevance, Effectiveness, Efficiency, Impact, and Sustainability), the evaluation was conducted from the three perspectives of Relevance of Policies, Effectiveness of Results, and Appropriateness of Processes in a comprehensive manner.

Evaluation Results

Main Points

Although the Relevance of Policies and Effectiveness of Results of the Program were favorable, as for the Appropriateness of Processes, there were difficulties in ensuring the quality of the Program. For training in Japan, it is most important to clarify not only the short- to mid-term objectives (development of human resources) but also the long-term and multi-faceted objectives (achieving diplomatic objectives as well as development and internationalization of domestic cities), and to consolidate the Program strategies.

Relevance of Policies

The policies for the Program were in accordance with Japan’s ODA and diplomatic policies, the needs of the recipient countries, and international priority agenda (such as MDGs). Also, implementation of the Program was highly pragmatic. Therefore, the Relevance of Policies was considered to be high.

Effectiveness of Results

The effectiveness of results was considered to be high, as there were many multi-faceted effects of the Program at home and abroad. The training in Japan led to not only the development of human resources but also to addressing the development agenda of developing countries, development and internationalization of Japan’s cities, and creation of circles with deep understanding about Japan in developing countries.



Training in Obihiro City, Japan

Appropriateness of Processes

Regarding the Appropriateness of Processes, there were many difficulties in ensuring the quality of the Program (such as securing the appropriate lectures on a continuous basis and systematic development of human resources). It is important to take full advantage of the accumulated effects and elevate the overall Program strategy with a view to further contributing to the facilitation of Japan's diplomacy, development of human networks at home and abroad, and development of human resources in developing countries.

Recommendations

1 The strategic objectives of the Program should be clarified.

- (1) MOFA should enhance the strategic values of the Program by clarifying objectives and organizing trainee categories in accordance with the objectives.
- (2) MOFA should appropriately review the plans for the Program based on each objective.

In implementing the Program, as the short- to mid-term development impact (such as development of human resources) of the Program is emphasized, long-term, multi-faceted effects are not sufficiently recognized. The strategic values of the Program should be strengthened through clarification of the objectives with regard to long-term, multi-faceted impact (which includes diplomatic strategy, development and internationalization of Japan's local cities, etc.) and organizing trainee categories (such as high-level officials, counterparts of technical cooperation projects, youths, etc.) in accordance with the objectives. Also, the plans for the Program, such as program duration, courses, or trainee selection processes) should be reviewed based on each objective.

2 High quality of the training courses should be ensured.

- (1) MOFA should facilitate the Program in collaboration with other development aid schemes.
- (2) The Program in Japan should be equipped with uniqueness and comparative advantage.
- (3) A 'Japan Brand' should be created.
- (4) MOFA should review the Program with reference to the circumstances of each country.
- (5) MOFA should ensure that the Program focuses on offering experiences.
- (6) Support for implementing agencies in Japan should be strengthened.

By implementing the Program as part of international cooperation programs, it has become possible to implement the scheme in a strategic manner and to select appropriate participants. As a consequence, there are cases in which the effectiveness of results has been enhanced. MOFA should, at the same time, recognize these high-quality programs as a comparative Japanese advantage, in other words as part of the 'Japan Brand,' and aim to further ensure and improve the quality of these programs. Furthermore, MOFA should consider facilitating collaboration with Japan's overseas diplomatic establishments and domestic implementing agencies, as well as strengthening support to these implementing agencies, which includes providing information on training needs and follow-up efforts.



Ex-trainees (Indonesia)

3 MOFA should implement reform with a view to achieving long-term national interests.

- (1) Partnership with ex-participants should be promoted.
- (2) The implementation system should be strengthened through public-private partnership.
- (3) Mutual learning processes between those concerned in Japan and recipient countries should be facilitated.

Although it is crucial to utilize the personal net-

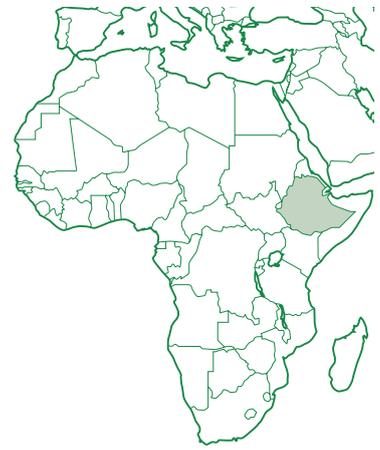
works built up by the Program, alumni and other networks of ex-participants are not fully utilized at the moment. Therefore, partnership with ex-participants through alumni and other networks should be promoted and utilized. Also, with a view to continuing and further developing this scheme, implementation in cooperation with local governments and private companies as well as implementation aimed at the development of developing countries and Japan's local cities through mutual people-to-people exchanges should be advocated.

Examples of MOFA's Response Measures

- Based on the ODA policies and plans, including ODA priority issues, MOFA will strengthen the strategic value of the Program such as through clarifying the objectives in accordance with the needs of partner countries from long-term and multi-faceted perspectives.
- MOFA will take note of efficient implementation by focusing on making the Program meet the relevant aid programs and policies. In order to make them most effective, appropriate course contents and durations will be set.
- MOFA will fully consider the feasibility of elevating support to alumni associations of ex-participants and advancing networking with ex-participants who assume high-level posts according to the circumstance of each partner country. Partnership with ex-participants who can become valuable assets for Japan will be further strengthened.

Evaluation of Japan's Grant Assistance for the Food Aid Project (KR)

Evaluation Period: June 2011- February 2012
Chief Evaluator: Motoki Takahashi, Professor, Graduate School of International Cooperation Studies, Kobe University
Advisor: Koichi Ikegami, Professor, Faculty of Agriculture, Kinki University
Consultant: International Development Center of Japan, Inc.
Case Study Country: Ethiopia



Original Report (Summary): http://www.mofa.go.jp/policy/oda/evaluation/FY2011/text-pdf/food_aid.pdf

Background and Objectives

Japan has been implementing the Grant Assistance for the Food Aid Project (KR) based on the Food Aid Convention (FAC) since FY 1968, and has disbursed more than ¥530 billion in total as of FY 2010. KRs have been implemented both bilaterally and through international organizations, aiming to alleviate food shortages in developing countries and contribute to the stability of developing countries in terms of human security and conflict prevention. In a bilateral KR, the recipient government deposits the profits from the sales of the grains procured by the KR as “counterpart funds,” and utilizes them for the social and economic development of the country. In a KR via international organizations, grains are distributed free of charge and the recipient governments are not obliged to deposit the counterpart funds.

Objectives

The objective was to draw recommendations for future implementation and improvement by comprehensively examining the KR scheme. Moreover, accountability to the Japanese public would be fulfilled by announcing the evaluation results.

Targeted Scope and Period

This evaluation targeted KRs for which Exchange of Notes were signed between FY 2001 and FY 2010.



Visit to a Mill Factory which Purchases Flour from EGTE in KR

Methodology

This evaluation was conducted from the three perspectives of Relevance of Policies, Effectiveness of Results, and Appropriateness of Processes, in line with MOFA's ODA Evaluation Guidelines (6th Edition).

In carrying out the evaluation, verification of Effectiveness of Results and Appropriateness of Processes was limited, as there was a limitation on the available information due to the grounds that the consent of recipient governments and partner international organizations was required. Also, since the targets and indicators to be achieved were not set for KR, it was not possible to examine the degree of achievement by comparing the targets and performances.

Evaluation Results

Main Points

The results were to some extent favorable in terms of the Relevance of Policies, Effectiveness of Results and Appropriateness of Processes. However, there were some points for improvement for future reviews, and effective and efficient implementation.

Relevance of Policies

KRs were generally in line with Japan's ODA policy, food security policy, humanitarian assistance policy and overall foreign policy, and were in accordance with

the eradication of extreme poverty and hunger, which is one of the MDGs, as well as international frameworks on food security. On the other hand, they were not reflecting the international aid trend in food assistance which advocates shifts from food aid to food assistance, program aid to emergency assistance, in-kind contribution to financial contribution, agricultural surpluses to local or third-country procurement, bilateral to multilateral, and to more focus on countries with urgent needs.

Effectiveness of Results

Although definitive evaluation results could not be gained on the achievement of KR scheme objectives or intermediate objectives, or on diplomatic effects, it can be assumed that certain positive effects were achieved in terms of the alleviation of food shortages, stabilization of food prices, and promotion of diplomacy.

Japan contributed to the alleviation of food shortages in developing countries by implementing KR exceeding the minimum annual requirement of the FAC every year. Bilateral KR led to the mitigation of the supply-demand gap and stabilization of market food prices, but as the amount of supplied food was generally small relative to the total demand of each recipient country, the actual impact of KR was considered to be limited. It could be concluded in general that KR projects conducted in cooperation with international organizations made certain contributions to the alleviation of food shortages among refugees and internally displaced persons (IDPs) caused by conflicts and disasters.

Japan's leadership regarding world food issues and its assistance from the aspect of human security has gained a high reputation in the international community, and it can be said that this reputation was partly due to the contribution of KRs. KRs were also seen to have produced certain results for strengthening bilateral ties. However, there were cases in which KR projects were even carried out in countries not facing critical food conditions, out of diplomatic consideration, where achievement of scheme objectives were not fully pursued.

Appropriateness of Processes

Despite the fact that KRs were positioned as a measure to strengthen the food security of Japan and the world, as one of the basic objectives of Japan's foreign policy, sufficient coordination with other ODA schemes that support food security in developing countries was not undertaken in the formulation processes. Since es-

tablishment KRs have been implemented basically according to the same procedure, and the review system has not been made clear. Regarding the implementation process, it can be said that the current system for both bilateral and multilateral KRs was mostly appropriate, but in a bilateral KR, there was not sufficient collaboration with Japan's other ODA schemes, other donors, or NGOs. Monitoring was only conducted on the deposit of counterpart funds, and no periodical evaluation was undertaken. Regarding publicity, there were few reports on the utilization and achievement at the field.

Recommendations

- 1 MOFA should formulate and announce the scheme document of KRs and clarify the causal relationship between the end and the means.

In implementing KRs, MOFA should comprehensively study the extent of food shortages which MOFA takes into account in deciding the provision of KRs as well as the objectives of projects from diplomatic and other perspectives. It is necessary for MOFA to formulate and announce a document which clarifies the objectives of KRs. In particular, it is desirable to make clear the positioning of KRs in promoting food security of developing countries or supporting agricultural and rural development within Japan's ODA policy. It should also be reviewed whether appropriate means for achieving the end have been adopted.

