

JICA 【Online】 Knowledge Co-Creation Program
(Group & Region Focus)

**Capacity Building for Improved "Project Evaluation"
Design, Implementation and System
Institutionalization (2020-2022)**

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1. What are JICA's Knowledge Co-Creation Programs (KCCP)?

- A foundation of mutual learning process
- Training in Japan as technical cooperation
- Sharing the knowledge that Japanese society has accumulated, including its background in areas such as organizational know-how and social systems
- Nearly 10,000 participants each year

2. Outline of the course: Capacity Building for Improved "Project Evaluation" Design, Implementation and System Institutionalization (2020-2022)

For what?

- This program aims to enhance the participants' knowledge on the **project evaluation methodologies and their evaluation capacity**.

For whom?

- This program is designed for **middle management executives** in policy making or evaluation operation departments from central ministries, agencies and governmental organizations.

How?

- Through mainly **online self-study**, participants will have opportunities to understand the present situations and challenges of project evaluation system in their own countries, Japan and the rest of the world.
- Participants will also gain knowledge and methodologies for evaluation design and project evaluation system which will be useful for project management.
- In this training course, participants are expected to make and **propose a concrete plan for improvement of project evaluation system** in their countries based on what they gain from the training course.

3. Course Objective and Module Outputs

Objective	Module Output	Subjects/Agendas
<p>Course Objective: To enhance the participants' knowledge and their capacity on project evaluation by learning its design, implementation methodologies and system.</p> <p>Overall Goal: To propose concrete plans to improve the project evaluation system in participants' countries based on what they learn from the program.</p>	<p>1. To grasp the present situations and challenges of project evaluation system of each participant's country and entity.</p>	<p>- Making an Inception Report on diagnosing and analyzing evaluation system of each participant's entity.</p>
	<p>2. To understand present situations and challenges of project evaluation system in Japan and the world aligning with SDGs.</p>	<p>- Understanding evaluation system and methodologies of JICA and other donors. - Introducing evaluation cases of ODA projects and others. - Introducing cooperation cases for SDGs related projects</p>
	<p>3. To acquire knowledge and methodologies for evaluation design and project evaluation system which can provide useful information for project management.</p>	<p>- Examining evaluation system, evaluation methodologies of ODA projects and others.</p>
	<p>4. To propose a concrete plan for improvement of project evaluation system in each country based on learnings from the course</p>	<p>- Considering feasible activities at each country based on current situation and challenges and knowledge acquired through this program - Drafting and proposing a plan</p>

4. Participants in 3 years

39 participants (+ 16 observers)

**Indonesia, Thailand, Vietnam, Fiji, Papua
New Guinea, Solomon Islands, India,
Ukraine, Egypt, Ghana, Nigeria, Moldova,
Mexico, Gambia, Zimbabwe, Botswana**

5. Lectures and Lecturers

Lecture Title	Lecturer
<ul style="list-style-type: none"> • What is evaluation? 	Directors, Japan Evaluation Society
<ul style="list-style-type: none"> • Evaluation Process 1 	<div data-bbox="1403 462 2435 694" style="border: 1px solid black; background-color: #4a7ebb; color: white; padding: 10px; border-radius: 15px; text-align: center;"> <p>Sharing the Experience of Japan Historical Background of the Evaluation</p> </div>
<ul style="list-style-type: none"> • Evaluation Process 2 	
<ul style="list-style-type: none"> • SDGs and evaluation 	
<ul style="list-style-type: none"> • Evaluation System in the Japanese Government 	
<ul style="list-style-type: none"> • Policy evaluation of Japanese government -Case study of public works- 	Minister's Secretariat, Ministry of Land, Infrastructure, Transport and Tourism
<ul style="list-style-type: none"> • Revision of OECD-DAC evaluation policy 	Former Vice Chair, OECD/DAC Evaluation Network
<ul style="list-style-type: none"> • Current trend of ODA in the international society 	ODA Evaluation Division Minister's Secretariat Ministry of Foreign Affairs of Japan
<ul style="list-style-type: none"> • Current trend of ODA evaluation in Japan 	
<ul style="list-style-type: none"> • Efforts on ODA evaluation in Japan 	

