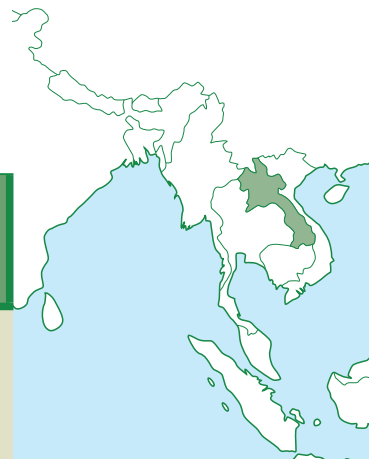


Country Assistance Evaluation of Lao PDR

Chief Evaluator: Jin SATO, Associate Professor, Department of Pioneering Asian Studies, Institute for Advanced Studies on Asia, the University of Tokyo
Advisor: Shino WATANABE, Associate Professor, Faculty of Liberal Arts, Saitama University
Consultant: ALMEC Corporation
Evaluation Period: July 2013 – February 2014



Original Report: <http://www.mofa.go.jp/policy/oda/evaluation/FY2013/pdfs/laos.pdf>

Background and Objectives

Lao PDR sets achieving the MDGs and graduating from Least Developed Countries (LDC) as national targets. However, various outstanding issues are not yet resolved.

The objectives of the evaluation are to review Japan's ODA to Lao PDR in a comprehensive manner and to provide recommendations and lessons learned for formulation and implementation of future ODA policies.

The primary scope of the evaluation of ODA in Lao PDR is the same as coverage of the Country Assistance Policy for Lao PDR adopted in 2012.

Evaluation Results

● Development Viewpoint

(1) Relevance of Policies

The consistency of Japan's assistance policy for Lao PDR with development policies and needs of the Government of Lao PDR is rated very high. Its consistency with Japan's high-level policies is also high. Therefore, the relevance of policies is rated very high.

(2) Effectiveness of Results

The evaluation team confirmed that Japan's assistance policy for Lao PDR achieved the objectives set forth in the assistance policies by priority areas indicated in the objective framework* and that they were effective in achieving each priority area. Therefore, it is concluded that the effectiveness of results is high.

* Objective framework

A chart that systematically describes the scope of the evaluation target and the policy objectives to explain in what direction the aid would extend its impact. Please refer to page 6 of the original report to find the objective framework of Country Assistance Evaluation of Lao PDR.



A national road of the capital amended with Japan's assistance

(3) Appropriateness of Processes

The Japan's assistance policies for Lao PDR are appropriately carried out by the ODA Task Force and related organizations. Processes of sharing information and deepening mutual understanding with the Government of Lao PDR are appropriate. Collaboration with development partners, private sectors, NGOs, and other bodies is also appropriately conducted. Consequently, the appropriateness of processes is very high.

● Diplomatic Viewpoint

The evaluation team confirmed that the diplomatic relationship between Japan and Lao PDR is important from the perspectives of the more than 50 years of friendly relations, personal and cultural interaction in the public and private sectors, and shared values at international conferences.

Recommendations

1 Assistance for Achieving the MDGs

It is important that both governments collaborate to formulate a development program taking into consideration the results of the MDGs progress report announced in 2013 at opportunities, such as periodic policy dialogues or reviews of the Rolling Plan.

2 Japan's Role as a Leading Development Partner

The evaluation team confirmed that coordination among development partners in Lao PDR is generally effective. However, some development partners point out that deliberation on comprehensive development in each sector is not adequate. As a leading development partner, Japan should enhance its presence to play a leading role in policy dialogues with the Government of Lao PDR.

3 Continuous Assistance to Enhance the Capacity of Government Officials of Lao PDR

Japan should continue to enhance the capacity of the government officials of Lao PDR, which is still limited especially because human and financial resources are limited. Support focusing on reinforcement of administrative capacities leads not only to bolster the capacity to receive assistance, but also to develop the friendly relationship of two countries by increasing supporters of Japan within the Government of Lao PDR.

4 Reflecting the Opinions of the Government of Lao PDR and Japanese-Affiliated Companies in Lao PDR when Formulating Country Assistance Policies

The number of Japanese-affiliated companies doing business in Lao PDR and the amount of investment from Japan have been increasing in recent years. Japan's ODA Task Force should take the information and opinions of Japanese-affiliated companies into consideration to formulate future country assistance policies.



An airport and a solar panel established with Japan's assistance

5 Providing and Sharing Information

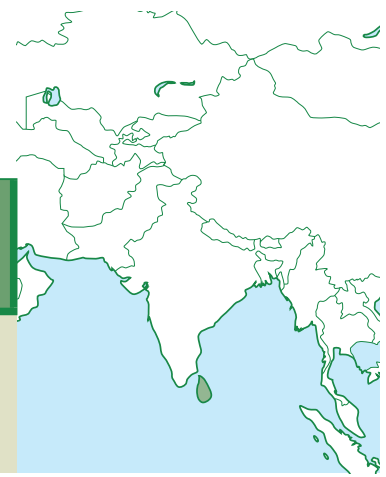
It is important that the Embassy of Japan in Lao PDR and the JICA Laos Office continue to exchange information through periodic meetings, coordinating conferences, and day-to-day interactions with development partners.

Examples of Response Measures to Recommendations

- MOFA is implementing assistance related to goals of MDGs that were deemed difficult to achieve according to the MDGs progress report for Lao PDR. Based on policy dialogues with the Government of Lao PDR, MOFA will make efforts to achieve the goals in coordination with other donors, focusing on priority areas in accordance with Japan's Country Assistance Policy by utilizing ongoing projects.
- In particular, MOFA will formulate projects based on Japan's Country Assistance Policy to continuously assist the areas of basic education and maternal and child health.
- Japan supports the human resource development of the ministries and agencies of Lao PDR through the provision of the Japan's Grant Aid for Human Resource Development Scholarship (JDS) and implementation of Group and Region-Focused Training. Human resource development of the ministries and agencies of Lao PDR is the primary objective of many of Japan's Technical Cooperation Projects. MOFA also contributes to strengthening the capacity of government officials to receive assistance, such as dispatching policy advisors to formulate programs of the ministries and agencies and to support aid coordination. MOFA will continue to extend assistance in this sector, such as the signing of Exchanges of Notes (E/N) on new JDS.
- Embassy of Japan in Lao PDR will take steps to strengthen information sharing by making more effective use of the Sector Working Groups and their subordinate Sub-sector Working Groups prescribed in the Round Table Process (forum for coordination and information sharing between the Government of Lao PDR and development partners for increasing aid effectiveness).
- With regard to assistance for the removal of unexploded ordnances in Lao PDR, Japan will promote information sharing with the United States as aid coordination between Japan and the United States and carry out mutually complementary cooperation.