- 2 MOFA should focus more on "eradication of extreme hunger" and specify the beneficiary.

KRs should be regarded as short-term assistance in food security policies. They should put more focus on eradication of extreme hunger, and limit the beneficiary to those facing threats to the lives and safety such as hunger, poverty, diseases, and others. One way of doing so would be to (1) promote KRs in cooperation with international organizations, (2) introduce food-for-work or food-for-training projects targeting the socially vulnerable in collaboration with Japan's agricultural cooperation projects or NGOs, and (3) implement assistance targeting the poor in the urban areas. Also, to be in line with the specification of the beneficiary, MOFA should consider abolishing the counterpart funds depending on the circumstance of recipient countries.

3

MOFA should advance collaboration with Japan's agricultural cooperation projects, other donors, and NGOs with a view to reducing dependence of developing countries on food aid and consolidating food security.

In order to reduce dependence of developing countries on food aid and assist promotion of food security, it is indispensable to incorporate a graduation support program in comprehensive food aid and to formulate policies on the scheme itself so that synergy effects can be produced with other ODA projects in the agricultural and rural development sector. It is essential not to focus on Japan's assistance alone but to elevate collaboration with other donors and NGOs depending on the condition of the recipient country.

4

MOFA should conduct periodical monitoring and evaluation and announce the results.

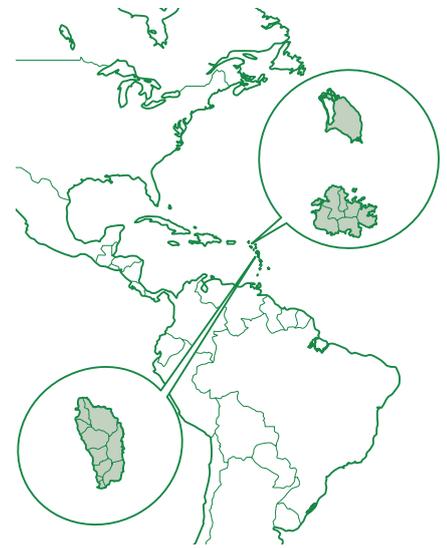
In addition to fulfilling accountability to the Japanese public, in order for recipient governments to understand the significance of KRs and appreciate the results, MOFA should establish a framework for evaluation, periodically evaluate the results based on the framework, and announce the results. Monitoring should be conducted to examine more than the deposit of the counterpart funds. Publicity efforts should include reports of concrete results to the public.

Examples of MOFA's Response Measures

- In implementing KRs, MOFA will reconsider the objectives and measures, taking into account the consistency with MOFA's sector policies such as agricultural and rural development and human security. MOFA will also take account of the new convention of the FAC (which comes into effect in January 2013).
- While MOFA will contribute to development of recipient countries from long-term perspectives through enhancing food security, it will also consider effective assistance to respond to emergency and humanitarian needs as regards those projects regarded as short-term assistance. Also, MOFA will review the counterpart funds in accordance with the circumstance of each partner country.
- MOFA will share information with international organizations and other donors on assistance to the countries which will soon graduate from the recipients of KRs.

Evaluation of Grant Aid for Fisheries

Evaluation Period: June 2011- February 2012
Chief Evaluator: Jin Sato, Ph.D., Associate Professor, Institute for Advanced Studies on Asia, University of Tokyo
Advisor: Hisashi Kurokura, Ph.D., Professor, Graduate School of Agricultural and Life Sciences, University of Tokyo
Consultant: Nomura Research Institute, Ltd.
Case Study Country: Antigua and Barbuda, Commonwealth of Dominica



Original Report (Summary): <http://www.mofa.go.jp/policy/oda/evaluation/FY2011/text-pdf/fisheries.pdf>

Background and Objectives

Objectives

Grant Aid for Fisheries, established in 1973 to maintain and develop partnership in the field of fisheries, has contributed to economic growth of developing countries and securing overseas fishing grounds for Japan. This evaluation will comprehensively analyze the Grant Aid for Fisheries implemented thus far and aim at extracting recommendations and lessons for further effective and efficient formulation and implementation of projects.

Targeted Scope and Period

The results of 23 ex-post evaluation studies on Grant Aid for Fisheries already implemented by November 2010 were analyzed. Furthermore, the evaluation team visited Antigua and Barbuda and Commonwealth of Dominica in Latin America, and conducted field surveys on nine projects implemented in both countries.

Methodology

Based on MOFA's ODA Evaluation Guidelines (6th edition), comprehensive analysis was carried out mainly from the perspectives of Relevance of Policies, Effectiveness of Results, and Appropriateness of Processes.

This evaluation also sorted out ways to evaluate from a diplomatic perspective, which has not been covered in the previous scheme evaluation studies, and made reference to the results of these evaluation procedures.

Evaluation Results

Main Points

While the Relevance of Policies was favorably assessed, a few issues were pointed out that would reduce the impact of assistance with regard to the Effectiveness of Results and Appropriateness of Processes. It was true that the environment surrounding the fisheries industry harbored unpredictable elements at the

planning stage, and it was difficult to expect the full exertion of project impact when compared with other ODA schemes. However, many cases were reported in which collaboration with other ODA programs produced synergy effects with the established facilities. In order to further enhance aid impact, it is important to appropriately incorporate the needs of recipient countries.

Relevance of Policies

Relevance could be found in most of the evaluated projects, as their objectives were consistent with the development goals in the fisheries sector and high-level national development plans of recipient countries as well as Japan's development and other policies. Moreover, Japan's assistance towards the sustainable utilization of marine resources met the great demand in the field, had a comparative advantage over other donors, and contributed to the enhancement of Japan's visibility.

Effectiveness of Results

Many projects contributed to the enhancement of the livelihood of those working in the fisheries industry, an increase in the production and distribution of domestic marine products, and the improvement of the management of marine resources. Many cases were found in which collaboration with technical cooperation projects led to ensuring and elevating effectiveness. However, regarding the processing of marine products, some cases were found in which not sufficient impact had been made due to changes in the supply of raw materials or demand for processing.



The Project for the Construction of Fish Landing and Distributing Facilities in St. John's in Antigua and Barbuda

Appropriateness of Processes

Most projects adopted appropriate processes, and the processes aimed at facilitating the relevance of the scheme and the improvement of effectiveness were functioning sufficiently. The recipient governments and the local population fully recognized the contribution made by Japan's Grant Aid for Fisheries. On the other hand, there were cases in which difficulty in analyzing and predicting natural conditions and demand for facilities, as well as a lack of processes that reflected the opinions of local stakeholders in the planning process led to a decline in project impact.

Recommendations

1 MOFA should adopt a comprehensive approach through collaboration with technical cooperation projects.

- (1) In formulating projects, MOFA should first consider the grand design of the fisheries sector formed by the recipient government, and incorporate the grant project within the grand design.
- (2) Advisory functions consisting of experienced experts should be advanced.

For further effective implementation of the Grant Aid for Fisheries, MOFA should review its overall assistance in the fisheries sector, including technical cooperation. Before implementing projects, MOFA should obtain supportive information from a comprehensive master plan, feasibility study, and sector study, and consider tie-ups with other scheme projects. Furthermore, by strengthening the advisory functions of experienced experts in related fields, MOFA should improve the quality of technical cooperation in the fisheries sector and can establish a system in which comments at the field level will be further reflected at the planning or designing stage.

2 MOFA should pursue spill-over effects beyond the fisheries sector.

- (1) Not only fisheries facilities but also those facilities that can fulfill other needs should be established, so that they can produce synergy effects.
- (2) MOFA should identify facilities that can be effectively utilized to fulfill not only the needs in the fisheries sector but also other needs, through preparatory studies.
- (3) MOFA should effectively publicize Japan's philosophy and ideas.

By pursuing spill-over effects beyond the fisheries sector, it is important not only to enlarge the development impact of Japan's assistance but to also promote Japan's presence and elevate diplomatic effects at the same time.

3 MOFA should carefully plan and design projects in accordance with local stakeholders' needs.

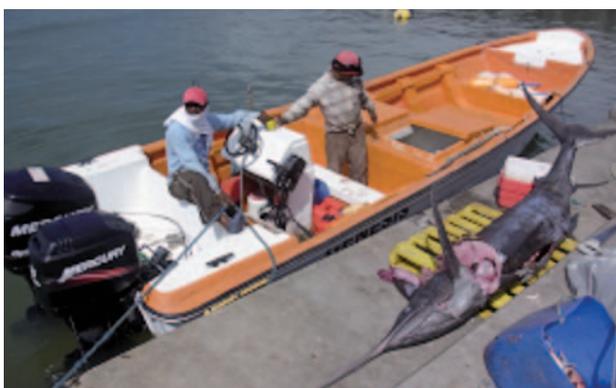
- (1) When checking the basic designs of the facilities, MOFA should seek professional advice from experts and other relevant circles.
- (2) MOFA should nurture a sense of ownership by fully explaining the responsibility of the recipient country and encouraging its participation in the designing process as much as possible.
- (3) MOFA should create more opportunities and time for consultants to discuss with the recipient government for planning and designing.

The issue that the needs of the recipient government are not fully reflected in the planning and designing of the facilities may emerge in (a) basic layout and arrangement of facilities, (b) procurement and quality assurance of materials, (c) further details concerning positioning, height, etc., of materials. MOFA should take effective responses in each case to the extent possible, grasp the suitable needs of the recipient country, and at the same time nurture a sense of ownership on the part of the recipient government for the constructed facility at an early stage.

4 MOFA should recognize the diplomatic impact.

- (1) The diplomatic goals concerning the Grant Aid for Fisheries and general targets for assistance in the targeted country or region should be listed.
- (2) Examination of diplomatic effects should be undertaken in the three processes of (a) sharing ideas on the Japanese side with relevant circles, (b) fostering understanding by the recipient government,

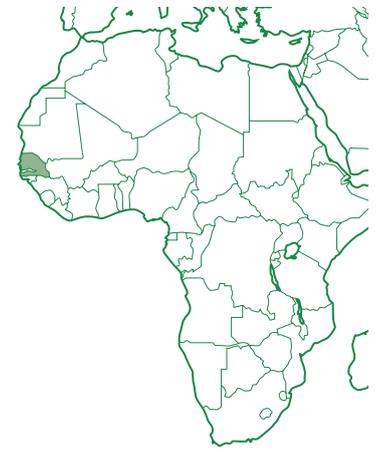
and (c) action by the recipient government. Grant Aid for Fisheries projects have been implemented taking into consideration the relationship between Japan and the recipient country in the fisheries sector. In order to precisely evaluate the impact of the scheme, it is indispensable to grasp not only the development impact but also the diplomatic impact. MOFA and JICA should take account of the diplomatic impact when formulating and implementing the scheme, and at the same time actively explain the diplomatic impact to the public as much as possible in order to gain increased public support for ODA policies.