Introductory

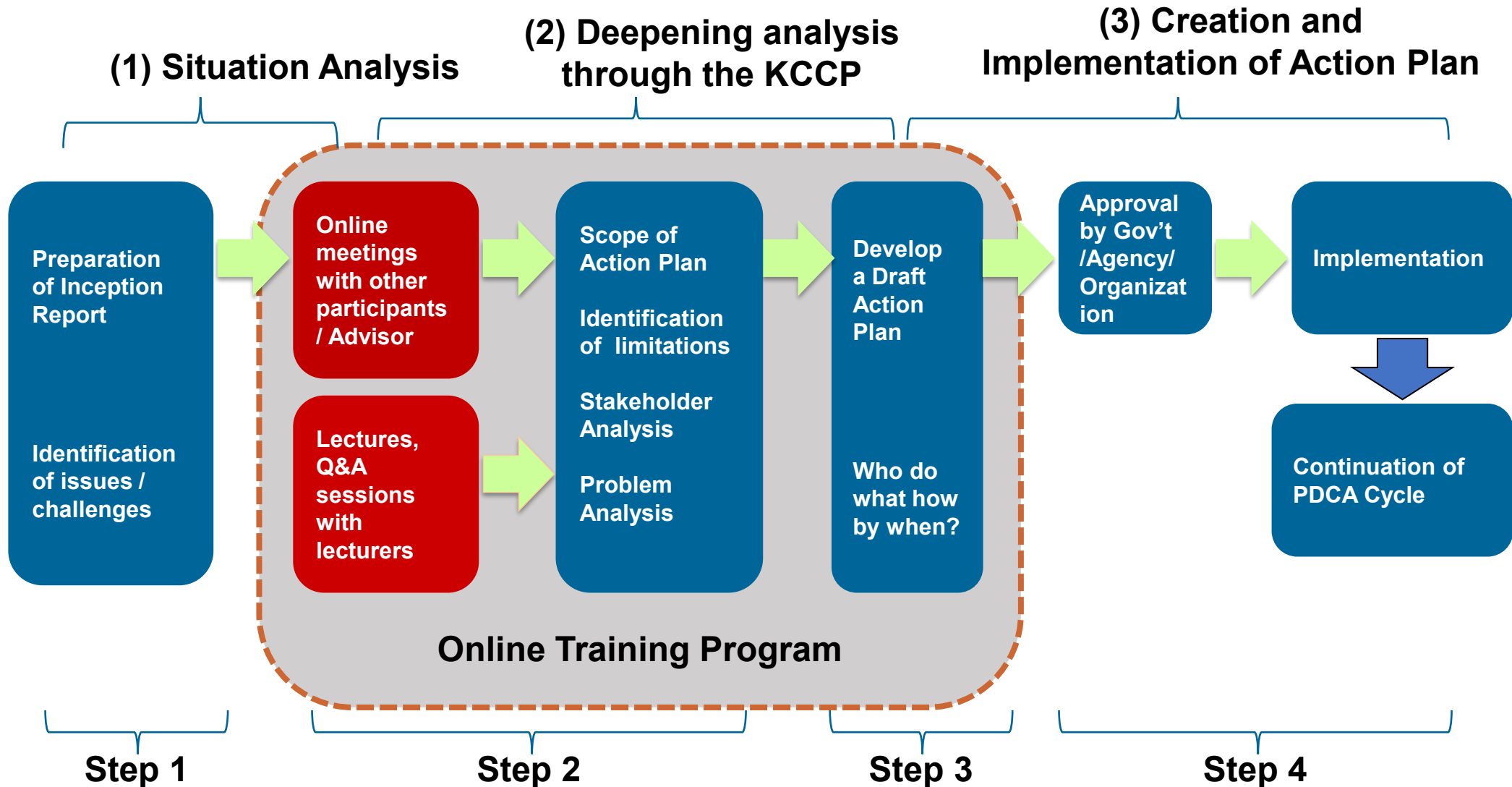
**Sharing the Experience of Japan
Historical Background of the Evaluation**

5. Lectures and Lecturers

Lecture Title	Lecturer
• Efforts of JICA to achieving SDGs	JICA
• Efforts of JICA after the revision of OECD-DAC evaluation policy	Sharing the Experience of JICA
• Impact evaluation by JICA	
• Introduction of new evaluation method by JICA	Advanced
• JICA's project evaluation 1	Consultant
• JICA's project evaluation 2	