Country Assistance Evaluation of Sri Lanka

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Advisor: Ananda KUMARA, Director of the Center for International Exchange and Regional Collaboration, Suzuka International University
Consultant: Global Link Management, Inc.
Evaluation Period: July 2013 – February 2014



Original Report: <http://www.mofa.go.jp/policy/oda/evaluation/FY2013/pdfs/srilanka.pdf>

Background and Objectives

The evaluation of Japan's ODA policies in Sri Lanka from FY2007 to FY2012 was conducted to improve Japan's ODA policies, ensure accountability to the Japanese people, and raise the profile of Japan's assistance overseas.

Evaluation Results

The evaluation results of Japan's assistance to Sri Lanka from a development viewpoint are summarized as follows: the relevance of policies was rated "high"; the effectiveness of results was rated "high"; and the appropriateness of processes was rated "high." The overall rating was "highly satisfactory." Additionally, from a diplomatic viewpoint, Japan's assistance to Sri Lanka was perceived as highly contributing to diplomatic relations between the two countries.

●Development Viewpoint

(1) Relevance of Policies

Japan's policy on assistance to Sri Lanka is highly relevant to Japan's high-level ODA policies, Sri Lanka's national development plan, and international priority issues. Despite the limited donor-coordination system in Sri Lanka, Japan's policy on assistance to Sri Lanka achieved a degree of complementarity with other donors by sorting the assistance by both the content and geographical areas.



The monument that commemorates the establishment of the New Mannar Bridge, which Japan has assisted

(2) Effectiveness of Results

Overall, Japan's assistance to Sri Lanka was characterized as very effective. Regarding the goals of priority sectors (listed in the Country Assistance Program) of "post-conflict reconstruction" and "improvement of lives (Human Security)" as well as the "development of economic infrastructure," effective assistance was facilitated by Japan's strengths; namely, sensitivity to human security and the transfer of high-quality technologies. With respect to the priority sector "poverty alleviation and regional development," effective models with high ripple effects were developed. In the priority sector of "improvement of capability to acquire foreign currency," considering the magnitude of this development issue, the overall level of Japan's assistance was relatively small; therefore, the impact was unavoidably limited.

(3) Appropriateness of Processes

The processes for policy and project formulation and implementation were followed in an appropriate manner. However, there were matters for consideration including the policy and budgetary decision-making processes and the timing of publication of the evaluation results.

●Diplomatic Viewpoint

Japan's long-standing assistance to Sri Lanka largely contributed to the friendly relations between the two countries. Continuing assistance such as improving the investment environment for the sustainable economic growth of Sri Lanka, a country which secures important maritime transport routes, is also critical for the economy and security of Japan.



Staff of international NGOs, which have been supported by Japan, teaching demining to the locals

Recommendations

1 Implementing High-Quality Assistance

To ensure the quality of Japan's assistance to Sri Lanka, which is composed of hard and soft components, it is beneficial to link different schemes by incorporating capacity building and transfer of technology in infrastructure development. Moreover, "All Japan" mechanisms should be devised by cooperating with Japanese companies that offer high-quality technologies.

2 Expanding Assistance to Development Sectors Using Japanese Technologies and Skills

Japan should assist in areas of high comparative advantage to other donors, including energy conservation, renewable energy, and disaster risk reduction (DRR). In addition, assistance should be enhanced to strengthen higher education for industrial development and expand the capacity of local, small, and medium enterprises.

3 Promoting South-South Cooperation

South-South Cooperation should be promoted between Sri Lanka, a country having attained a high degree of development indicators, and African and other Asian countries. Sharing good practices of Japan's assistance in health and post-conflict reconstruction areas can both enhance the impact of Japan's assistance and help advance the position of Sri Lanka regarding its foreign relations.

4 Leading an Aid Coordination Role Using Existing Donor Coordination Mechanisms

In Sri Lanka, the Government demonstrates strong ownership of aid coordination, and there are no donor-driven aid coordination mechanisms. Within the limited aid coordination framework that exists, Japan should continue playing a mediator's role between donors and the Government of Sri Lanka and a supporting role when the Government of Sri Lanka leads the donor coordination.

Examples of Response Measures to Recommendations

- Japan will extend high quality assistance by combining "soft" and "hard" components in such sectors as transportation, electricity, and DRR, where Japanese technologies are expected to be utilized. For example, Japan will provide financial assistance that makes use of Japanese technologies together with "soft" assistance such as formulation of master plans and capacity building.
- Japan will provide assistance that contributes to energy conservation (in particular, improving the efficiency of electricity system) and DRR. As the development of domestic industries is fundamental to the economy of Sri Lanka, Japan will consider effective ways of assistance aiming at improvement of investment climate and human resource development in industrial sectors.
- Japan will support Sri Lanka's initiative of the South-South Cooperation. For example, in the health sector, training programs will be carried out for African and South Asian countries in Sri Lanka from JFY2014, by utilizing the human resources developed through the ODA project "Improvement of Quality and Safety in Healthcare Institutions through 5S/TQM* in Sri Lanka" implemented from JFY2009 to JFY2012.

* 5S/TQM

5S is the acronym of Japanese words, namely Seiri (Sort), Seiton (Set), Seisou (Shine), Seiketsu (Standardize), and Shitsuke (Sustain). The concept is a key for management technique originally initiated in Japanese industrial Sector. TQM stands for Total Quality Management.

Country Assistance Evaluation of Colombia

Chief Evaluator: Yasunaga TAKACHIHO, Professor, Tamagawa University
Advisor: Makoto SUNAGAWA, Select Professor, Akita International University
Consultant: KRI International Corp.
Evaluation Period: July 2013 – February 2014



Original Report: <http://www.mofa.go.jp/policy/oda/evaluation/FY2013/pdfs/colombia.pdf>

Background and Objectives

This evaluation targets the overall policies associated with Japan's assistance for Colombia in order to realize Colombia's sustainable socioeconomic development (the cooperation launched in or after FY2003). The objectives of the evaluation were: 1) to obtain lessons and recommendations for formulation and implementation of future ODA policies; and 2) to contribute to the improvement of ODA and to use the evaluation for publicity and promotion of the visualization of ODA.

Evaluation Results

The team deems that cooperation has produced "satisfactory results" as its overall evaluation.