Project for the Improvement of the Marigot Fish Landing Facilities

Examples of MOFA's Response Measures

- As there are projects in which increased effectiveness was found through tie-ups with technical cooperation projects, MOFA will even more actively consider the possibility of collaboration with technical cooperation in formulating Grant Aid for Fisheries projects.
- MOFA will seek more comments from those actually using the facilities, and strive to enable the recipient government to engage in the project and raise awareness on the importance of ownership through various measures including asking the recipient country to exert leadership at meetings among concerned people.



Evaluation of Japan's Cooperation in the Education (Vocational Training) Sector in Senegal

Evaluation Period: June 2011- February 2012
Chief Evaluator: Shoko Yamada, Associate Professor, Graduate School of International Development, Nagoya University
Advisor: Toyomu Masaki, Professor, Faculty of Economics & Management, Institute of Human and Social Sciences, Kanazawa University
Consultant: Mizuho Information and Research Institute
Case Study Country: Republic of Senegal

Original Report (Summary): <http://www.mofa.go.jp/policy/oda/evaluation/FY2011/text-pdf/senegal.pdf>

Background and Objectives

Objectives

The objective was to draw lessons and recommendations for the effective and efficient implementation of assistance by evaluating Japan's assistance in the education (vocational training) sector in Senegal. Another important objective was to study the Vocational and Technical Training Center (CFPT: Centre de Formation Professionnelle et Technique) in Senegal, which provides a unique characteristic in Japan's assistance in the vocational training sector and functions as a base for south-south cooperation for French-speaking countries in West Africa.

Targeted Scope and Period

This evaluation targeted Japan's assistance in Senegal in the vocational training sector which has mainly been implemented through CFPT from 1982, when Japan's assistance to Senegal in the vocational training sector began, to November 2011, when the field survey was conducted.

Methodology

This evaluation was conducted from the three perspectives of Relevance of Policies, Effectiveness of Results, and Appropriateness of Processes. Furthermore, diplomatic effects were also studied. In addition to literature surveys and domestic interviews, interviews and data collection were carried out in the field survey in Senegal.

Evaluation Results

Main Points

Japan's assistance to Senegal in the vocational training sector was mostly implemented through CFPT. CFPT gained a high reputation for its courses, quality of trainers, and finding jobs for trainees, and therefore

it can be said that the role Japan's assistance played was significant. Also, CFPT functioned as a base for south-south cooperation, and was considered as having produced diplomatic impact to some extent.

On the other hand, there was a tendency for Japan's assistance to be concentrated only on CFPT and to lack cooperation with other donors. As a result, there were concerns that Japan's assistance to CFPT could not fully contribute effectively to the overall vocational training sector in Senegal. As Japan has been supporting CFPT for more than twenty years, and effective development impacts have already been produced to some extent, now would be the time to consider the exit strategy. At the same time, because the diplomatic significance of Japan's continued assistance has been large, and some diplomatic impact can be seen, it is necessary for Japan to implement assistance with well-balanced development and diplomatic impact in mind for its future direction.

Relevance of Policies

Japan's policies regarding cooperation in the vocational training sector were considered to be consistent with international policy frameworks, Senegal's high-level policies, and Japan's high-level policies, and were therefore viewed to be relevant. However, although they were in accordance with Senegal's high-level policies and Japan's overall objective framework presented in the assistance policy, their targeted fields were considered to be too limited and to lack the perspective of the entire field, such as in the form of effective collaboration with other sectors as suggested in the objective framework.



Training Course at CFPT

Effectiveness of Results

As a result of comprehensive evaluation based on output indicators such as the curriculum, quality of teachers, number of registered participants and examinees, and the percentage for acquisition of qualification by graduates, it was shown that positive results exceeding a certain level were achieved in general. On the other hand, as Japan has been assisting over a long period, there were issues concerning cost effectiveness and exit strategies. With regard to south-south/triangular cooperation, Japan's assistance was evaluated as being effective in terms of efficiency and impact on other countries.

Appropriateness of Processes

The evaluation team examined the processes taken among the people concerned on the Japanese side, between Japan and Senegal, and between Japan and other donors. Consequently, it was regarded generally appropriate, as consultation and coordination among relevant parties in the project implementation process were undertaken and Japan utilized the lessons of the past at the project planning stage. However, although the donor coordination framework has not been developed in the vocational training sector in Senegal, it could be worthwhile for Japan to consider coordination with other donors or other projects than those through CFPT.

Diplomatic Impact

The evaluation team confirmed the diplomatic impact of not only the bilateral relations between Japan and Senegal but also the relations between Senegal and its neighboring countries as well as the relations between Japan and these countries. The impact of Japan's assistance was highly appreciated among the donor community in Senegal. However, there remained issues with Japan's aid coordination with other donors

and its contribution to the sector assistance approach. Although Japan's assistance to CFPT itself was highly evaluated, Japan has not yet presented sufficient visibility in the vocational training sector.

Recommendations

- 1 MOFA should take account of the vocational training sector as a whole and strengthen collaboration with other organizations.

In order for Japan to contribute to Senegal's overall policy objectives such as economic growth and poverty reduction, MOFA should take account of the vocational training sector as a whole and strive to collaborate with other educational or vocational training organizations and aid agencies. MOFA should aim for harmonization with other donors and alignment with Senegal's sector development or overall social and economic development, as it will also enhance diplomatic impact in the end, although it might not be a good way for Senegal's general public to recognize Japan's contribution as in the case of CFPT.

- 2 MOFA should consider exit strategies.

Because the assistance projects for CFPT have been carried out over a very long period, it is inevitable that the sustainability of these projects received low evaluations. Therefore, MOFA is expected to consider exit strategies to seek a balance between the goals of diplomatic impact for Japan and development effects for Senegal. Specifically, the evaluation team suggests (1) exploring possibilities to provide assistance for development and implementation of curriculums for corporate training and for securing teachers, (2) enhancing cooperation with private companies, and (3) elevating CFPT's function as a base for south-south cooperation, as possible exit strategies.



Training Course at CFPT

Examples of MOFA's Response Measures

- MOFA will formulate assistance programs for promoting the private sector including the vocational training field, based on the Country Assistance Policy and JICA Country Analytical Work.
- Regarding collaboration with international organizations and other donors, MOFA will seek possibilities, considering in a comprehensive manner what sort of collaboration will be possible to contribute to the promotion of the private sector.
- MOFA has been putting forward all of the three exit strategies mentioned in the recommendation, and will continue to facilitate these efforts. For CFPT, MOFA has been transferring its know-how by reviewing, reorganizing, and updating the curriculum. MOFA will continue to pursue the effective utilization of its assets, which have been nurtured through past grant and technological cooperation projects, concurrently respecting the ownership and initiatives of CFPT.

Evaluation of Japan's Cultural Grant Assistance for Japanese Language Education

Evaluation Implementation Period: November 2011 – March 2012
Evaluation Team: Mitsubishi UFJ Research and Consulting Co., Ltd.
Countries Surveyed: The Philippines, Vietnam, and Uzbekistan

Background and Objectives

Objectives

The objective was to make recommendations for the future development and implementation of Japan's Cultural Grant Assistance projects for Japanese language education based on the evaluation results and the current circumstances of Japanese language education in the field.

Scope

Projects for Japanese Language Education in the Philippines, Vietnam, and Uzbekistan, specifically two Cultural Grant Assistance projects and six Grant Assistance for Cultural Grassroots Projects (GCGP), were evaluated.

Methodology

The evaluation was conducted based on the OECD-DAC Criteria for Evaluating Development Assistance (Relevance, Effectiveness, Efficiency, Impact, and Sustainability). Also, the perspectives of diplomatic impact (publicity effects and evaluation by partner countries) were incorporated in evaluating the individual projects.

Evaluation Results

- (1) The summary of the provided equipment and facilities
The equipment for Japanese language learning can be categorized into classroom materials (audiovisual and language laboratory sets), equipment for making and editing content, and e-learning materials. This equipment has been utilized for enhancing the four skills for Japanese language learning (reading, listening, speaking, and writing), as well as improvement in grammar. Also, desks and chairs were provided in many projects along with the equipment, and there was a case in which audiovisual materials were provided for an auditorium where various events were held. Furthermore, in some of the GCGP, classrooms for Japanese language education were renovated and facilities such as studios for making and editing content were developed.

It is expected that future assistance will focus on developing the required environment for PCs and their networks because of their convenience for multi-purpose use.

- (2) Relevance

In general, it was deemed that appropriate projects were developed and implemented in line with Japan's policies, as well as the policies and specific needs of recipient countries. However, the relevance of projects from the perspectives of the Japanese side was examined solely by what is stated in policy documents, and therefore there remained an issue of implementing more appropriate evaluation.

- (3) Appropriateness and Efficiency

In general, the projects were considered highly efficient due to the selection of appropriate materials and the frequent and active use of them. However, there were cases in which equipment that had been utilized over the years was no longer used as they had broken down or become technologically obsolete.

- (4) Effectiveness and Impact

If the equipment and facilities were appropriately selected and utilized, they led to (a) the enhancement of the Japanese language abilities of the students, which eventually contributed to the development of human resources among Japanese language learners who would successfully work in industries, academia and government organizations, and (b) the promotion of cultural exchanges and further understanding about Japan through the introduction of Japanese culture.

On the other hand, there remained issues in the achievement levels of Japanese language. In other words, there was often a gap between the accomplished level of Japanese language learners and the level expected by Japanese companies who would utilize these abilities on the ground. Therefore, the challenge would be how to reach the level required by Japanese and other related companies who wish to employ staff ready to contribute to their companies. Also, there was an issue of comparative decline in the interests in Japan resulting from the active efforts by other countries to

disseminate their cultures.

(5) Sustainability

The equipment being used was generally kept in good condition despite long-running use, which showed the careful maintenance efforts by the relevant organizations. There seemed to be few financial and technological issues, except for the difficulty of renewing the equipment in an appropriate manner because of the financial problems of implementing organizations in recipient countries. On the other hand, from a structural perspective, it was expected that there would be a further lack of Japanese language teachers both in terms of quality and quantity. Especially for those countries which would extend Japanese language learning to secondary education, this issue would be even more serious.



