JICA's Project Evaluation
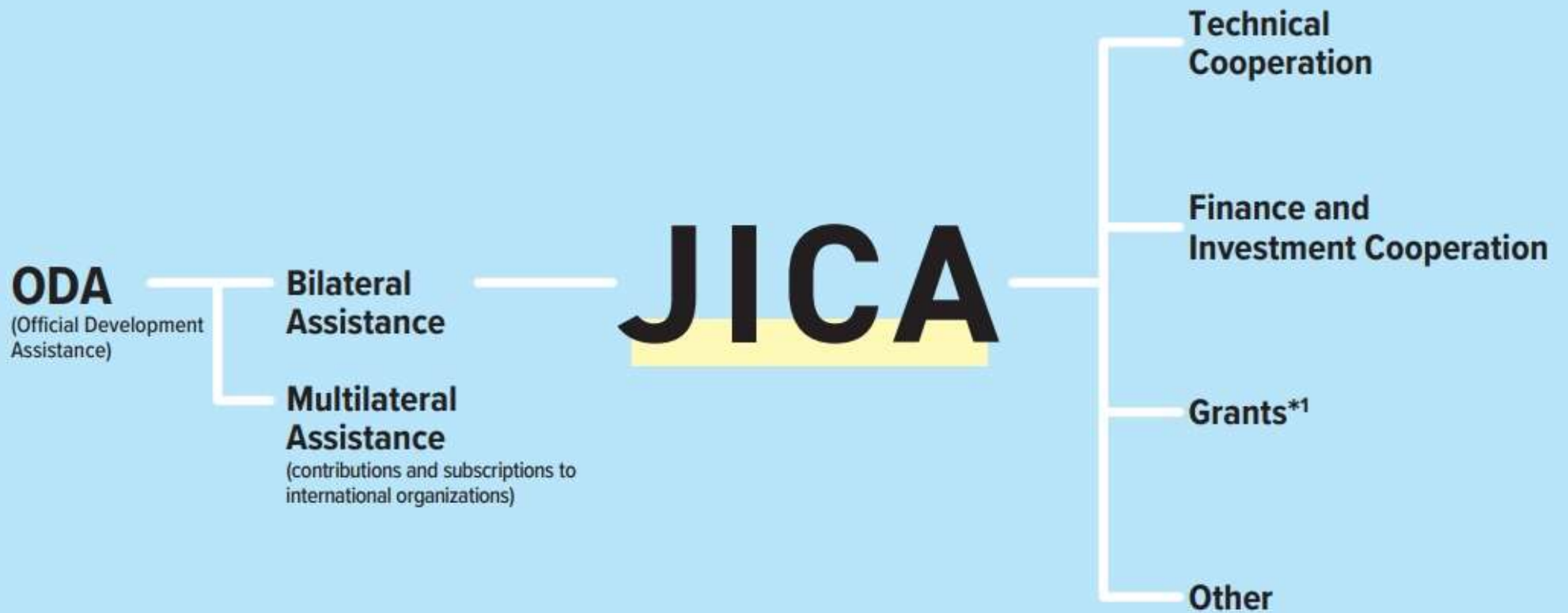
Feb. 2024

Evaluation Department

Japan International Cooperation Agency (JICA)

Outline of JICA's Cooperation

ODA
(Official Development Assistance)

Bilateral Assistance

Multilateral Assistance
(contributions and subscriptions to international organizations)

JICA

- Technical Cooperation
- Finance and Investment Cooperation
- Grants*1
- Other

*1 Excluding Grants that the Ministry of Foreign Affairs provides due to diplomatic necessity.

Other Cooperation

Disaster Relief

Research

Cooperation through citizen participation

JICA's Project Evaluations at a Glance

JICA evaluates each project and conducts comprehensive and cross-sectoral thematic analyses to **improve its projects (learning)** and **ensure accountability** to stakeholders.

Feedback – Action

As well as using evaluation results for necessary follow-up on the completed project, JICA uses them as feedback to formulate similar projects in the future (by sharing evaluation results and points to be improved, and making corrections in the course of action).

JICA also aims to make improvements to the project by checking whether the lessons learned from the past projects are properly reflected in the project plan.

Project Improvement (Learning)

At the feedback stage (Action), JICA shares feedback on evaluation results to improve projects (Learning). (refer to pp. 6–7).