●Development Viewpoint

(1) Relevance of Policies

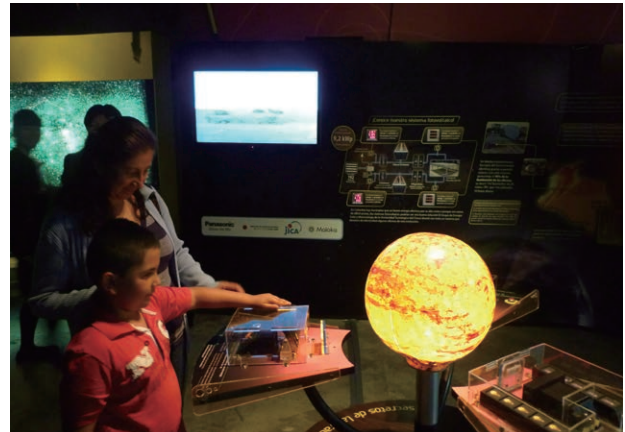
As a whole, relevance of policies is extremely high from the viewpoint of conformity with the high-level policy in Japan's ODA policy for Colombia, priority areas provided in the Government of Colombia's national development plan, international priority issues, and direction of other donors' assistance.

(2) Effectiveness of Results

It was confirmed that a certain level of contribution was achieved in most areas. Japan's contribution was significant in "peacebuilding" and "social development and building of equitable society," while the performance was low, and direct contribution was limited in "sustainable economic growth" and "environment and disaster prevention."

(3) Appropriateness of Processes

The team deems that the processes of formulating and implementing assistance policy are appropriate. It is expected to improve regular monitoring and evaluation to verify whether or not cooperation is implemented toward achieving Japan's ODA policy goals for Colombia.



Display equipment of solar power system provided by Japan

●Diplomatic Viewpoint

Japan's assistance to Colombia has been limited in terms of volume. However, Japan has provided its cooperation in a stable and continuous way, and therefore the evaluation team finds that the diplomatic relationship between the two sides has been strengthened. Additionally, from the standpoint of deepening the economic relationship, spillover effects from Japan's cooperation to Colombia are starting to appear, and the team recognizes that these effects show promise for the future.

Recommendations

1 Cooperation that Meets Needs in the Private Sector

It is expected that, in its assistance to Colombia, Japan will conduct studies to verify current conditions and needs for the development of Colombian private enterprises, infrastructure development and other items, and then study concrete forms of cooperation that meet development needs in Colombia and help Japanese private enterprises to enter the Colombian market.

2 Assistance that Helps Rectify Disparities through Regional Development

It is expected that Japan will continue to implement cooperation that contributes to the rectification of inter-regional disparities, such as technical cooperation related to the "One Village, One Product" and development of

regional infrastructure, and also pay attention to social inclusion, such as care for conflict victims and the socially vulnerable groups, using its experience in the peacebuilding field as a base.

3 Continuous Support for DRR Cooperation, an Area in which Japan Has a Comparative Advantage

The team thinks that cooperation in DRR is an area that will require continued assistance from Japan, taking into consideration the diplomatic importance to tackle with global issues and spillover effects, such as impact on economic relations that stems from the development of disaster-resilient infrastructure as well as the needs and high expectations from the Colombian side.

4 Study of Even More Effective Assistance Approaches to Expand Development Effects

Given the limited amount of assistance provided, it is expected that Japan will promote cooperation that is even more effective and generates greater synergy effects by linking up relevant schemes available under its ODA and reinforcing its strategic collaborations with other donors. Moreover, it is expected that Japan will expand schemes that include provision of ODA Loan, which have not been realized in Colombia in recent years, for supporting expansion of Japan's private enterprises into the Colombian market. It is further expected that Japan will give attention to finding ways to broaden its cooperation, including linking ODA with investment

finance by government funds such as the Japan Bank for International Cooperation (JBIC), etc.

5 Support for Sharing Technology which Has High Spillover Effects for Neighboring Countries

It is hoped that, Japan will continue to provide technical cooperation that not only contributes to improvements in Colombia but also helps the Government of Colombia to disseminate technologies to its neighbors. As for cooperation fields, cooperation, such as DRR and productivity and quality improvement in which Japan has a comparative advantage, will be promising.

Examples of Response Measures to Recommendations

- The Country Assistance Policy for Colombia sets out under its priority area "balanced economic growth" that Japan intends to implement assistance for projects such as "One Village, One Product" with a view to contributing to regional revitalization. Japan will continue to implement cooperation that helps reduce the urban-rural disparities through regional development, including technical cooperation related to the "One Village, One Product."
- As the Country Assistance Policy for Colombia identifies "tackling environmental issues and disasters" as one of its priority areas, Japan will continue to implement cooperation in the area of DRR, taking into account the requests from the Government of Colombia.
- Japan will continue to implement effective cooperation by combining applicable ODA schemes, such as Grant Assistance for Grassroots Projects, Technical Cooperation Projects, Dispatch of Experts, Training Programs, and Dispatch of Volunteers, while pursuing coordination with other donors. In addition, Japan will consider to provide ODA loans and other assistance based on Japan's assistance policy and requests from the Government of Colombia.



A map which shows the products under "One Village, One Product"

Evaluation of the Assistance under the Initiative for Disaster Reduction through ODA

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Advisor: Kimiro MEGURO, Director, Professor, International Center for Urban Safety Engineering, Institute of Industrial Science, the University of Tokyo
Consultant: Foundation for Advanced Studies on International Development
Evaluation Period: July 2013 – February 2014
Case Study Country: People's Republic of Bangladesh*
*The field survey was called off due to political instability in Bangladesh. Instead, the survey was conducted by a local consultant under the instruction of the evaluation team.



Original Report: <http://www.mofa.go.jp/policy/oda/evaluation/FY2013/pdfs/drr.pdf>

Background and Objectives

The Government of Japan, based on its experiences and knowledge, has been actively implementing international cooperation in DRR. At the second UN World Conference on Disaster Reduction (WCDR) in 2005, the Hyogo Framework for Action (HFA) was formulated. The Government of Japan also presented the “Initiative for Disaster Reduction through ODA” (hereinafter referred to as “the Initiative”) as its basic policy for international cooperation in DRR. In 2015, Japan will host the third WCDR, where the post-2015 framework for DRR will be adopted.

Based on these circumstances, this evaluation was conducted with the objective of comprehensively assessing the Initiative implemented by the Government of Japan since the second WCDR, so that it can be used as a reference for Japan's future policy planning in preparation for the third WCDR. An additional objective is to disseminate information on the achievements and strengths of Japanese cooperation in DRR thus far and to further strengthen the Japanese presence in this field. Furthermore, this evaluation aims to fulfill accountability towards the citizens of Japan through the publication of its results and will be useful in conducting public relations regarding ODA.



Cox's Bazar Radar Station (completed in 2007)

The scope of this evaluation includes the Initiative and the assistance provided under it, with the period for evaluation set as the time since the Initiative was announced in 2005. Furthermore, the inputs and achievement for assistance projects in Bangladesh were ascertained as the case study.