Activities at a Facility Provided by the Government of Japan (Mindanao International College, the Philippines)

Recommendations

1 Presentation of program-level policy documents

After clarifying the future strategies for assistance to enhance Japanese language education through Cultural Grant Assistance, it would be desirable to present program-level policies, which would link policies and individual projects, in order to ensure effective and efficient implementation and evaluation.

2 Facilitation of a two-front strategy

When developing and implementing assistance for Japanese language education by Cultural Grant Assistance, it was recommended that two fronts be considered, (a) enhancing the levels of Japanese language abilities and (b) enlarging the range of Japanese language learners, and to clarify the goals of individual projects.

These efforts would contribute to the development of human resources with a high command of Japa-

nese language who would be ready to contribute at work and to the formulation of a wider circle of people who would support the bilateral relationship in various fields through quantitative enlargement of Japanese language learners.

Both of these two fronts would lead to the enhanced effectiveness of Japanese language education by promoting higher education, exchanges, and mutual understanding. Furthermore, these efforts would contribute to the accomplishment of Japan's ODA objective, facilitation of Japan's national interests through elevating economic and social development and fostering friendly feelings toward Japan.

(1) Elevation of the Skills of Japanese Language Learners

The following two skills should be targeted for elevation. Assistance for relevant organizations to elevate these skills should be considered.

(a) Japanese Language Skills

First of all, the advancement of Japanese language skills should be targeted, such as through expecting all learners to acquire the skills equivalent to or exceeding the N2 level of the Japanese-Language Proficiency Test by the time they graduate university, which Japanese companies generally expect as a recruitment requirement.

(b) Enhancement of a Combination of Japanese Language Skills and Vocational Expertise

Secondly, the strengthening of the combination of high-level Japanese language skills and professional expertise should be targeted, thereby elevating language proficiency levels to those suitable for workplaces.

[Examples of the Combination]

- Japanese and industrial/vocational skills (IT, economy/trade, nursing care, law, etc.)
- Japanese and business-related skills (corporate structure, Japanese style management, business etiquette, etc.)
- Japanese and understanding about Japan (culture, lifestyle, history, etc.)
- Japanese and English (in case of non-English speaking countries)
- Japanese and Japanese language teaching skills
- Enhancement of Japanese language learning in the areas in which intellectual exchanges are expected (disaster risk reduction, nuclear energy, environment and energy, etc.)

As the following measures would be effective

for advancing these skills, assistance for these measures should also be considered:

- Development of original textbooks, offering opportunities for interactive hands-on training, providing opportunities for learners to learn by themselves, e-learning, etc.)

(2) Enlargement of the range of Japanese language learners

In order to widen the range of Japanese learners, assistance should be considered for organizations which teach Japanese language in secondary education. This would develop future human resources with a command of Japanese, and would contribute to applying the effects of Japanese language education from the bottom up, as well as nurturing high-quality Japanese language teachers. In addition to using textbooks, it would be desirable to utilize audiovisual materials in order to strongly motivate the learners to learn about Japan and its culture in an enjoyable manner.



Digital Material Created with the Equipment Provided by Japan (Nihongo Center Foundation, Manila)

3 Collaboration with other schemes for future strategic operation

To disseminate Japanese language education overseas, some external factors would apply, such as the bilateral relationship, how much the people were interested in Japan and its culture, whether there would be teachers who would be able to utilize the provided equipment and facilities, or the condition of teaching materials which would be used for language learning along with equipment and facilities. The equipment and facilities provided by Cultural Grant Assistance did not solely generate outcomes by themselves but would be subject to these external factors. It is important to collaborate with other schemes that implemented assistance for Japanese language teachers and textbooks in a close and efficient manner, with a view to promot-

ing higher education, cultural exchanges and mutual understanding through strategic operation.

Examples of MOFA's Response Measures

- MOFA formulated policies for Grant Assistance for Cultural Grassroots Projects in response to the evaluation results, and implemented ex-ante surveys to identify requests with a view to reflecting the evaluation results in the development of projects.
- MOFA will also consider the formulation of policies for Cultural Grant Assistance for Japanese Language Education and further collaboration with other schemes.

Follow-up Study on Cultural Grant Assistance

Background

Cultural Grant Assistance is an ODA scheme with a view to contributing to the promotion of culture and higher education, as well as to conservation of the cultural heritage of recipient countries. Among the equipment provided under this scheme, some deteriorated gradually due to aging, local climate condition, frequent use, and other factors. In this regard, Japan also implements maintenance and repair assistance for such equipment as a follow-up project.



Ecuador: Project for the Improvement of Television Production Equipment and Sound Equipment of the Latin American International Center for Superior Communication Studies

Objectives

In order to check up on the conditions of the equipment provided under the scheme, MOFA conducts studies of individual projects following certain periods after their provision. MOFA also considers the possibility of maintenance and repair assistance through follow-up projects based on these study results.

Methodology

In FY2010, follow-up studies were implemented for a total of 29 cases in 28 countries, in 12 cases of which 1-2 years have passed since the provision of equipment, and in 17 cases of which 3-4 years have passed since provision.

These studies were implemented by Japan's overseas diplomatic establishments through hearings with local implementing agencies using designated forms, followed by on-site inspections of equipment provided by the embassy or consulate staff to the extent possible.



Georgia: Project for the Improvement of Japanese Language Learning Equipment of Tbilisi State University

Summary of Results

As a result of these studies, there were some projects in which malfunctions were found in the provided equipment, but the implementing agencies made maintenance efforts and repaired them. Therefore, Japan carried out maintenance and repair assistance to complement the local maintenance management efforts as follow-up projects in FY2011. For other projects, no specific problem has been reported regarding the current equipment conditions.

Also, this survey revealed that this unique assistance from Japan, which is not seen in other countries, was highly appreciated and considered to be valuable by partner countries. As a result, this led to support activities for Japan after the Great East Japan Earthquake. For example, regarding the project for the improvement of studio equipment for a public broadcasting service, the implementation agency mentioned that "this assistance made it possible for the public broadcasting service to provide information on issues which were of significant interest to the people in a timely and regular manner." It was also mentioned that "following the Great East Japan Earthquake, we created a program which introduced Japan's past economic assistance and actively contributed to introducing Japan in cooperation with the Embassy of Japan." It was also found that, after the Great East Japan Earthquake, the head of the media research institution for which Japan provided television production and sound equipment extended support activities for Japan such as by requesting that the heads of private broadcasting stations create programs to encourage donations.

Ex-post Monitoring on Grant Assistance for Japanese NGO Projects

Background

The Grant Assistance for Japanese NGO Projects is a scheme to provide funding for development projects implemented by Japanese NGOs which fulfilled certain conditions and have direct benefits for people in developing countries. With the increasing significance of development assistance by Japanese NGOs, MOFA implements ex-post monitoring every year in order to enrich the evaluation of projects that have been implemented under the scheme.



Thailand: The Non-formal Education Project to Maintain Traditional Culture (Library Project)

Objective of Monitoring

The objective of monitoring is to confirm actual conditions at the site of projects after a certain period (3-4 years) following project completion. NGOs who implemented the projects are informed of the monitoring results, and these are used as reference information when examining similar projects by the MOFA headquarters, and embassies and consulates as part of the PDCA cycle.



The Philippines: Project for Self-Support of Intellectually Disabled Persons (Kiosk managed at the facility)

Monitoring Methods

The staff in charge of each project at embassies or consulates conduct studies 3-4 years after project completion. Studies are conducted to confirm the situation from the viewpoints of the relevance of programs, the degree of goal achievement, efficiency, impact, sustainability, social consideration, and environmental consciousness, using designated formats (Ex-Post Monitoring Sheet). Also, conditions such as maintenance and management of buildings and equipment, utilization of educational and training facilities and human resources, cooperation in publicity to enhance the visibility of Japan's ODA, and the maintenance and management systems of local implementing agencies are examined. The results are rated in three ranks (A, B, and C) and reported to the MOFA headquarters. As for projects that require more detailed studies and verification, MOFA requests external institutions to conduct specialized surveys.

Evaluation Results

In FY2011, out of 64 projects for which contracts were signed in FY2007, 47 projects (36 organizations in 21 countries in total) were evaluated, excluding those that could not be monitored due to various reasons including security considerations and those for which similar monitoring had already been conducted by external institutions. As a result, 26 projects were rated as "A" (high quality), 19 projects as "B" (acceptable), and 2 projects as "C" (low quality).



Guatemala: Project for Improvement of Primary Education in Purulha, Baja Verapaz, Guatemala

1. Government Policy Evaluation Act (GPEA)

In Japan's policy evaluation system, all ministries and agencies are obligated to conduct self-evaluation on the policies under their jurisdiction pursuant to "Government Policy Evaluation Act" (GPEA).

Each ministry and agency analyzes its policies based on whether the objectives and targets meet the needs of the people and the society (necessity), whether the achievement is adequate when compared to the cost (efficiency), and whether expected goals have been achieved (effectiveness). The results of evaluations are utilized for reviewing policies and formulating new policies and plans.

The Ministry of Internal Affairs and Communications inspects the policy evaluation of each ministry and agency (evaluation activity to secure objectivity), and also evaluates policies that require the involvement of various ministries and agencies (evaluation to secure integrity and comprehensiveness).

2. Evaluation by MOFA based on GPEA

Policy evaluation by MOFA has been conducted in accordance with the provisions of Article 6 and Article 7 of GPEA, and based on the Basic Program (formulated once every 3-5 years) that stipulates basic matters concerning evaluation including methodologies, implementing systems, and the disclosure of information. The results of policy evaluations conducted by MOFA are available on the MOFA website.

3. ODA Project-Level Ex-ante and Ex-post Evaluation based on GPEA

MOFA is responsible for conducting the following evaluation based on GPEA:

(1) Ex-ante Evaluation

In terms of ODA loan projects, evaluation targets individual projects of 15 billion yen or more. In terms of grant aid projects, evaluation subjects are general grant aid and other relevant projects of 1.0 billion yen or more. Ex-ante evaluation is conducted to provide the basis for the adoption of the targeted projects. Ex-ante evaluation is conducted prior to the Cabinet decision on the project, and the evaluation results are posted on MOFA's website after the signing of the Exchange of Notes (E/N).