Ex-post evaluation

JICA ascertains and evaluates especially whether the activities conducted through the project were appropriate for achieving the intended results and which of those results were actually achieved. Results of the ex-post evaluation are published on the JICA website.

Ex-ante evaluation

At the planning stage, JICA confirms the priority/necessity and expected effects of the project and sets indicators and targets necessary to measure the effects both during and after project implementation.

Accountability

JICA ensures accountability via ex-ante and ex-post evaluations. (refer to pp. 4–5).

Project PDCA Cycle and Project Evaluation

JICA evaluates projects based on the four-stage PDCA cycle for project management, namely: pre-implementation (Plan), implementation (Do), post-implementation (Check) and feedback (Action).

Action feedback
Plan pre-Implementation
Do Implementation
Check post-Implementation

JICA PDCA CYCLE

Monitoring

JICA observes whether project activities are progressing as planned and project outcomes are properly achieved, making course corrections as necessary.

Results of the ex-ante evaluation are reflected in subsequent decision-making regarding project design and project approach. The results are also made public on the JICA website after a cooperation agreement is reached with the partner country.

3

JICA's Project Evaluations (2)

Accountability system
Mechanisms to ensure accountability

Projects costing 200 million yen or more

JICA conducts ex-ante/ex-post evaluations on all projects costing 200 million yen or more.

International evaluation criteria

During the ex-post evaluation, JICA evaluates projects in line with the international criteria for evaluating development assistance set by the OECD-DAC (DAC Evaluation Criteria, refer to p. 11), and aims to utilize the evaluation results.

Transparency

Evaluation results are published on the JICA website.

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

Evaluation Results

Project evaluation results in FY 2022

Ex-ante evaluation **207** projects

Ex-post evaluation **132** projects

	External evaluation	Internal evaluation	Total
Technical Cooperation	17 projects	51 projects	68 projects
Finance and Investment Cooperation	23 projects	0 projects	23 projects
Grant Aid	27 projects	14 projects	41 projects
Total	67 projects	65 projects	132 projects

* Figures are as of end of February 2023.

Ex-post evaluation

In the ex-post evaluation, JICA verifies the project effects and whether these effects are achieved after the project completion.

Action feedback

Accountability

JICA ensures accountability by conducting ex-ante evaluation before the implementation of the project and ex-post evaluation after the project completion.

Check post-Implementation

Plan pre-Implementation

Do Implementation

Ex-ante evaluation

In the ex-ante evaluation, JICA confirms the priority/necessity, expected effects of the project, and whether lessons learned from past projects are properly reflected in the project plan at the planning stage.

Overall rating (ex-post evaluation)

Following the 2019 update of the DAC Evaluation Criteria, JICA has been applying the new evaluation criteria to projects of which evaluation began in FY 2021 or later.
However, some of the evaluation results presented in this report include projects of which evaluation began in FY 2020 or earlier, and thus were evaluated based on the previous evaluation criteria. For detailed ex-post evaluation results, refer to pp. 14-36.

External evaluation

* A, B, C and D as shown in the pie chart show the ratings of the external evaluations.
* As a general rule, projects costing one billion yen or more are subject to external third-party evaluations. (The number of projects shown in the pie chart corresponds to the number of projects in the list of overall ratings.)

Unsatisfactory (D) 0 project 0%
Partially satisfactory (C) 6 projects 10%
Highly satisfactory (A) 28 projects 46%
Satisfactory (B) 27 projects 44%

Internal Evaluation

* Projects costing 200 million yen or more but less than one billion yen are subject to internal evaluations undertaken by JICA overseas office staff members or other personnel overseeing the countries and regions where the projects were implemented.
(The number of projects shown in the pie chart corresponds to the number of projects of which the evaluation results have been published.)

Unsatisfactory 6 projects 9%
Highly satisfactory 12 projects 19%
Partially satisfactory 19 projects 30%
Satisfactory 27 projects 42%

Analysis

JICA strives to improve the quality of evaluation by focusing on theories and data on development effects.