Evaluation Results

The Initiative was significant in that it allowed Japan's assistance in the field of DRR, which has been implemented over many years, to be clearly demonstrated within and outside of Japan. Additionally, the financial commitments for support under the Initiative were carried out as pledged, with especially successful results in human resources development. For more than 20 years, Japan has contributed to international cooperation in the field of DRR by hosting international conferences and ensuring that DRR is clearly stipulated in international agenda in the field of development. The benefits of cooperation in DRR can be seen in the case study country of Bangladesh.

● Development Viewpoint

(1) Relevance of Policies

Addressing global issues, the Initiative and assistance provided under it are in line with Japan's ODA Charter and the Mid-Term Policy. It is also consistent with international issues as well as other donors' policies. Japan's comparative advantage in terms of its experiences, knowledge, and technological capability in DRR is also thoroughly utilized. Therefore, the Relevance of Policies can be considered extremely high.

(2) Effectiveness of Results

The amount of financial assistance in the field of DRR and the proportion of the total amount of ODA have increased under the Initiative. It is the largest amount when looking only at the field of DRR, accounting for 33% (2005-2011) of the total assistance provided by OECD-DAC member countries and international organizations. In the case study country of Bangladesh, more



Cyclone Shelter in Chittagong (completed in 2005)

time is necessary to verify effectiveness in the field of human resources development, but the development of weather radars and cyclone shelters has contributed greatly to mitigating disaster damage. Therefore, the cooperation provided under the Initiative can be considered effective.

(3) Appropriateness of Processes

While there are many Japanese organizations in the field of DRR (ministries and agencies, DRR-related organizations, JICA, offices of international organizations in Japan, NGOs, local governments, and private companies, etc.), the division of roles within the central government is clearly delineated. Their collaborative efforts and information sharing, including that with other relevant organizations, continue to progress, and the overall implementation process is judged as appropriate. When formulating similar initiatives in the future, it is advisable to incorporate a system for policy monitoring. Additionally, it is hoped that partnerships with private companies having considerable knowledge and a high level of technological skills will also be further developed.

●Diplomatic Viewpoint

Japan has contributed greatly to raising the priority of DRR in the field of development. Announcing the Initiative at the second WCDR was effective in increasing Japan's presence within the international community. Japanese technologies and systems have a comparative advantage in regard to cooperation in the field of DRR. This type of cooperation has been specially positioned to increase the sense of reliability placed in Japan and to allow the promotion of friendly bilateral relations.

Recommendations

1 Mainstreaming of DRR

In order to promote the mainstreaming of DRR, it is advisable to compile disaster statistics from disaster-prone

countries and introduce a disaster risk assessment system at the earliest possible stage so that DRR aspects can be incorporated into all projects.

2 Strengthening Strategic Utilization of “Soft Component” Assistance

When providing economic and social infrastructure development assistance, it is important to simultaneously strengthen the strategic combination with soft component assistance, such as human resources development and institution building, in order to increase its impact.

3 Formulation of a New Initiative with a Clear Message

By presenting a new initiative at the third WCDR in 2015, Japan will be able to express its approach to DRR assistance more clearly. It is then hoped that Japan will clearly show that it places importance on prevention, explicitly state its post-HFA involvement, and prepare a monitoring framework with a clearly indicated system of goals.

4 Partnerships with Diverse Actors

For cooperation in the field of DRR, it is important to form partnerships with local governments possessing know-how, DRR-related organizations, NGOs, international organizations, private companies, universities, and research institutions. To do this, it is advisable to increase the opportunities for these actors to work closely and exchange information by appealing to the relevant organizations.

Examples of Response Measures to Recommendations

- The mainstreaming of DRR means assessing disaster risks and taking measures against them during the implementation of any development projects. MOFA will lead the mainstreaming of the DRR by advancing the study of the disaster risk assessment system for its development projects and promoting it in other countries.
- In order for assistance for strengthening economic and social foundations to deliver greater impact, it is essential that human resources who can be employed are developed in optimal ways in recipient countries, taking into account their community, cultural, and organizational frameworks. MOFA will continue to strengthen its human resource development initiatives.
- Japan, which has experienced the Great East Japan Earthquake and other major disasters, is one of the few most disaster-prone countries among developed countries. Japan thus has many insights and lessons learned on disasters from its experience. Furthermore, Japan is the world's leading donor in DRR. In order to further raise Japan's profile, MOFA will consider reviewing the Initiative for Disaster Reduction through ODA and announcing a new initiative at the Third World Conference on Disaster Risk Reduction.

Evaluation of Grant Aid for Poverty Reduction Strategy

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 Advisor: Juichi INADA, Professor, Department of International Economics of Senshu University
 Consultant: Mitsubishi UFJ Research and Consulting Co., Ltd.
 Evaluation Period: July 2013 – February 2014
 Case Study Country: United Republic of Tanzania



Original Report: <http://www.mofa.go.jp/policy/oda/evaluation/FY2013/pdfs/prs.pdf>

Background and Objectives

This evaluation study was conducted with the aims to comprehensively review Japan's Grant Aid for Poverty Reduction Strategy (PRS)* to make benchmark recommendations in policy planning and future implementation of PRS Grant Aid and to ensure accountability by making the evaluation results widely available to the general public. This evaluation has addressed PRS Grant Aid implemented by the Government of Japan between FY2007 and FY2011 (14 programs in five countries). The evaluation team has evaluated Japan's PRS Grant Aid in terms of relevance of policies, effectiveness of results, and appropriateness of processes as well as from the diplomatic viewpoint – according to the ODA Evaluation Guidelines (8th edition) published by the Ministry of Foreign Affairs of Japan.

* PRS Grant Aid

A grant aid cooperation scheme aiming to comprehensively support work to implement and achieve poverty reduction strategies in developing countries.

Evaluation Results

PRS Grant Aid is a form of budget support used to reinforce the policies of recipient countries, providing an added value unique to the scheme. In terms of recipient countries' need for their nation building and policy and institutional reforms, it is expected to leverage PRS Grant Aid as a strategic tool and expand the scale of support in the medium to long term.

● Development Viewpoint

(1) Relevance of Policies

Relevance of policies is high from the perspectives of (i) consistency with the development needs of recipient countries, (ii) consistency with Japan's ODA policies (the ODA Charter and the Mid-Term Policy on ODA), Japan's assistance policy for Africa and Country Assistance Policies for the relevant countries, (iii) consistency with global priority issues MDGs and trends in international cooperation involving budget support, (iv) Japan's comparative advantages, and (v) Japan's participation in budget support.

(2) Effectiveness of Results

Overall, although the extent to which the development program objectives had been achieved was not yet quantitatively measured, the evaluation team concluded that a certain effect had emerged in the case of Tanzania. As for the three reform facilitation effects of PRS Grant Aid, budget support appears to have a "pushing effect" from a perspective whereby budget support helped accelerate national reform whereas more time is necessary to observe the "symbolizing effect." As for the "coordination effect," the evaluation team has confirmed that the Government of Tanzania has promoted consultations and shared the direction of its policy reforms both internally and jointly with donors.