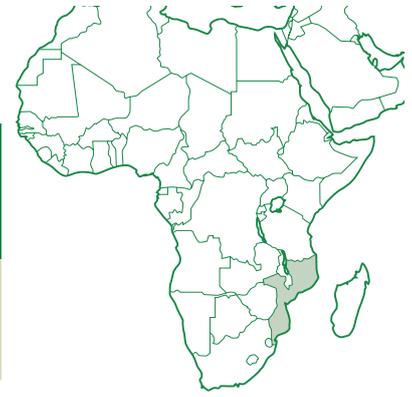
In FY2010, ex-ante evaluation based on GPEA

was conducted on 30 grant aid projects and 28 ODA loan projects.

(2) Ex-post Evaluation

Among individual projects, MOFA conducts ex-post evaluation on projects that have not yet started within 5 years after the Cabinet decision, and unfinished projects for which the provision of loans has not been completed for 10 years since the Cabinet decision. This evaluation is conducted based on the implementation plan of the evaluation in order to consider whether the implementation of the projects in question should be continued or discontinued. The evaluation results are annually posted on MOFA's website and summarized in MOFA's Policy Evaluation Report.

In FY2010, ex-ante evaluation based on GPEA was conducted on 11 ODA loan projects in total, 2 of which have not been launched and 9 are unfinished.



Evaluation of Japan's ODA to Education Sector in Mozambique

Evaluation Period: October 2011- March 2012

Evaluators: Lurdes Nakala, Senior Educational Specialist, National Disaster Education Institute, Ministry of Education

Consultant: Doelmaconsult Lda.

Original Report: http://www.mofa.go.jp/mofaj/gaiko/oda/shiryo/hyouka/report/pdfs/11_mozambique_ed.pdf

Background and objectives

Objectives

The objective of this evaluation is to ensure the accountability of Japan's ODA to the citizens of Japan and the partner country, to contribute to capacity development in the evaluation skills of the partner country through deepening their understanding of Japan's ODA, and to extract the partner country's recommendations for a more effective and efficient implementation of ODA.

Scope

The target of this evaluation is Japan's official development assistance to the education sector, focusing on the following five projects conducted from 2004 to 2011:

- 1 Reconstruction of a Primary Teacher Training Centre in Xai-Xai
- 2 Construction of a Teacher Training Centre in Chimoio
- 3 Strengthening of Primary Education in Gaza Province
- 4 Construction of a Teacher Training Centre in Cuamba
- 5 Construction of Secondary Schools in Gaza and Maputo Provinces.

Methodology

The evaluation was conducted by (i) desk study and analysis of relevant documentations in the education sector in Mozambique, such as the development policy and educational policy of the Mozambican government and the Japanese government, as well as global policies; (ii) interviews with stakeholders of Japan's ODA, such as national, provincial and district governments, local communities and beneficiaries of Japan's ODA; and (iii) field visits to the two provinces of Gaza and Manica. Based on the information collected, Japan's ODA was evaluated from the three perspectives of Relevance of Policies, Effectiveness of Results, and Appropriateness of Process.

Evaluation Results

(1) Outline

The evaluation of Japan's ODA to the education sector overall has been rated as good. In terms of the Relevance of Policies, Japan's aid has a high level of relevancy with Mozambican government policies, Japan's ODA policy and global policies. In terms of Effectiveness of Results, the detailed planning and precise implementation produced highly effective results, and the approach of community involvement in the implementation phase ensured local ownership. However, there are some challenges in terms of the sustainability of hardware maintenance by the local community. Regarding process, there are some challenges remaining such as the length of the planning phase, as well as ensuring transparency and accountability to the Government of Mozambique. Meanwhile the implementation phase has been highly praised for its speedy and precise process.

(2) Relevance of Policies

The relevance of Japan's ODA for the educational sector in Mozambique is excellent in terms of corresponding to the needs and priorities of the Mozambican government's development policies, such as the Action Plans for Absolute Poverty Reduction (PARPA 1 and 2) and the Government Five Year Plan, as well as the Education Sector Strategic Plans (ESSP1 and SPEC). Historically the priority of the Mozambican government in the educational sector has been shifting from access to primary schools as stated in PARPA 1 and the First Education Strategic Plan (ESSP1), to the quality of primary education as stated in PARPA 2, and more recently to access to secondary education as stated in the Second Education Strategic Plan (SPEC). Furthermore, the objectives of Japan's projects are aligned accordingly with these priorities.

Japan's assistance in education is also consistent with Japan's educational policy, mainly the

BEGIN policy focusing on basic education, and is also aligned with Japan's highest policies of the ODA Charter and the Mid-Term Policy on ODA. It has also been confirmed that Japan's ODA is highly consistent with global policies and commitments in the educational sector, such as the MDGs and the Fast Track Initiative on Education for All.



Elementary School Students in the Gaza Province

(3) Effectiveness of Results

Japan's thorough planning with precise preparative studies for projects enables the firm achievement of project objectives, and time and cost effectiveness, with rarely any delays and a fair execution of proposed budgets. The impact of Japanese assistance has had positive effects in terms of increasing access to primary and secondary education and improving the quality of primary education, which contributed to an improved pupil-teacher ratio and to the quality of teacher training.

Japan's ODA has a satisfactory level of sustainability, whereby the community involvement approach in the implementation phase increases the responsibility of the community for maintenance and the efficient management of the schools.

Some challenges for ensuring the sustainability of the maintenance of schools have arisen with regard to maintaining the same level of quality as has been provided due to the low technical capacity of the local community and construction companies, as well as the lack of appropriate technical support for the maintenance of the schools.

(4) Appropriateness of Processes

The planning processes of Japan's ODA strategy have a good level of appropriateness, which has been achieved through the annual political dialogue between the Japanese and Mozambican governments, prior consultation with government counterparts, monthly meetings within the ODA task force, and periodical information sharing at the do-

nor working group. However, there is a challenge regarding the length of the planning process, which sometimes takes up to three years. Furthermore, there is not enough transparency surrounding project selection criteria, and the accountability to the Mozambican government needs to be improved by making more efforts in communicating with the counterparts about the (non-) approval of projects.

The implementation process after the approval of the projects, on the other hand, is highly valued, and the time schedules are followed stringently, while project costs are mostly kept within budget limits.

Recommendations

- (1) Development of a strategic country assistance plan
In order to make clear and strategic policy choices for the educational sector, a strategic country assistance plan is crucial for Japan's ODA, including sector priorities, geographical targets and resource allocations. This will enable the creation of a more comprehensive and long-term strategy and projects so as to achieve more effective aid implementation.
- (2) Development of a joint monitoring and evaluation system for the education sector
In order to increase the effectiveness of Japan's ODA efforts and to improve the visibility of Japan's ODA, a joint monitoring and evaluation system with Japanese and Mozambican participation is recommended. Such a participatory monitoring and evaluation system enables Japan to review the progress of its aid for the educational sector periodically, thus obtaining mid-term input from Mozambican stakeholders for the latest local needs and possible changes, which may occur during the implementation of the projects. This will ultimately facilitate the making of necessary adjustments in the projects. Through this process, ownership on the Mozambique side will be increased.
- (3) Development of communication tools
In order to improve the transparency of Japan's ODA, it is recommended that new communication tools be developed, in addition to the annual policy dialogue between the Japanese and Mozambican governments, with communication occurring on more frequent occasions and at different levels of stakeholders. Regular communication should be made at different levels of stakeholders including not only at the central government level but also

local communities, NGOs, beneficiaries and local construction companies, to share Japan's strategies and priorities, as well as during the process of project planning and implementation, which make Japan's ODA more visible and transparent to all stakeholders. This also becomes an opportunity to create new partnerships with different groups.

- (4) Promotion of aid coordination with other donors
Regular consultation on aid policies and harmonization with other donors will strengthen the policy dialogue with the Mozambican government, and increase aid effectiveness. Japan's many years of experience in development assistance in a number of countries and the fact that it is one of the largest donors worldwide will enable it to contribute to aid coordination with other donors, and also to take a leadership role in the promotion of such coordination.

- (5) Promotion of collaboration with local resources (human resources and the private sector)
For projects involving the construction of schools and support for educational infrastructure, local resources from construction companies and local human resources should be more frequently utilized. Through the involvement of local resources in Japanese projects, Japan's know-how of project planning and management, as well as Japan's advanced techniques and skills will be transferred to the people of Mozambique. From the perspective of sustainability, particularly in construction projects, the improvement of local capacity should be considered in the planning phase and the soft component of the technical transfer of maintenance capabilities should be added in order to achieve the sustainability of projects.



Xai-Xai Primary Teacher Training Center

Overview

With respect to individual projects of technical cooperation, ODA loans, and grant aid, which were partially transferred from MOFA to JICA in October 2008, JICA evaluates individual projects using a common framework (project-level evaluation). JICA also evaluates and analyzes groups of projects in a comprehensive manner (thematic evaluation) in addition to project-level evaluation. Furthermore, in conducting evaluation, JICA not only aims to utilize the evaluation results (feedback), but also endeavors to ensure accountability by increasing the objectivity, transparency and disclosure of evaluation results.

JICA aims for the consistent implementation of evaluation and the utilization of evaluation results by adopting a common basic framework at all stages of projects (planning, implementation, monitoring, evaluation and feedback) in line with the PDCA cycle, taking account of the characteristics of each ODA scheme, implementation period, and the time-frame for expected results.

JICA is also committed to the clear and coherent publication of evaluation results by developing a clear and unified rating system for ex-post evaluation.

For further details, please refer to the following JICA website.

http://www.jica.go.jp/english/our_work/evaluation/index.html

Column

Assistance from various countries for the reconstruction from the Great East Japan Earthquake: Central Asian Countries

- A graduate of the Kyrgyz Republic-Japan Center for Human Development (KRJC) established a company that sells plastic bottles of mineral water. It has grown to be one of the top enterprises in Kyrgyz with approximately 70 percent of the share in the local market. In the wake of the Great East Japan Earthquake, this company provided Japan with 2.5 tons of plastic bottles of mineral water that it had produced as emergency relief goods.
- A beer manufacturing company in Uzbekistan, an employee of which had studied in Japan as part of a grant assistance project for human resource development, started a campaign in which it replaced pull tabs with cheaper stoppers and contributed to reducing costs to support reconstruction from the Great East Japan Earthquake.