Focus on theories

Introduction of Cluster Management and study of project evaluation methods (▶ pp.40–43)

In order to optimize development assistance by combining multiple projects and schemes with the involvement of a wide variety of actors, JICA has introduced Cluster Management as a new management methodology. JICA will also evaluate clusters themselves. In order to assess this methodology, trial ex-post evaluations were conducted for Cluster Strategies for "Supporting the Growth of Water Utilities" and "Smallholder Horticulture Empowerment & Promotion (SHEP)".

Process analysis (▶ pp.48–49)

JICA is working on "process analysis" aimed at clarifying how project processes contribute to projects' effectiveness.
In the education sector project conducted in Zambia, described on pp. 48–49, it was confirmed that lesson study, in which teachers study teaching materials with their fellow teachers, conduct classes, discuss them, and apply the results to the next class in order to improve classes, may provide a venue for teachers to learn from each other, leading to improvements in subject contents and teaching methods which teachers struggle with, and thus helping enhance children's learning.

Focus on data

Timely project monitoring and evaluation using simple household budget survey method (▶ pp.50–51)

In order to share data such as poverty level among local residents with the relevant stakeholders in a timely manner, and to deduce the changes that a project has brought about in the society, monitoring and evaluation are being conducted using statistical methods and ICT tools. On pp. 51–53, a case study is presented in which the World Bank's simplified household budget survey methodology was applied to an ongoing project in Malawi on a trial basis.

Improvement

Evaluation results of individual projects are used for project improvements.

Lessons learned from the past projects

It was confirmed that lessons learned from the past projects have been used to improve and ensure the success of other projects through ex-post evaluations.

Lessons have been learned from the past evaluations regarding the importance of incorporating the views of the private sector, including Japanese companies, into investment environment reform plans in order to enhance the effectiveness of the measures to improve the investment environment.
Taking advantage of these lessons learned, efforts were made to ensure the effectiveness of the measures in an investment promotion project in India by incorporating opinions from industry into the project plan and by closely sharing information with relevant parties.
This resulted in an improved investment environment, and even amid the COVID-19 pandemic, there was no decrease in overseas investment into areas covered by the project. (▶ p. 39)
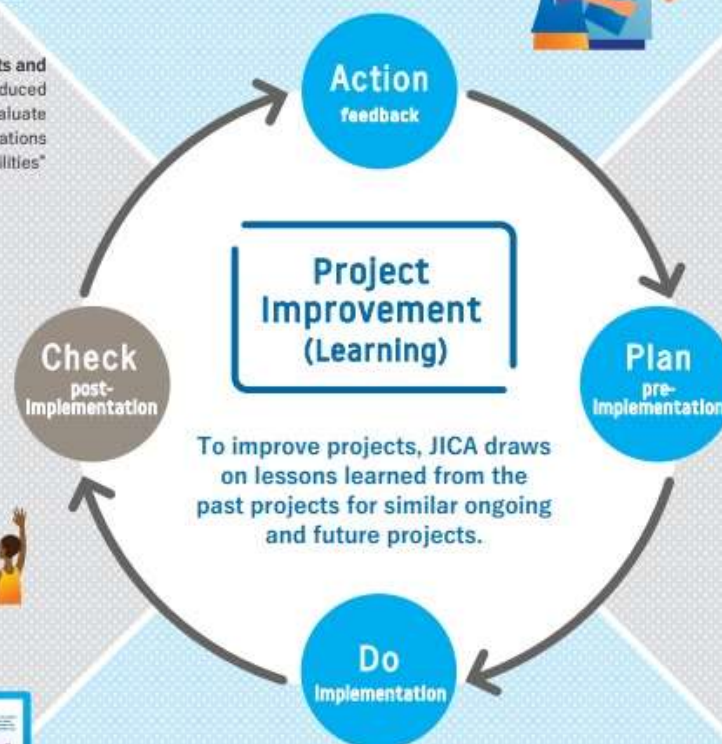
Application of lessons learned this fiscal year

Lessons newly learned will be used to improve and ensure the success of similar projects in the future.