Effects to Enhance the Effectiveness of Reform, as Generated by the Inputs of Budget Support

Pushing Effect	Effect of supporting reform promotes in the government of a partner country and "pushing" reform of the government itself
Symbolizing effect	Strong ownership and commitment of a partner country government toward reform, and the effect of symbolically announcing ownership and commitment in and outside the country
Coordination effect	Effect of facilitating and enhancing the building of the reform implementation mechanism and "coordination" within government and between the government and donors (including promoting dialogues on policy reform and sharing of direction), and coordinating development coordination

(3) Appropriateness of Processes

PRS Grant Aid appears more or less appropriate in terms of the process of formulating this scheme (scheme design), and the implementation and monitoring processes. However, there are points for future improvement to ensure the relevance of policies and effectiveness of results.

● Diplomatic Viewpoint

PRS Grant Aid promoted development coordination among donors and between donors and the governments concerned and allowed them to engage in consultations over policy reform and share directions. Moreover, Japan's participation in budget support enhanced support to the governments concerned at policy level. In

addition, the evaluation team confirmed the PRS Grant Aid has a positive meaning in that Japan, through its technical cooperation, disseminated and expanded the knowledge, technologies and skills necessary for recipient countries to implement prioritized policies and administrative financial reform. This means that it maximizes not only the effects of Japan's diplomacy but also unique features of Japan's approach to assisting nation building of recipient countries that increase development effects by linking PRS Grant Aid to technical cooperation.

Recommendations

1 Promotion of Information-sharing on the Decision-making Process of Countries Subject to PRS Grant Aid

Currently, there are certain directions and viewpoints which present the decision about the countries to which PRS Grant Aid should be granted, but the parties concerned with aid in Japan have not shared information concerning the decision-making process on countries subject to the PRS Grant Aid. In light of the experience to date, the decision-making process of selecting recipient countries should be clarified and shared with the parties concerned.

2 Review of the Scale and Timing of PRS Grant Aid, and Commitment at the Policy Level Extending More Than One Fiscal Year

The scale of PRS Grant Aid is expected to expand in the medium to long term considering the significance of its roles.

As for timing, Japan should consider to arrange disbursement to meet the needs of the recipient countries such as disbursing at an early stage of the fiscal year of recipient countries in light of the budget system. The timing should be determined flexibly.

At policy level, Japan should consider officially expressing its commitment to programs extending over multiple fiscal years. The official announcement of the continuous provision of PRS Grant Aid signals that Japan highly prioritizes assistance in nation building and reform in the recipient countries and supports the direction of reform, with moves expected to enhance mutual credibility in bilateral diplomatic relations.

3 Development of a Strategic Field System and Functions Based on "Selection and Concentration"

Inputs for PRS Grant Aid (such as development of field systems and functions, and personnel allocation) should be set out based on the priority order of recipient countries in accordance with the principles of "selection and concentration" in the short term. In the medium to long term, various human resources with enthusiasm and capacity for PRS Grant Aid and budget support, as well as those who are enthusiastic about and capable of providing support for administrative and financial reform in developing countries should be developed.

4 Monitoring of Effects Unique to Japan/ Diplomatic Effect

Japan should establish a framework to monitor PRS Grant Aid effects unique to Japan and the diplomatic effects, perform regular monitoring based on the framework and publish the results. Monitoring the effects of Japan's diplomacy does not suit joint monitoring with other donors which is the usual practice for budget support type aid. In this respect, the evaluation team recommends that Japan should establish an original framework to monitor progress towards the objectives of PRS Grant Aid programs, regularly review them under the framework, and publish the results to the general public.

5 Disseminating Japan's Development Approach in line with Rules in International Cooperation Society

Japan should actively signal, via PRS Grant Aid and budget support, its development approaches. Such an action is expected to pave the way to establish rules against emerging countries and donors that engage in assistance with ultimately adverse effects. Such regulations should be jointly established with the governments of recipient countries via the budget support framework.

*The evaluation team recommends that the title of this scheme "PRS Grant Aid" should be reconsidered on this occasion. Taking into consideration the recent trend in international aid, the term "PRS Grant Aid" should be desirably renamed before it becomes outdated.

Examples of Response Measures to Recommendations

- Improvement measures in the decision-making process of the recipient countries of Grant Aid for PRS, including the improvement of the workflow, will be examined by MOFA through sharing information with JICA from the preparation phase of project planning so that the recipient countries may be decided based on Japan's cooperation programs, Country Assistance Policy, and in coordination with Japan's Technical Cooperation for such countries.
- The scale of Grant Aid for PRS needs to be adjusted in the context of the total grant aid budget. The Government of Japan cannot make commitments regarding the implementation of Grant Aid for PRS in and after the next fiscal year. However from the perspective of addressing the medium- and long-term challenges of recipient countries, based on Japan's cooperation programs and Country Assistance Policies, as described above, MOFA will examine the appropriate scale, timing of implementing Grant Aid for PRS, and the pros and cons of making policy-level commitments to programs extending over multiple fiscal years.
- MOFA will review the workflow on an individual project basis and the mechanisms of monitoring development effects, while also taking into account the examination of the mechanisms of grant aid sub-schemes.

Evaluation of Assistance for the Urban Transportation Sector in Viet Nam

Chief Evaluator: Yasutami SHIMOMURA, Professor Emeritus, Hosei University
Advisor: Hironori KATO, Professor, the University of Tokyo
Consultant: INGÉROSEC Corporation
Evaluation Period: July 2013 – February 2014
Case Study Country: Socialist Republic of Viet Nam



Original Report: <http://www.mofa.go.jp/policy/oda/evaluation/FY2013/pdfs/transportation.pdf>

Background and Objectives

Japan has provided assistance for the urban transportation sector in Viet Nam, which economically continues to grow at a high rate, for the capacity development for plan formulation, operation, maintenance, and management in the form of technical cooperation as well as a series of investment in infrastructure by means of ODA loans, and the need for this assistance continues to remain strong. In this evaluation, assistance for the urban transportation sector, which Japan provided mainly to Hanoi and Ho Chi Minh City from FY2006 to FY2012, was reviewed for the purpose of obtaining recommendations and lessons learned for the formulation of assistance policies for this sector and implementation of assistance in this sector in the future. Additionally, the evaluation had the objectives of fulfilling accountability to the people of Japan and being put to use for public relations (PR) of ODA by means of feedback to the Government of Viet Nam and other donors.

Evaluation Results

An overall evaluation conducted based on the set indicators and standards provided results that are satisfactory to a certain extent. However, it is difficult to directly measure the diplomatic effects, with all that can be expected consisting of indirect synergistic effects resulting from the development of transport arteries which is an adjacent sector to the urban transportation sector.