Bottles of Mineral Water Sent from Kyrgyz on 18 March, 2011

We learned to smile in Japan

Sakura, an alumni association of former police trainees, Indonesia

Sakura, an alumni association of former police trainees deployed to Japan was established in 2008 for spreading what they learnt from the police training in Japan. As of 2011, the total number of the members is approximately 450, who are spread all over Indonesia. Communications among the members are made on the website: <http://www.isiindonesia.com/>, other than at annual assemblies. The website was made for sharing and exchanging information related to their duties among the members, and currently, more than 3000 articles of various issues have been posted by members. The website also serves as a place to post a question to all the members when there is an issue to solve.

Police officers in Indonesia are often invited to various trainings by a number of countries such as Singapore, China, the Netherlands, and Germany, other than by the duty officer of the Interpol. Yet, many of SAKURA members mention that the trainings at JICA were the most memorable. One of the main reasons of this is because JICA's training is not limited to theories but also includes trainings at Koban, etc, with which they were able to experience the Japan's police systems focusing on Koban systems in local communities. Particularly, many Indonesian police officers were impressed with community-based crime prevention and investigation approach. In brief, it is relatively common, in Japan, to provide information to the police by the citizens because of the strong connection between local Kobans and people, as a result of the close relationship brought by Koban systems. These relations would eventually lead to prevention of potential crimes.

Among others, one of the most impressive things for the Indonesian police officers is that police officers in Japan are approachable to the citizens and always have smile on the faces when contacting them. As one of the examples of this surprise, several SAKURA members wrote a book about their own experiences in Japan. The title of this book is "Belajar senyum di Jepang", which means "learning to smile in Japan." In Indonesia, police officers tend to be arrogant, and, as a result, citizens often avoid them. On the contrary, police officers at Kobans in Japan are modest and are not corrupted. Therefore, the relations to the citizens are well maintained, which contributes to enhancing the police systems in local communities. They say that they were able to establish deferent relationships with the citizens by practicing such Japanese police officers' 'attitudes' they had learnt in Japan, after coming back to Indonesia. As

they told us the story, they had big smiles on the faces. Behind these smiles, there is a friendship with Japanese police officers built with trainings.



A Sakura Member

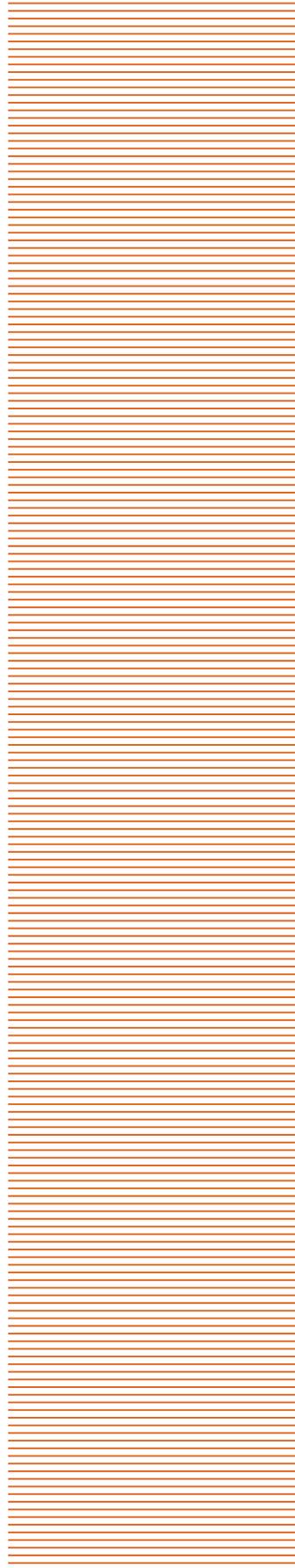


Sakura Members

Chapter 3

Follow-up Efforts on FY2010 Evaluation Results

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3.1 Policy-Level Evaluation/ Country Assistance Evaluation

MOFA considers response measures to the recommendations from third party evaluation, and follows up by implementing these measures. This Chapter introduces the follow-up efforts as of July 2012 regarding response measures to the main recommendations from third party evaluation in FY2010. The summary of each evaluation report is available on the MOFA website (<http://www.mofa.go.jp/policy/oda/evaluation/year/index.html#2010>).

Country Assistance Evaluation of Bolivia

1 Increased Emphasis on Strengthening Bilateral Economic Ties in the Assistance Strategy for Bolivia

Recommendation

Japan should make it clear in its assistance strategy that it will promote assistance to contribute to both the sustainable growth of Bolivia and the industrial development of Japan.



Follow-up Efforts

- MOFA developed the Country Assistance Policy for Bolivia in June 2012

2 Continuous Implementation of Assistance for Social Development

Recommendation

Japan should facilitate its assistance for social development by setting priority region programs, promoting effective cooperation with ex-trainees, and reflecting in policies the good practices at the local level.



Follow-up Efforts

- It is stated in the Country Assistance Policy for Bolivia that Japan will support enhancement of agricultural productivity in rural areas with high poverty rates.
- In order to consolidate networking among ex-trainees, various measures have been started by the JICA office in Bolivia and other relevant organizations.
- The meeting between the Embassy of Japan in Bolivia and the Ministry of Development Planning of Bolivia was held in February 2012 to discuss a wide range of issues including the Country Assistance Policy for Bolivia and individual projects. These meetings will continue to be held on a regular basis in order to share the outcomes of assistance.

3 Further Information Sharing and Collaboration with Other Donors

Recommendation

Japan should make full use of donor meetings and sector meetings led by the Government of Bolivia in order to disseminate and share information on Japan's ODA projects with other donors.



Follow-up Efforts

- In accordance with the Country Assistance Policy for Bolivia, MOFA will continue to work on selection and concentration in the field of aid coordination.

Country Assistance Evaluation of Egypt

1

Strengthening Strategic Aspects in the Country Assistance Policy

Recommendation

Japan should finalize an objective framework after sufficiently analyzing the strengths and weaknesses of Japan's assistance, the trends of other donors' assistance, and Egypt's development capabilities; and identifying the most effective and efficient assistance schemes in assisting Egypt's development.



Follow-up Efforts

- MOFA prioritized (1) fair management of the government and administration, (2) capacity building, and (3) creation of jobs and development of industries, and held seminars with the dispatch of missions, as well as implementing election support by procuring election booths and other materials, utilizing the Counterpart Fund of Non-Project Grant Aid to provide timely assistance to respond to the needs of Egypt in its transitional stage.

In addition, MOFA implemented Non-Project Grant Aid in response to the depletion of foreign reserves as well as six Grant Assistance for Grassroots Human Security Projects for human resource development and job creation. Furthermore, MOFA signed an Exchange of Notes for an ODA loan project, "Greater Cairo Metro Line 4 Project Phase I," which would utilize Japan's technology (STEP).

- MOFA will develop the Country Assistance Policy for Egypt after the new government formed in July 2012 formulates new development policies. MOFA has begun preparations by exchanging views with Egypt's lawmakers and other donors.

2

Short-Term Support for Stabilizing the Situation in Egypt

Recommendation

In Egypt, protests against the government broke out in January 2011 and led to the collapse of the regime. In the near future, a presidential election is expected to be held. In order for Egypt to achieve smooth democratization and build a stable society in the mid- to long-term, Egypt is expected to realize stabilization in the current transitional stage, making use of assistance that can produce immediate effects.



Country Assistance Evaluation of Malaysia

1 Clarification of the “Graduation” Process

Recommendation

Both Japan and Malaysia fully recognize that Malaysia is currently entering into the so-called “graduation” phase. However, there is no mutual understanding between the two countries regarding specific processes, goals, measures, or timing. It is essential to specify the details of the “graduation” process in the next 1-2 years.



Follow-up Efforts

- At Japan’s Ministerial Meeting on the Overseas Deployment of Integrated Infrastructure Systems on August 2011, it was decided that ODA loans would be utilized in a strategic and exceptional manner for countries graduating from ODA, including Malaysia, in cases where projects will be effective for Japan to receive orders for the deployment of integrated infrastructure systems or to obtain natural resources.
- In light of the above-mentioned factor, MOFA will continue to consider graduation processes through regular consultation with the local ODA Task Force and the Government of Malaysia.

2 Full Utilization of “Assets”

Recommendation

Japan’s long-term and in-depth assistance led to the formation of values that can be recognized as “assets” for Japan-Malaysia cooperation. However, these assets have not been fully utilized yet. Also, common understanding has not been formed on what these ‘assets’ refer to. As Japan is under an increasingly severe situation for the implementation of ODA, it is becoming an important strategic issue for Japan and its ODA to consider how to utilize these assets.



Follow-up Efforts

- MOFA published leaflets describing the “assets” formed by Japan’s ODA and a panel of the ‘ODA Map.’ These materials have been used for active PR activities toward the concerned officials of the Government of Malaysia and the people of Malaysia.
- In April 2012, MOFA developed the Country Assistance Policy for Malaysia which stipulates the future assistance strategy.

3 Establishment of a System to Deepen the Bilateral Relationship in Full-Cast Diplomacy (beyond ODA)

Recommendation

There is a concern that the current targeted scope of Japan’s assistance policy for Malaysia is slightly narrow, if Japan is to pursue the strengthening of broader relations between Japan and Malaysia beyond ODA. Although Japan continues to be recognized as a significant country for Malaysia, MOFA should come up with measures to address these concerns, as the present situation is different from that of the Mahathir era and because of the increased visibility of China and the Republic of Korea.



Follow-up Efforts

- At local ODA Task Force meetings, information on not only the MOFA/JICA projects but also those implemented by other ministries and related government organizations such as JET-RO is shared. The effective utilization of tools for consolidating the bilateral relationship are thereby considered.

Country Assistance Evaluation of the Philippines

1 Better “Selection and Concentration” of Projects and Detailed Goal Setting

Recommendation

It is necessary to make further efforts for improving project effectiveness through sufficient consultations with the Government of the Philippines so that the coordination among projects is well organized. At the same time, Japan is expected to establish a system to secure such coordination by placing a geographical focus for project sites.



Follow-up Efforts

- The Country Assistance Policy for the Philippines, which was developed in April 2012, focuses on the assistance in the metropolitan area in the field of transportation and traffic network development, as it is vital in this field to take account of geographical factors for enhancing coordination among projects.

2 Better “Selection and Concentration” of Projects and Detailed Goal Setting

Recommendation

Consideration should be made for the integration of participatory poverty reduction measures and environmental projects, with large-scale infrastructure development projects at the planning stage.