The lessons learned from the results of evaluations are important knowledge (value-added knowledge) for JICA's project management.
JICA, as a "learning organization," will continue to utilize lessons learned to maximize development effects through better project implementation.
It is essential to establish a cycle of learning and lesson application whereby lessons learned are used to improve projects, and new lessons are continuously learned. (▶ p.37)
In addition, in order to analyze and summarize findings and lessons learned in a cross-sectoral manner and help formulate better projects, a reference guide to major lessons learned has been compiled along with the standard indicator reference, and feedback seminars have been held for relevant parties within JICA. (▶ p.38)
Some of the lessons learned this fiscal year are also presented in the project highlights. (▶ pp. 18–36)

Project Improvement (Learning)

Action — feedback
Plan — pre-Implementation
Do — Implementation
Check — post-Implementation

To improve projects, JICA draws on lessons learned from the past projects for similar ongoing and future projects.
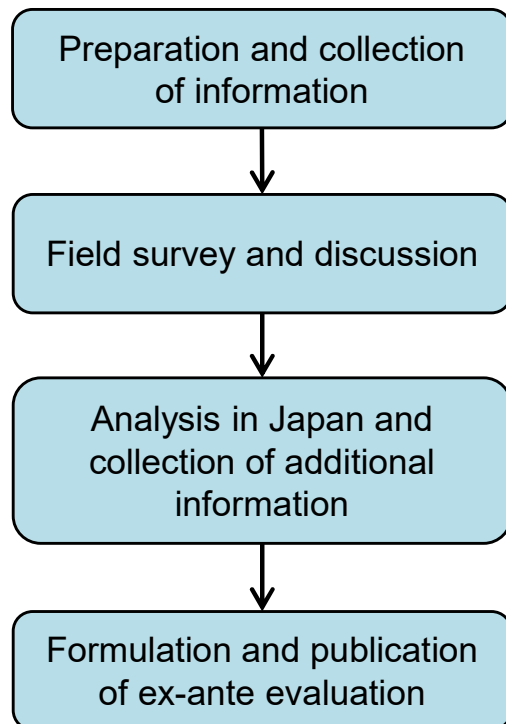
Evaluation criteria

- JICA consistently conducts evaluations by applying the **"Six DAC Evaluation Criteria"** as an international perspective for ODA evaluation and JICA's own rating system.
- Based on the revision of the DAC evaluation criteria in December 2019, JICA revised its project evaluation criteria as below. This revised criteria has been applied to projects which started their evaluations from FY2021.

items	New Definition (6 criteria)
Relevance	◆ Validity with project implementation （development needs） ◆ <u>Focus on "Beneficiary." Consideration for inclusiveness and equity</u> ◆ Appropriateness of the project plan and logic of approach
Coherence （**New**）	◆ <u>Consistency with development assistance policies of the Japanese Government and JICA</u> ◆ <u>Synergistic effect/mutual relations with JICA's other projects (technical cooperation, loans, grant aids, etc)</u> ◆ <u>Complementarity, harmonization and coordination with other assistance/projects in Japan, other development organizations, etc.</u> ◆ <u>Consistency with global framework (international targets, initiatives, standards, etc)</u>
Effectiveness	◆ The degree of achievement of target level in target year of expected project outcome （differential results across the groups）
Impact	◆ Positive and negative indirect and long-term effects （system and norms, people's well-being, human rights, gender equality, and the environment)
Efficiency	◆ Comparisons of planned and actual projects inputs, project period, and project cost
Sustainability	◆ Outlook on sustainability of effects that are realized by the project for aspects of policy/political, institutional/organizational, technical, financial, <u>social & environment, risk,</u> and operation & maintenance

Ex-ante evaluation

➢ Prior to project implementation, JICA conducts an "ex-ante evaluation" to verify the need for the project and to set targets for project outcomes. During the ex-ante evaluation, from the perspective of six DAC Criteria, **JICA confirms in advance the needs and priorities of the project, verifies the project outline and anticipated outcomes, and establishes indicators for measuring those outcomes**.

➢ At this time, JICA also confirms that the results from reviewing environmental and social considerations and lessons learned from past projects have been properly reflected.

➢ Once the project has commenced, **JICA monitors and evaluates the project based on the evaluation plan and indicators set at the time of the ex-ante evaluation**.

\<Ex-ante evaluation process\>

Preparation and collection of information

↓

Field survey and discussion

↓

Analysis in Japan and collection of additional information

↓

Formulation and publication of ex-ante evaluation

JICA collects and analyzes existing information on the recipient country and region, the target project, the implementing agency and beneficiaries, etc.

JICA visits the planned location of the project and the planned site for activities, and confirms the actual situation at the site. JICA also discusses with officials from the partner country, and confirms project implementation plan, etc.