● Development Viewpoint

(1) Relevance of Policies

Policies have been formulated in accordance with the development objectives of Viet Nam, are consistent with the ODA Charter, Medium-Term Policy and Country Assistance Program and Policy for Viet Nam, and are likewise consistent with a shared view of importance of assistance for Viet Nam among donors and in documents such as assistance policy/content of assistance by other donors. Furthermore, it can be recognized that Japan has comparative advantage in terms of technical issues, assistance methods, and other areas. Therefore, the evaluation team judged that the relevance of policies is extremely high.



Nhat Tan Bridge under construction

(2) Effectiveness of Results

The results have contributed to the development of infrastructure in Viet Nam and have had a positive impact on foreign corporations expanding into Viet Nam. The benefits of projects related to transportation safety can also be recognized. In addition, it can be acknowledged that the drivability on roads has been improved, traffic congestion has been alleviated and other outcomes have been achieved, having an impact on logistics in the northern and southern areas, and it is expected that the effects will be manifested across the areas mainly in Hanoi and Ho Chi Minh City. Therefore, the results have had a certain level of achievement as of this evaluation, and further contribution will be expected in the future.

(3) Appropriateness of Processes

The Country Assistance Program and Policy for Viet Nam are formulated, and projects are selected based on information that is collected by the Embassy of Japan in Viet Nam and JICA Viet Nam Office. Assistance projects are mainly managed by the JICA Viet Nam Office which maintains close communication with related agencies and stakeholders, and efforts are made to reflect requests and needs from the Vietnamese side for aid coordination. Consequently, the evaluation team judged that the processes have been implemented in an appropriate manner. However, it is a challenge to accumulate data in measuring the quantitative effects. In addition, issues such as project delays due to the impact of land acquisition will be shared and discussed at the ODA Task Force and Infrastructure Policy Conference, and cooperation between donors will be requested.

●Diplomatic Viewpoint

The diplomatic importance of assistance in this sector is significant, but it is difficult to directly measure the diplomatic effects. The number of corporations entering the country and volume of foreign direct investment will increase due to the synergistic effects of development in urban transportation and transport arteries, and it is expected that this will have indirect diplomatic effects such as increasing the influence and negotiating power of Japan on the strategy of Viet Nam for industrialization. In order to conduct evaluation from a diplomatic viewpoint, review of assistance in the transportation sector as a whole for areas other than urban transportation needs to be conducted.

Key Recommendations

1 Recommendations for Program Approach

More attention should be paid to the connection among projects in the program and the connection with adjoining programs, and the organic coordination among assistance projects should be recognized as an explicit indicator.

2 Recommendations Concerning Sharing Data

The data studied or used for each project should be efficiently managed within JICA. In addition, assistance plans concerning the collection of data related to changes in commuting distances for jobs and schools as well as changes in retail and trading areas should be formulated in preparation for the completion of an urban railway system.



Maintenance of traffic networks in Hanoi (intersection in Kim Lien)

3 Coordination Issues among Donors for Infrastructure Operation

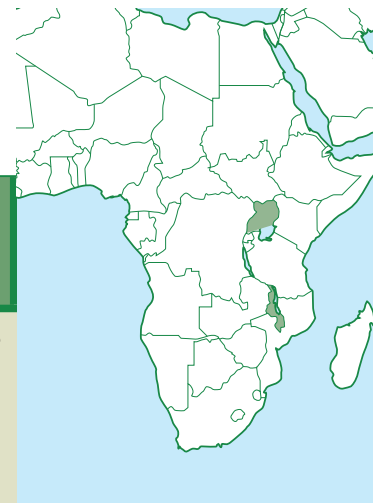
In terms of operational issues, heightened problem consciousness and further understanding of technology needs to be promoted on the Vietnamese side and coordination among donors should be conducted in advance. Also, discussion concerning standards should take place from the master plan formulation stage, and other such work should be included in the plan in order to review specific measures to cope with the various issues.

Examples of Response Measures to Recommendations

- Japan will design projects by paying attention to the linkages between projects as well as to the relevance with adjoining programs.
- Viet Nam should manage data related not only to individual projects but also related to all sectors. However, Japan will consider providing technical assistance in data management according to Viet Nam's current capabilities in order to ensure the appropriate management of such data from the perspective of the Program Approach*.
- Implementing agencies should be the primary actors in donor coordination. Japan's basic stance is to respect such initiatives and ownership. With regard to assistance for infrastructure systems, competition among donors is inevitable. If Japan is to take part in the master plan formulation, Japan will press for the introduction of Japanese standards based on advance consultations with the Vietnamese side.

* Program Approach

An approach whereby the main development goals (program objectives) are shared through policy discussions with developing countries, from which the specific ODA project is determined.



Evaluation of Assistance to the African Millennium Villages Initiative

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 Evaluation Period: July 2013 – February 2014
 Case Study Countries: Republic of Uganda and Republic of Malawi

Original Report: <http://www.mofa.go.jp/policy/oda/evaluation/FY2013/pdfs/amv.pdf>

Background and Objectives

The Millennium Villages Project (MVP) is an assistance program proposed by the UNMP. It aims to eliminate extreme poverty in impoverished villages in Sub-Saharan Africa, where the achievements of the MDGs have been delayed. The project does so through a comprehensive development approach, which seeks self-sustaining development capabilities of villages. Through the UNTFHS, Japan provided a total of about 20 million US dollars (about 2 billion yen) in assistance to the AMV, which is a part of the MVP. The study's purpose is to comprehensively evaluate Japan's assistance to the AMV by conducting a review from the development and diplomatic viewpoints. By doing so, the evaluation seeks to ascertain the lessons learned and recommendations in order to formulate and implement assistance policies in the future.

Evaluation Results

● Development Viewpoint

(1) Relevance of Policies

The AMV is consistent with high-level international norms and frameworks on development such as the MDGs. It is also consistent with Japan's high-level (ODA) policies, such as Japan's ODA Charter/Medium-Term Policy on ODA, as well as the development agenda and the policies of countries where the Millennium Villages (MVs) are located. The approaches that the AMV has proposed, to achieve the MDGs, carry a certain degree of justification. They were also difficult to achieve under the conventional aid modalities of Japan that were based on requests from developing countries. Therefore, assistance from Japan for the AMV is considered to be significant, necessary, and policy-relevant.

(2) Effectiveness of Results

MVs that received assistance from the AMV showed certain improvements in each of the sectors, corresponding to input. The sectors include: agriculture and business development, health, education, water and sanitation, and the development of infrastructure. Considerations and efforts for attaining "operational sustainability" in project operations were also acknowledged to some extent. However, when examining the results from the perspective of whether the projects ensure any "special effects" that compensated for the "aid maldistribution," some degree of "Spillover Effect to the Outside" was found to some extent, although the "Synergy Effect between Sectors" did not fully appear. These two effects were examined bearing in mind the characteristics of the AMV, in which assistance was intensively transferred to various sectors in specific regions. Additionally, the "Big Push Effect for Self-Sustained Growth" (hereinafter referred to as the "Big Push Effect"), which is the primary objective of the MVP, could not be confirmed during this evaluation and was recognized as being a future issue even at the local level.