Follow-up Efforts

- When developing projects, MOFA/JICA continues to take into account environmental and social issues from various perspectives based on the JICA guidelines for environmental and social considerations. For example, MOFA/JICA is making efforts to elevate environmental considerations based on those guidelines when implementing large-scale infrastructure projects which are likely to affect the surrounding environment.
- In FY2011, MOFA decided to implement an ODA loan project for forestry management, after examining social impact, as a participatory poverty reduction project.

3 Enhancement of ODA Visibility and PR Strategies

Recommendation

Information on high-quality assistance such as Grant Assistance for Grassroots Human Security Projects and emergency assistance is not sufficiently available on websites. More information on the current activities on the ground should be added to the website that introduces Grant Assistance for Grassroots Human Security Projects which can be accessed via the website of the Embassy of Japan in the Philippines.



Follow-up Efforts

- Efforts have been made to increase the number of photos in the field on the MOFA website and to introduce project activities, reflecting information on the condition on the ground collected through various opportunities such as handover ceremonies or monitoring visits.

Country Assistance Evaluation of Uganda

1 Formulation of the Country Assistance Policy for Uganda

Recommendation

MOFA should, without delay, establish a framework for a country assistance policy and formulate and announce the Country Assistance Policy for Uganda.



Follow-up Efforts

- MOFA formulated the Country Assistance Policy for Uganda.

2 Enhancement of Donor Coordination

Recommendation

Through active information sharing and continuous dialogues, consultation and coordination with other donors should be enhanced.



Follow-up Efforts

- MOFA will formulate the Country Assistance Policy and hold policy consultations on economic cooperation. The Country Assistance Policy will be shared with other relevant development partners.

3 Promotion of Harmonization with Uganda's Development Needs

Recommendation

When selecting priority areas, it is vital to harmonize the priorities with the needs of Uganda. Therefore, continuous dialogues with relevant parties should be promoted.



Follow-up Efforts

- Dialogues among implementing ministries and agencies have been held in a continuous manner.

Evaluation of Assistance for Peace-Building (Timor-Leste)

1 Clarification of the Definition, Concept and Scope of the Assistance for Peace-Building

Recommendation

It is important to establish mutual recognition among concerned organizations such as MOFA and JICA by clarifying and sharing the definition, concept and scope of the assistance for peace-building. Mutual recognition should also be shared with various people engaged in implementation from other ministries and organizations as much as possible. By sharing basic information, it will become possible to provide seamless assistance.



Follow-up Efforts

- Assistance for peace-building and the details thereof are stipulated in the Country Assistance Policies developed by April 2012 for the countries in which assistance for peace-building is planned.
- MOFA reflected comments from relevant organizations and ministries when developing the Country Assistance Policies.

2 Accumulation of Relevant Information as Institutional Memory

Recommendation

Information on cases that occur on a frequent basis should be accumulated for reference, so that it can be utilized for swift decisions required under unstable circumstances. It is especially important to refer to the combination of ODA measures, non-ODA measures, or ODA and non-ODA measures; and concrete examples, possible future models, or notices for avoiding the same mistakes in future (clues for prevention) in a concrete and pragmatic manner.



Follow-up Efforts

- JICA reviewed its handbook in FY2011 taking into consideration the lessons learnt from recent project implementation.
- MOFA established the ODA evaluation database in March 2012 through digitalizing all the evaluation results, including recommendations, which has facilitated the access to information and experiences as institutional memory. Also, MOFA accumulates information on all country assistance evaluation reports and other past materials, enabling staff to search for relevant evaluation lessons in a cross-cutting way by a keyword search.
- MOFA and JICA will continue to implement evaluation on issues related to peace-building.

3 Accumulation of the Information Mentioned in Country Assistance Evaluation Reports

Recommendation

In order to establish a common source of information on the background and results of assistance for a specific country which relevant staff can easily access, it is recommended that the lessons from past assistance for peace-building drawn from the country assistance evaluation reports written by external experts be accumulated. These reports will also contribute to the accumulation of information on past experiences.



- MOFA and JICA will continue to implement evaluation on issues related to peace-building.

Evaluation of the Grant Assistance for Japanese NGO Projects (Cambodia)

1 The Three Pillars of Development Cooperation

Recommendation

MOFA should facilitate assistance to projects which promote (a) poverty reduction, (b) investment for peace, and (c) sustainable economic development.



Follow-up Efforts

- For FY2011, nine projects were implemented to assist poverty reduction in South Asia; a priority issue. Also, MOFA supported Japanese NGOs engaged in poverty reduction even more actively by providing them specific preferential treatment.
- MOFA expanded the targeted areas of peace building projects to all areas where development assistance projects are implemented, and as a result has been carrying out projects in Kenya, the Philippines, and South Sudan.

2 Clarification of Strategies for Grant Assistance for Japanese NGO Projects (GANP)

Recommendation

MOFA should aim to nurture the organizational capacities of Japanese NGOs beyond the project level while maintaining their ownership and strengths. To that end, MOFA requires a system for assisting these projects with two-fold objectives, such as by continuing to focus on the development of its partners who implement small-scale projects through maintaining financial support to their projects and at the same time introducing a new system which targets development of partners with international competitiveness.



Follow-up Efforts

- MOFA reviewed the NGO Project Subsidies in FY2011. As a result, the scheme has become more useful for small- and medium-sized NGOs, and has contributed to the enhancement of the overall organizational capacities of Japanese NGOs. As for GANP, 31 out of 81 projects were implemented in FY 2011 for addressing the priority issues. Furthermore, MOFA has strived to enhance the capacities of Japanese NGOs by supporting NGOs with sufficient funds and resources to implement large-scale, long-term projects for priority issues.
- MOFA will continue to exchange views with NGOs for further clarification of GANP strategies.

3 Introduction of a System to Measure the Achievement of Projects

Recommendation

The basic system to measure the achievements of GANP should be introduced in order to enhance understanding for the project visions among relevant parties, confirmation of the project status, and dissemination of the project results to Japanese citizens and related circles.



Follow-up Efforts

- By asking NGOs to clarify the expected results and the indicators to measure the results upon their project application, it has become possible to confirm the achievement of project results in a more clear manner. MOFA will examine the achievements when the NGOs submit mid-term reports and project completion reports, and reflect the findings in the guidelines for project application for FY2013 and onward.

Evaluation of the Implementation of the Paris Declaration (PD): Case Study of Japan

1

Creating More Opportunities for Concerned Staff to be Exposed to the Accumulated Experiences Regarding PD Implementation

Recommendation

It is highly essential to enhance educational efforts, such as by holding more frequent distance seminars for the ODA Task Forces with a focus on the PD and its principles, so that the officials engaged in ODA can have greater exposure to the accumulated experiences of the PD implementation.



Follow-up Efforts

- In January 2012, a distance seminar on aid coordination was held for the local ODA Task Forces. The topics included the outline and outcomes of the 4th High level Forum (HLF) on Aid Effectiveness and assistance coordination, which Japan needs to work on. Also, regarding the Busan outcome documents agreed upon at the 4th HLF, MOFA compiled a handbook to explain the commitment, the background and the expected outcomes, and shared it with the local ODA Task Forces and other relevant people in order to promote understanding among the staff at overseas offices.
- The email magazine sent to the local ODA Task Forces in April 2012 introduced the recent post-Busan activities in the international arena and Japan's efforts in the field. In addition, MOFA has been striving to give a broad range of updates on the discussion on development effectiveness by holding briefings and other meetings at MOFA.

2

Clarification of Commitment to the Principles of Harmonization and Mutual Accountability

Recommendation

The Government of Japan should show its willingness to be committed to or exert leadership in the promotion of harmonization and mutual accountability.



Follow-up Efforts

- Japan has been expressing its continued commitment to the principles including harmonization and mutual accountability such as through the negotiations on the outcome document of the HLF and active participation of the Parliamentary Vice-Minister in meetings. Moreover, Japan led the discussion at the HLF by introducing Japan's efforts on new development issues including the catalytic role of growth and development or Japan's cooperation with new development actors via south-south cooperation, and by hosting side-events on south-south/triangular cooperation.
- Japan participated in the post-Busan interim group as a member and actively contributed to the discussion for global partnership and the monitoring framework to be newly established.

Reference

List of ODA Evaluation Studies (MOFA)	58
● MOFA (FY 2002 – 2011)	
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MOFA (FY 2002 – 2011)

FY2002

Policy-Level Evaluation

Evaluation Category	Title of Evaluation Study	Evaluator
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

Evaluation Category	Title of Evaluation Study	Evaluator
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 with NGOs

FY2003

Policy-Level Evaluation

Evaluation Category	Title of Evaluation Study	Evaluator
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

Evaluation Category	Title of Evaluation Study	Evaluator
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 Basic Human Needs 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		
Evaluation Category	Title of Evaluation Study	Evaluator
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		
Evaluation Category	Title of Evaluation Study	Evaluator
Sector Program Evaluation	Morocco-UNICEF Country Programme Evaluation	Joint evaluation with other donor (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	Third-party
	Overview of Structural Adjustment Loans and Sector Adjustment Loans	Joint evaluation with NGOs
	Evaluation of Grant Assistance for Japanese NGO Projects Modality	Joint evaluation with other donor (USAID)
	Program Assistance: The Democratic Republic of Timor-Leste	Recipient government/agencies

FY2005

Policy-Level Evaluation		
Evaluation Category	Title of Evaluation Study	Evaluator
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		
Evaluation Category	Title of Evaluation Study	Evaluator
Sector Program Evaluation	GOJ-GOB Programme Level Evaluation: Japanese Assistance to LGED Related Sectors (Japan-Bangladesh Joint Evaluation)	Joint-evaluation with recipient country
	Vietnam-Japan Joint Evaluation on the Japan's ODA Program for the Transport Infrastructure Development in the Red River Delta Area of Vietnam	Joint-evaluation with recipient country
	Evaluation Study on Japan's ODA to the Education Sector in the Philippines	Joint evaluation with 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)	Joint evaluation with other donors
	Evaluation of the Non-Project Grant Aid Program in Zambia	Recipient government/agencies

FY2006

Policy-Level Evaluation		
Evaluation Category	Title of Evaluation Study	Evaluator
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		
Evaluation Category	Title of Evaluation Study	Evaluator
Sector Program Evaluation	Evaluation Study on Japan's ODA to the Health Sector in Thailand	Joint evaluation with 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		
Evaluation Category	Title of Evaluation Study	Evaluator
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 "Basic Education for Growth Initiative (BEGIN)"	Third-party
	Evaluation of Japanese Assistance to Africa through the TICAD Process	Third-party