Ex-post evaluation

➤ JICA conducts ex-post evaluations for **all projects costing 200 million yen or more**. They are comprehensive evaluation for the completed project and verification of its effects after project completion.

➤ For **projects costing over one billion yen**, JICA strives to **ensure the objectivity and transparency of the evaluation results** by incorporating evaluations conducted by **external third parties (external evaluations)**. External evaluations are conducted by external evaluators, such as development consultants that specialize in evaluations.

<Ex-post evaluation (external evaluation) process>

Preparation

Apr:
Determination of target project

May–Jun:
Selection of evaluator

Jul–Sep:
Planning, preparation and collection of information

Implementation

Oct:
Field survey (1st)

Nov–Dec:
Analysis of results in Japan

Jan of following year:
Field survey (2nd)

Feb–May:
Analysis of results in Japan
Preparation of Evaluation Report

Disclosure

Advisory Committee on Evaluation

Disclosure of evaluation results (online publication)

Evaluator collects materials on the target project and other information necessary for the evaluation, and prepares an evaluation plan.

Evaluator visits the project site to confirm the current situation and interviews users to grasp the project outcomes

During the 2nd field survey, the project site is revisited and interviews conducted in order to collect additional information.
A seminar is also held to explain the results of analysis to the recipient country.

JICA has established a committee comprised of external experts to enhance the quality of evaluations and to ensure accountability.

Evaluation criteria – Rating Flow Chart –
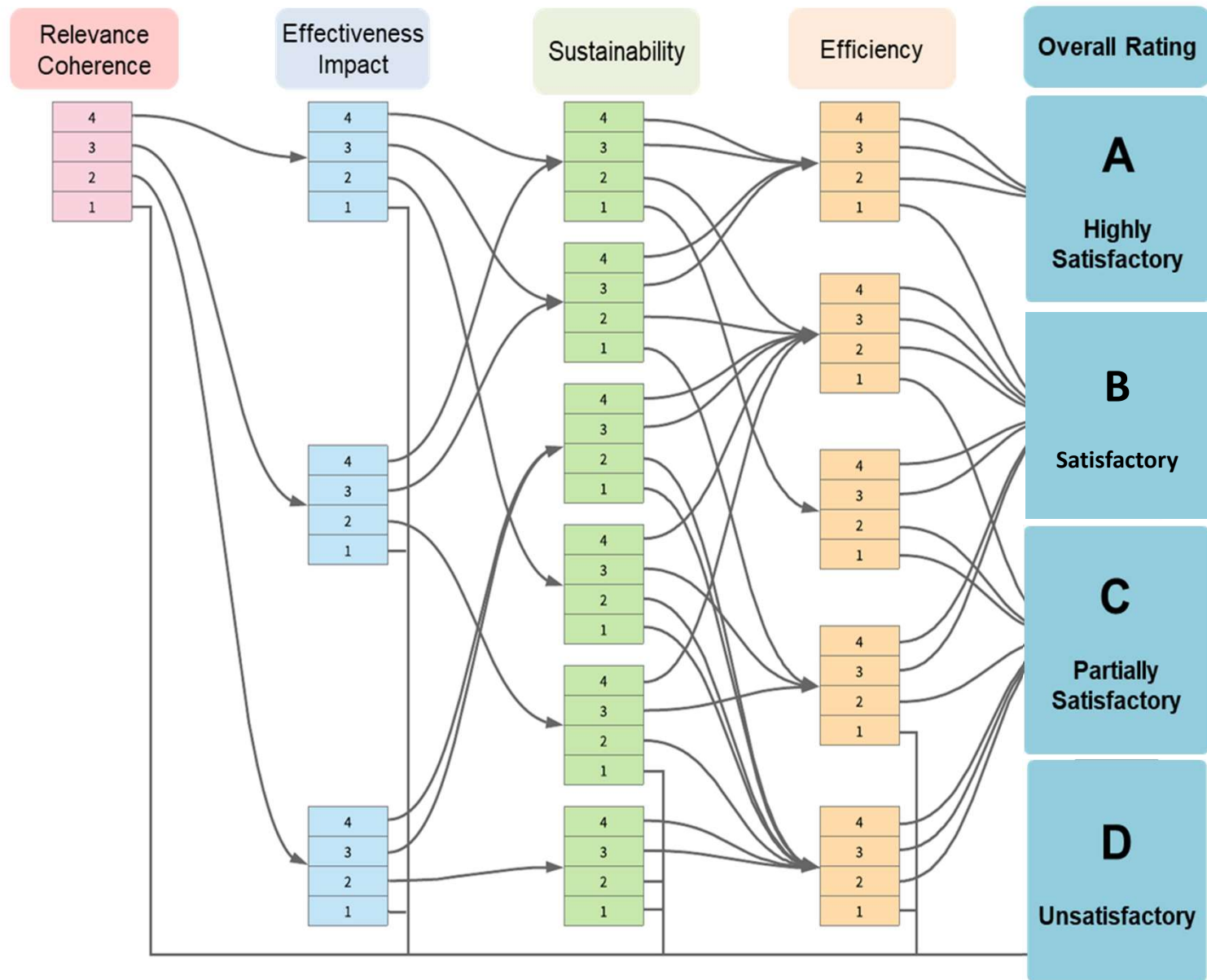
Rating system

