



In-depth Analysis on Sector Specific Issues: Practical Lessons for Development of New Seaports

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Chika KAWAGISHI
Evaluation Officer, Evaluation Department
Japan International Cooperation Agency (JICA)



Contents

1. Categories of evaluation
2. Examples of ex-post evaluation
3. Objective of the analysis
4. Lessons learned



Categories of JICA's Evaluation

Project evaluation

- Ex-ante evaluation

- Ex-post evaluation

Comprehensive evaluation and analysis

- Thematic evaluation, etc.

- Process analysis

- Statistical analysis etc.



Categories of JICA's Evaluation

Project evaluation

Ex-ante evaluation

Ex-post evaluation

Comprehensive evaluation and analysis

Thematic evaluation, etc.

Process analysis

Statistical analysis etc.



Thematic Evaluation, etc.

Beyond individual project

Thematic evaluation

Toward Sustainable Water and Sanitation Services in Sri Lanka/ Joint Case Study by JICA, World Bank and Asian Development Bank (2017)

Identification and Analysis of Lessons

Meta-Analysis in the Energy Sector (2016)

A Cross-sectoral Analysis of Lessons Learned for Financial Intermediary Loans (2017)



Evaluation Example (1) Philippines Batangas Port Development Project (II)

《Project Description》

- **Disbursed amount:** 14,527 million yen
- **Loan agreement:** September 1998
- **Final disbursement date:** January 2008
- **Objective:** to raise the logistical efficiency of the Philippines by improving the Batangas Port in the Calabarzon region as an international trade port capable of handling container cargo for foreign trade.



Rating		
Effectiveness and Impact	①	Overall
Relevance	③	D
Efficiency	②	
Sustainability	②	

Evaluation year: 2011



Evaluation Example (2) Philippines Mindanao Container Terminal Project

《Project Description》

- **Disbursed amount:** 8,265million yen
- **Loan agreement:** April 2000
- **Final disbursement date:** September 2007
- **Objective:** to harmonize cargo handling and activate logistics in Northern Mindanao by constructing a container terminal in the PHIVIDEC industrial park, which is located in the northwest area of Mindanao Island.



Rating		
Effectiveness and Impact	②	Overall
Relevance	③	A
Efficiency	③	
Sustainability	③	

Evaluation year: 2009



Evaluation Example (3) Philippines Subic Bay Port Development Project

《Project Description》

- **Disbursed amount:** 15,683 million yen
- **Loan agreement:** August 2000
- **Final disbursement date:** December 2010
- **Objective:** to increase cargo handling capacity for the Subic Port, and facilitate and promote distribution in the Central Luzon including the Subic area by constructing a new container terminal and rehabilitating existing port facilities in the Subic Bay Freeport Zone.



Rating		
Effectiveness and Impact	①	Overall
Relevance	②	D
Efficiency	②	
Sustainability	②	

Evaluation year: 2014



Evaluation Example (4) El Salvador La Union Port Development Project

《Project Description》

- **Disbursed amount:** 11,207 million yen
- **Loan agreement:** October 2001
- **Final disbursement date:** August 2010
- **Objective:** meeting the increased demand for maritime cargo transportation through an increase of El Salvador's port capacity by means of constructing La Union Port along the Gulf of Fonseca in the eastern part of the country.



Rating		
Effectiveness and Impact	①	Overall
Relevance	②	D
Efficiency	①	
Sustainability	②	

Evaluation year: 2015



Objective of Analysis

Issues Identified in the ex-post evaluation results



Refine lessons learned to be more practical for JICA's future projects

By conducting the analysis with an in-house expert having extensive technical knowledge and experience of the sector



Projects Included in Analysis

Country	Project	Start of Operation (year)	Background		
			①		②
			a	b	
Thailand	Laem Chabang Port Project	1991	○	○	○
Philippines	Batangas Port Development Project (II)	2007	○		○
	Subic Bay Port Development Project*	2008/2012	○		○
	Mindanao Container Terminal Project	2004	○		
Viet Nam	Cai Mep – Thi Vai International Port Construction Project	2014	○	○	○
El Salvador	La Union Port Development Project	2010			○

*In Subic Bay Port Development Project, operation of New Container Terminal 1 and 2 commenced in 2008 and 2012, respectively.



Background of New Seaport Development

1. Problems with the port existing near populated cities or industrial centers in metropolitan areas.
2. Expectation to contribute as a logistical infrastructure to support a new industrial zone in view of promoting regional economic development.



Lessons Learned

1. Forecasting Demand

- Surveying the needs and business risk of port users such as cargo owners and maritime carriers
- Ensuring all parties involved in the project understand all the preconditions for the manifestation of latent demand

2. Policies for Promoting the Use of New Ports

- Announce the social significance of new port development and commit themselves to take actions.
- Execute policies to which the government authorities have committed and secure steady implementation of related projects and measures

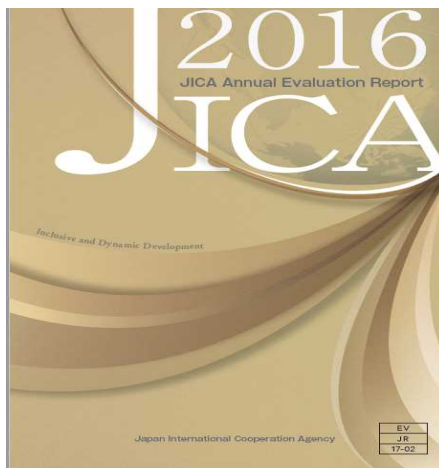
3. Operation and Maintenance

- If a new port is to be operated and maintained by a private company, examine whether the business will be sufficiently profitable to encourage private companies to participate in.



For more details

Please refer to our **Annual Evaluation Report 2016**.



Link:

https://www.jica.go.jp/english/our_work/evaluation/reports/2016/index.html



Thank you for your attention.