Program-Level Evaluation		
Evaluation Category	Title of Evaluation Study	Evaluator
Sector Program Evaluation	USAID-Japan Joint Evaluation on "The US-Japan Partnership for Global Health"	Joint evaluation with other donors (United States)
	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 The Fourth Tokyo International Conference on African Development (TICAD IV)	Recipient government/agencies
	Evaluation of Japanese Cooperation in El Salvador's Eastern Region	Recipient government/agencies

FY2008

Policy-Level Evaluation		
Evaluation Category	Title of Evaluation Study	Evaluator
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 "Water and Sanitation Broad Partnership Initiative (WASABI)"	Third-party

Program-Level Evaluation		
Evaluation Category	Title of Evaluation Study	Evaluator
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		
Evaluation Category	Title of Evaluation Study	Evaluator
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

Policy-Level Evaluation		
Evaluation Category	Title of Evaluation Study	Evaluator
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		
Evaluation Category	Title of Evaluation Study	Evaluator
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

FY2010

Policy-Level Evaluation		
Evaluation Category	Title of Evaluation Study	Evaluator
Country Assistance Evaluation	Country Assistance Evaluation of Bolivia	Third-party
	Country Assistance Evaluation of Egypt	Third-party
	Country Assistance Evaluation of Malaysia	Third-party
	Country Assistance Evaluation of the Philippines	Third-party
	Country Assistance Evaluation of Uganda	Third-party
Priority Issue Evaluation	Evaluation of Assistance for Peace-Building (Timor-Leste)	Third-party

Program-Level Evaluation		
Evaluation Category	Title of Evaluation Study	Evaluator
Aid Modality Evaluation	Evaluation of "the Grant Assistance for Japanese NGO Projects"	Third-party
Sector Program Evaluation	Evaluation of Japan's ODA in Bangladesh's Transport Sector	Reipient governments/ agencies
	Evaluation of Japan's ODA in Senegal's Water Sector	Reipient governments/ agencies

Other Evaluation		
Evaluation Category	Title of Evaluation Study	Evaluator
	Evaluation of the Implementation of the Paris Declaration Case Study of Japan	Third-party

FY2011

Policy-Level Evaluation		
Evaluation Category	Title of Evaluation Study	Evaluator
Country Assistance Evaluation	Country Assistance Evaluation of Thailand	Third-party
	Country Assistance Evaluation of Peru	Third-party
	Evaluation of Assistance for the Transition to a Market-oriented Economy In Three Central Asian Countries (Republic of Kazakhstan, Kyrgyz Republic, Republic of Uzbekistan)	Third-party
Priority Issue Evaluation	Evaluation of Aid for Trade	Third-party

Program-Level Evaluation		
Evaluation Category	Title of Evaluation Study	Evaluator
Aid Modality Evaluation	Evaluation of Training and Dialogue Programs	Third-party
	Evaluation of Japan's Grant Assistance for the Food Aid Project (KR)	Third-party
	Evaluation of Grant Aid for Fisheries	Third-party
Sector Program Evaluation	Evaluation of Japan's Cooperation in the Education (Vocational Training) Sector in Senegal	Third-party
	Evaluation of Japan's ODA to Education Sector in Mozambique	Recipient governments/ agencies

Evaluation by Other Ministries and Agencies (FY2011)

Policy/Program/ Project	Title	Evaluation type	Evaluator
Financial Services Agency			
Program	Technical Assistance to the Financial Authorities in Emerging Market Economies in Asia	Evaluation based on GPEA	Self evaluation
Ministry of Internal Affairs and Communications (MIC)			
Policy	Promotion of Global Strategy in the ICT Sector	Evaluation based on GPEA	Self evaluation
Ministry of Finance			
Program	Promotion of International Cooperation in Legal Administration	Evaluation based on GPEA	Self evaluation
Ministry of Finance			
Program	Assistance for Human Resource Development, Institution, and Policy in the Fields of Finance and Customs	Evaluation based on GPEA	Self evaluation
Program	Assistance Extended through Multilateral Development Banks	Evaluation based on GPEA	Self evaluation
Ministry of Education, Culture, Sports, Science and Technology			
Program	Dissemination of Japanese Culture and Promotion of International Cultural Exchange	Evaluation based on GPEA	Self evaluation
Program	Promotion of International Cooperation	Evaluation based on GPEA	Self evaluation
Program	Promotion of International Exchange	Evaluation based on GPEA	Self evaluation
Ministry of Health, Labour and Welfare			
Program	Promotion of Cooperation and Participation in the Activities of International Organizations: Support for Technical Cooperation Activities to Achieve Decent Work conducted by the International Labour Organization (ILO)	Evaluation based on GPEA	Self evaluation
Program	Promotion of Cooperation and Participation in the Activities of International Organizations: Support for Technical Cooperation Projects conducted by the WHO and Other International Organizations	Evaluation based on GPEA	Self evaluation
Ministry of Agriculture, Forestry and Fisheries			
Policy	Establishment of Comprehensive Food Security	Evaluation based on GPEA	Self evaluation
Program	Promotion of the Fulfillment of Multifunctional Role of Forest under International Coordination	Evaluation based on GPEA	Self evaluation
Ministry of Economy, Trade and Industry			
Policy	External Economic Policy	Evaluation based on GPEA	Self evaluation
Ministry of Land, Infrastructure, Transport and Tourism			
Policy	Promotion of International Cooperation and Collaboration	Evaluation based on GPEA	Self evaluation
Ministry of the Environment			
Policy	Assistance to Fluorocarbons Control Projects in Developing Countries	Evaluation based on GPEA	Self evaluation

Chronology of ODA Evaluation

	MOFA	JICA	International Community
1975		Ex-post evaluation began (Former JBIC).	
1981	Economic Cooperation Evaluation Committee was established in Economic Cooperation Bureau. Ex-post evaluation began.	Evaluation Reviewing Committee was established. A section specializing in ex-post evaluation was established in Former JBIC.	Predecessor of DAC Network on Development Evaluation was established.
1982	Publication of Annual Evaluation Report on Japan's Economic Cooperation began.	Ex-post evaluation began.	
1984	ODA Evaluation Division was established in Economic Cooperation Bureau.		
1988		Section specializing in project evaluation was established.	
1991			DAC advocated "the five DAC Criteria."
1992	The ODA Charter was adopted by the Government of Japan.		
1995		Publication of Annual Evaluation Report began.	
1996			DAC announced New Development Strategy.
1998			World Bank announced Comprehensive Development Framework (CDF).
1999	Medium-Term Policy on ODA was formulated.		
2000			Millennium Development Goals (MDGs) were adopted.
2001	External Advisory Committee for ODA Evaluation Feedback was established. GPEA was enacted (implemented in 2002).	Ex-ante evaluation began.	
2003	Ex-ante evaluation started under GPEA.		DAC Network on Development Evaluation was established.
	External Advisory Committee for ODA Evaluation Feedback was reorganized as External Advisory Meeting on ODA Evaluation.		
	The ODA Charter was revised.		
2005	New Medium-Term Policy on ODA was formulated.		Paris Declaration was adopted at the Second High Level Forum on Aid Effectiveness (HLF).
2008		New JICA was established.	Accra Action Plan was adopted at the third HLF.
		External Experts Advisory Committee on Evaluation was established.	
2010	The ODA Review (final report) was announced.		DAC Development Evaluation Quality Standards were formulated.
	External Advisory Meeting on ODA Evaluation terminated.	External Experts Advisory Committee on Evaluation was reorganized as Advisory Committee on Evaluation.	
2011	ODA Evaluation Division was relocated from International Cooperation Bureau to Minister's Secretariat.		Fourth HLF was held in Busan, Korea).
	Annual Evaluation Report on Japan's Economic Cooperation was renamed Annual Report on Japan's ODA Evaluation.		
2012			The Global Partnership for Effective Development Co-operation was established.

List of Abbreviations and Acronyms

APEC	Asia-Pacific Economic Cooperation
AfT	Aid for Trade
ASEAN	Association of Southeast Asian Nations
CDF	Comprehensive Development Framework
CDM	Clean Development Mechanism
CFPT	Vocational and Technical Training Center (Centre de Formation Professionnelle et Technique)
DAC	Development Assistance Committee
E/N	Exchange of Notes
ESD	Education for Sustainable Development
EU	European Union
FAC	Food Aid Convention
GPEA	Government Policy Evaluation Act
G8	Group of Eight
G20	Group of Twenty
HCFC	Hydro Chloro Fluoro Carbon
HLF	High Level Forum
ICT	Information and Communications Technology
ILO	International Labour Organization
JBIC	Japan Bank for International Cooperation
JETRO	Japan External Trade Organization
JICA	Japan International Cooperation Agency
KR	Kennedy Round
LL	Language Laboratory
MOFA	Ministry of Foreign Affairs of Japan
MDBs	Multilateral Development Banks
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
PD	Paris Declaration
PDCA	Plan, Do, Check, Act
PPP	Public Private Partnership
STEP	Special Terms for Economic Partnership
TICAD	Tokyo International Conference on African Development
WHO	World Health Organization
WTO	World Trade Organization

Related Websites and Reference

Websites	URL
MOFA: Japan's ODA	http://www.mofa.go.jp/policy/oda/index.html
MOFA: Japan's ODA Evaluation	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/our_work/evaluation/index.html
OECD-DAC Network on Development Evaluation	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/
IDB (Inter-American Development Bank)	http://www.iadb.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/
IDEAS (International Development Evaluation Assosiation)	http://www.ideas-int.org/
The Japan Evaluation Society (JES)	http://evaluationjp.org/english/index.html

Reference	URL
Japan's ODA Charter	http://www.mofa.go.jp/policy/oda/reform/charter.html
Japan's ODA White Paper	http://www.mofa.go.jp/policy/oda/white/index.html
Country Assistance Policies	http://www.mofa.go.jp/policy/oda/assistance/index2.html
ODA Evaluation Guidelines (7th Edition)	http://www.mofa.go.jp/policy/oda/evaluation/basic_documents/guideline2012.pdf
Annual Report on Japan's ODA Evaluation (former Annual Evaluation Report on Japan's Economic Cooperation)	http://www.mofa.go.jp/policy/oda/evaluation/index.html
Japan's ODA Data by Country	http://www.mofa.go.jp/policy/oda/data/index.html
Glossary of Key Terms in Evaluation and Results Based Management (OECD/DAC)	http://www.oecd.org/dac/evaluationofdevelopmentprogrammes/glossaryofkeytermsinevaluationandresultsbasedmanagement.htm#Reference_material/

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