Projects are assessed by applying the six DAC evaluation criteria and are rated according to the flowchart on a four-level scale of A to D.

Rating		
Relevance/Coherence	②	
Effectiveness/Impact	③	**Overall**
Sustainability	③	**B**
Efficiency	②	

Note: Ratings do not encompass all aspects of a development project. Although they are useful as an indicator measuring the effectiveness of the project, etc., they do not take into account the difficulty of the project or the degree of JICA's contribution towards achieving the project outcomes.

Leading the world with trust

2022

JICA

JICA Annual Evaluation Report

Japan International Cooperation Agency

EV
JR
23-07

JICA Annual Evaluation Report 2022 — Table of Contents

The QR codes on individual pages provide detailed information on the report. This can also be accessed by clicking on the project names.

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

JICA Knowledge Co-Creation Program (KCCP)
"Capacity Building for Evaluation Design, Implementation and System Institutionalization"

What is KCCP (Knowledge Co-Creation Program) ?

Objective: To transmit Japanese strengths to participating countries as well as to enhance further co-learning among participating countries including Japan.

Uniqueness: To meet various needs of developing countries, the program covers a wide variety of subjects, ranging from traditional agricultural techniques to cutting-edge science and technology.

1. Outline of the Program in JFY 2023

Capacity Building for Evaluation Design, Implementation and System Institutionalization

● **Period**

Online: August 10-25, 2023

Program in Japan: August 31-September 14, 2023

● **Objective**

*Strengthen participants' knowledge on the project evaluation methodologies/evaluation capacity

*Make concrete plans to improve the project evaluation system in participants' respective countries.

1. Outline of the Program in JFY 2023

Online Program
Participants will collect necessary data (organization chart etc.)
Based on the on-demand lectures, participants will draft the inception
Report along with the instruction by the lecturer if necessary.

Study: Lecture
Each participant takes on-demand lectures prior to
participation in the program in Japan.

Study

On-line Session
Lecturers follow up participants to understand lectures
and facilitate their drafting inception reports.

Discuss

Draft & Submit Inception Report

Study

Preparation of Arriving in Japan

1. Outline of the Program in JFY 2023

Face to Face Program in Japan
Participants will propose concrete plans to improve the project evaluation system in their respective countries based on the knowledge acquired from the lectures and exchanged views from the participants from other countries.

Discuss

Group Discussion
Participants learn other countries' cases by discussing with other participants and exchange views and opinions from participants from other countries.

Experience

Field Visit
Participants visit and observe the infrastructure projects and its sites and how they were evaluated.

Drafting Action Plan
Participants draft action plans after their return to their countries based on what they will have learned from the program.

Presentation of Action Plan
(Getting feedback from your colleagues)

2. Program in JFY 2024

Capacity Building for Evaluation Design, Implementation and System Institutionalization

- **JFY 2024**

  General Information (GI) will be released by March 2024

  For details, please contact your relevant government section in charge of KCCP Program of JICA or JICA Office.

- **Participating Countries and Region in JFY 2024**

  Cambodia, Egypt, Mauritius, Marshall Islands, Lao PDR, Palestine, Papua New Guinea, Solomon Islands, Somalia, Thailand

Japan International Cooperation Agency
https://www.jica.go.jp/english/