(3) Appropriateness of Processes

The Embassies of Japan and JICA offices in the relevant countries were not mandated to directly administer or supervise the progress of the projects, since Japan's assistance to the AMV was delivered through international organizations. However, Japan should have proactively followed the outcomes of the projects and requested sufficient feedback, since the policy intention for this project was to be a trial run for new aid approaches proposed by the UN. It would therefore appear that, even though it was not responsible for supervising the AMV projects directly, Japan should have proactively followed

Characteristics of the AMV		"Special effects" which are expected to compensate for the issues of "aid maldistribution" caused by the AMV's characteristics	
Injecting aid in specific regions	⇒	Spillover Effect to Outsidess	Effects that give direct benefits to surrounding areas. Effects coming from the transfer of skills and the movement of human resources (that acquired skills from AMV projects) Demonstration effect
Injecting aid in various sectors	⇒	Synergy Effect between Sectors	Objective synergy effect Subjective synergy effect (facilitating self-reliance among local residents)
Intense inputs of (large amounts of) aid	⇒	"Big Push" Effect for Self-Sustained Growth	

the outcomes of the projects and requested sufficient feedback. Moreover, at the level of local organizations related to the AMV, their roles and relations should have been clarified, and the common understanding on the AMV framework should have been adequately established among them.

●Diplomatic Viewpoint

Japan's assistance to the AMV has had the following diplomatic impacts; it contributed assistance to Africa provided by the international community, promoting the concept of human security, which Japan advocates in the international arena, and enhanced the diplomatic presence of Japan in the international community. It was also expected to create direct diplomatic impacts for the countries where the MVs are implemented. However, Japan's degree of contribution to the AMV was not well recognized by the governments and local communities of these countries.

Recommendations

1 Monitoring and Evaluating the "Big Push Effect for Self-Sustained Growth"

Providing assistance to the AMV was a significant trial project for both the UN and Japan. However, the outcomes were insufficient to compensate for the "aid maldistribution" at the time of the evaluation. By demonstrating the "quick impact" of assistance, without having satisfactory verification of assistance to the AMV, there is a risk of facilitating external/aid dependence among local aid recipient communities. Therefore, it is necessary to clearly articulate the monitoring and evaluation indicators to measure the core of the AMVs, "Big Push Effect for Self-Sustained Growth." It is also necessary to carefully validate the results based on data relating to the MVs.

2 The Need for the Verification of Long-Term Impacts

Originally, the AMV was expected to create a "Big Push Effect" over a short-term period such as five years; however, this seems difficult to achieve due to the nature of this type of rural development project. In order to confirm this Effect, it would be necessary to modify the approach by providing assistance on a longer term and large-scale basis, or changing the locations of assistance. Additionally, it is essential to constantly follow the areas that were improved by the AMV, not only by verifying the "Big Push Effect."

3 Reviewing Continued Assistance for the MVP

It is acknowledged that the AMV created a certain level of special effects, namely the "Spillover Effect to the Outside" and the "Synergy Effect between Sectors," whereas it is difficult to conclude that the AMV did create the "Big Push Effect" as originally expected. Moreover,

the MVP has several advantages as a broadly recognized approach of poverty reduction, such as a certain level of MVP reputation, the commitment of the UN and specialized agencies, a system excelling at collecting data that is indispensable for research and development, and the experience and expertise required to involve private companies and organizations. Hence, from the perspective of aid diplomacy, it is suggested to consider continuing the assistance to the MVP, through which a useful development model could be researched and created for future international discussions.

4 Strengthening the Implementation and Administrative Structure

If MVP assistance is to be continued, it is essential to understand the quantitative data needed to verify the "Big Push Effect." Due to the fact that the AMV did not provide sufficient data on the project reports to validate its effects, we have no choice but to declare that the project implementation and administration of the supervisory organizations were insufficient. In light of this, the extent of responsibilities should be clarified among the concerned organizations. This includes the agencies that design and implement the projects, the international organizations that mediate aid, and research organizations that analyze the outcomes. Clarification of the above is necessary to put into effect a structure by which Japan, as a principal donor, can ensure monitoring of the progress and outcomes of the projects definitively and continuously. Therefore, an alternative is to consider thoroughly reviewing the aid mechanism by which Japan directly funds the project-implementing agencies. Another alternative is to conduct joint research of the aid models by both the MVP project-implementing agencies and research institutions of Japan.

Examples of Response Measures to Recommendations

- In cases where Japan extends new assistance for MVP projects by non-UNTFHS means, MOFA will request project implementing agencies to establish clear result framework with indicators for measuring the "big push effect" as well as to monitor outcomes and verify impacts of the projects. In addition, MOFA will share the results of and lessons learned from past MVP assistance conducted through UNTFHS with stakeholders of newly developed and on-going MVP project assistance.
- MOFA will duly consider the continuance of assistance for the MVP, while following the status of AMV projects (grant aid) in Cameroon and other countries. In the case that Japan continues assistance to the MVP, MOFA will also seek to strengthen the implementation and administrative structures of the MVP.

Evaluation of “Human Resource Development in the area of Development” and “Supporting Development Education”

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Evaluation Period: July 2013 – February 2014
Case Study Country: None

Original Report: <http://www.mofa.go.jp/policy/oda/evaluation/FY2013/pdfs/hr.pdf>

Background and Objectives

MOFA and JICA have been making conscious efforts to develop and secure the services of excellent human resources in order to implement Japan's development cooperation for excellent results. The objectives of this evaluation study are listed below.

- (1) The evaluation team comprehensively evaluates “Human Resource Development in the area of Development” and “Supporting Development Education” in light of the significance of such training and support.
- (2) The evaluation team derives recommendations for the future planning and implementation of Japan's assistance programs based on the evaluation results concerning “Human Resource Development in the area of Development” and “Supporting Development Education”.

Evaluation Results

● Development Viewpoint

(1) Relevance of Policies

In regard to the relevance of policies, a certain consistency is ensured as a whole. However, in regard to consistency with the need for development specialists, there is no clear policy or strategy. There is no clear target set; therefore, no concrete strategy was evolved for “Human Resource Development in the area of Development” and “Supporting Development Education” at the policy level. In this context, the relevance of plans to materialize policies is judged to be low.