Exercises with case studies

6. Online Training Program and Action Plan Preparation



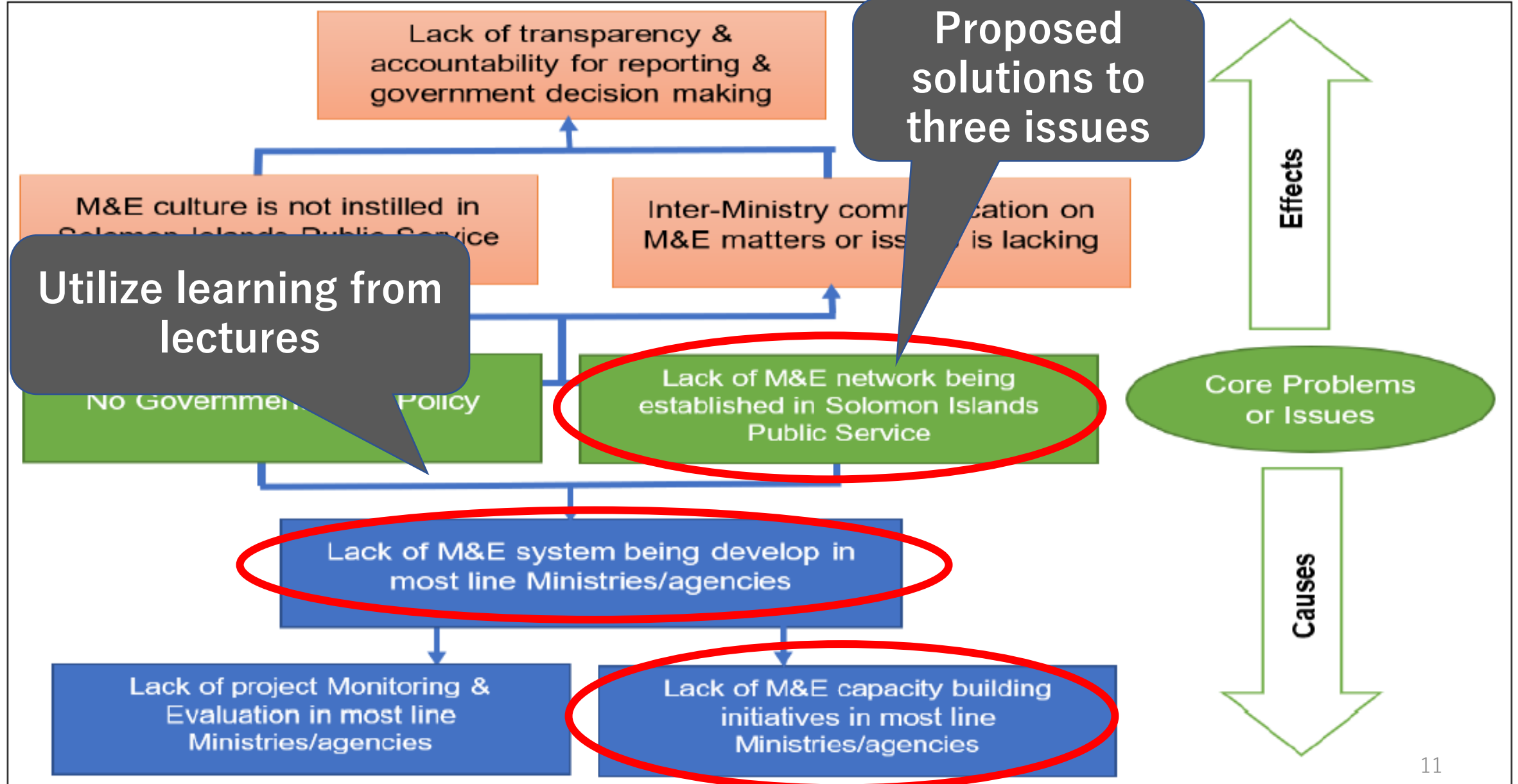
7. Outcomes of the course

- All 39 participants proposed concrete plans to improve the project evaluation system in participants' countries based on what they learn from the program.



Final Report:
*on Enhancing Reliability
Project Evaluation Report*
September 2022

7. Examples of action plans of three participants from Solomon Islands



7. An example of the action plan of a participant from Country A

Inception Report clarifies actual M&E issues that training participants are facing in their work.

Problem

Most data received from an implementing agency is incomplete and is not up-to-date. Many times, the implementing agencies cannot provide the right aspects of information to us since they did not compile such kind of these data during the implementing period. Especially, in case the project has a construction period of more than 5 years or it is delayed or extended so on, there tend to have changes of the officials who responsible for the evaluation as well as the data compiling that may be discontinuous and unable to collect all kinds of data in relating to the key success indicators.

Lectures, exercises, discussions, and case studies from other countries help participants come up with solutions.

Activities	Purpose	Stakeholders	Resources	Timeframe
1. Revising the [redacted] evaluation guidelines to stipulate the submission of the progress report or mid-term evaluation report from the implementing agencies				
<ul style="list-style-type: none"> - Drafting the amendment guidelines - Arranging the Stakeholders sounding meeting - Seeking for approval from [redacted] DG - Announcing the effective date of the amendment 	<ul style="list-style-type: none"> - To enforce the implementing agencies to submit additional data as per requested - To revise evaluation criteria 	<ul style="list-style-type: none"> - Project Evaluation Bureau [redacted] - Related government agencies and [redacted] 	<p>[redacted] USD (Expenditure for arranging the stakeholders)</p>	<p>Oct 2022 – Jun 2023 (12 Months)</p>

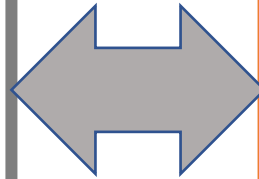
Propose highly feasible activities considering various constraints

Specific budget and timeframe

Identify implementers based on the results of stakeholder analysis

8. Interactive learning through KCCP

Sharing the knowledge that Japanese society has accumulated



Learn from Japan's experience and cases and use them in a way that is consistent with the needs and circumstances in each participating country

- Understand that other countries are facing similar M&E challenges and collaborate on measures to address them
- Better understanding of the background and status of M&E systems in each country

Thank you very much for your attention!