(2) Effectiveness of Results

In regard to the effectiveness of results, a certain positive contribution is achieved as a whole. In regard to “Human resources are developed to implement development cooperation for excellent results (Principal Objective 1)”, each capacity development program for NGOs has recorded some progress which is relevant to the improvement of their activities. As such progress is linked to the development of human resources and enhancement of the organizational strength of NGOs, these programs are judged to have greatly contributed to Principal Objective 1. Meanwhile, the contribution of another program designed to develop the capacity of human resources working at the front line in the area of development is rather limited due to the limited scope of the abilities to be improved and the

small number of places for programs. In regard to “Interest, understanding and support are enhanced for development cooperation (Principal Objective 2),” a significant contribution has been made in terms of the training of teachers because teachers have been trained to act as “cores” in the implementation of development education within and outside of schools and also because local “networks” of teachers have been formed to promote development education.

(3) Appropriateness of Processes

In regard to the appropriateness of processes, it is deemed to be high as a whole. In the case of the programs for NGO Human Resources Development, the process to examine and formulate a plan or strategy is judged to be highly appropriate. In the case of programs for Human Resource Development in the area of Development and programs for Supporting Development Education, there is no permanent system for discussion or review with the broad participation of stakeholders because of the characteristics and circumstances of these programs. In addition, because of the absence of a corresponding plan for these programs, it is difficult to analyze the program examination and formulation process under these programs. In regard to “The process to formulate a plan and to determine a program menu” and “The process to implement and improve a program,” the appropriateness of processes is high, because each program employs a process to reflect the opinions of participating experts and stakeholders.

● Diplomatic Viewpoint

From the diplomatic viewpoint, the evaluation team has reviewed the diplomatic impacts in reference to three aspects. They are activities by organizations and persons that have utilized some programs of “Human Resource Development in the area of Development” and “Supporting Development Education,” activities by NGO staff members to assist the rehabilitation of areas devastated by the Great Sichuan Earthquake and the number of Japanese nationals working for international organizations and understanding of and support for international cooperation among the Japanese public. The results of this evaluation indicate that “Human Resource Development in the area of Development” and “Supporting Development Education” in Japan have comprehensively produced impacts for the facilitation of Japan's diplomacy even though the direct causal relationship is somewhat unclear.

Recommendations

For Policy Formulation

1 Formulation of Consistent Policies and Plans Based on the Policy Framework and Japan's High-level Policies

For future advancement of "Human Resource Development in the area of Development" and "Supporting Development Education," the formulation of concrete policies and plans based on the policy framework* is important for the purpose of strategically implementing the relevant programs.

* A policy framework is a chart that describes possible development from relevant individual projects to overall goals of policies, which aims to contribute to the consideration of desirable policies and plans.

To Raise the Effectiveness of Results

2 Continuation and Enhancement of the Training of Human Resources Equipped with Strong Practical Capabilities

There are many universities and graduate schools providing courses related to international development, and the number of under-graduate and post-graduate students of these courses actually exceeds the demand. It is essential to continue and strengthen programs, etc. which are designed to produce human resources which are equipped with the strong practical capabilities required at the front line of development.

3 Continuation and Enhancement of the Assistance for Strengthening of the Personnel and Organizational Structure of NGOs

Continuous inputs by MOFA and JICA are required to bolster operating foundations of NGOs. It is also necessary to reinforce the collaboration with the Japan NGO Center for International Cooperation (JANIC) and other intermediate support organizations, while paying proper attention to such recent trends and challenges surrounding NGOs as training and securing the service of capable managers. It is also important for the NGO-MOFA Regular Meetings to continually focus on the development of human resources. From the viewpoint of promoting and supporting smaller NGOs, it is essential to examine how to develop a mechanism to effectively utilize external resources, including pro bono services.

4 Continuation and Enhancement of the Assistance with the Importance of Development Education in Mind

Although the number of teachers interested in international education is increasing, the current teaching environment is not ideal for teachers to actively pursue international education and development education partly because of the reduction of teaching hours allocated for overall educational curriculum under the revised Teaching Guidelines set by the Ministry of Education, Culture, Sports, Science and Technology of Japan (MEXT). It is important to request that the MEXT clearly indicates these types of education in the Teaching Guidelines if possible.

5 Emphasis on and Enhancement of Efforts to Maintain and Expand Local "Cores" and "Networks"

It is important to make efforts to maintain and expand local "cores," such as teachers and "networks" established locally as a result of supporting development education. Established "cores" and "networks" are major achievements of supporting development education and should form the foundations for the further vitalization of development education in the coming years.

The Implementation Process of Assistance

6 Development of a System and Process which Represent the Opinions of Experts and Stakeholders Involved in the Implementation of Supporting Development Education

There is no system or process to consolidate and reflect the opinions of experts and stakeholders by means of the regular exchange of opinions on the general contents of Supporting Development Education. As the example of the NGO-MOFA Regular Meetings shows, it is useful to establish a forum for the exchange of opinions with experts and stakeholders.

7 Continuation and Expansion of Collaboration with Important External Organizations for Development Education

Supporting Development Education is implemented based on the understanding that teachers are the main players in development education with JICA providing support for teachers. It is essential to actively seek and expand collaboration with important external organizations in development education if policy objectives related to development education are to be successfully achieved.

Examples of Response Measures to Recommendations

- MOFA will strengthen programs to develop human resources equipped with strong practical capabilities. For example, the program beneficiaries will be expanded from "PhD candidates and PhD holders" to include also "professionals with some work experience in the development field."
- JICA will support the expansion of the base of the human resources for international cooperation and the strengthening the practical capabilities of human resources including personnel in private sector. JICA will increase the quota of the internship program for graduate students and open the access to the pre-assignment training program for JICA experts.
- MOFA will consider improving existing assistance schemes by fully taking into account the role of NGOs in international cooperation and the environment surrounding NGOs. In addition, MOFA will continue to strengthen its partnerships with NGOs through a series of dialogues with NGOs such as the NGO-MOFA Regular Consultation Meeting. At the same time, MOFA will continue and reinforce the assistance for strengthening the human resource development and organization of NGOs.
- Bearing in mind the importance of maintaining and expanding "cores," such as teachers, and "networks" established domestically, JICA will take steps to implement assistance focusing on teachers participating in "JICA's Development Education Study Tour for Teachers Program," who make up many of the members of such "cores" and "networks." In such ways, JICA will maintain and expand domestic "cores" and "networks."

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 the conservation of the cultural heritage of recipient countries. The equipment provided under this scheme includes equipment for a language laboratory (LL) for Japanese language learning, audio-visual equipment for theaters and museums, and equipment for restoration, research and studies of ancient monuments to universities and institutes engaging in the preservation of cultural heritage. As the equipment includes various types of equipment such as precision machines, even when they are maintained and well managed on site, some inevitably deteriorate or fail over time due to such factors as climate conditions of the local area among others. Moreover, in the case of cooperation in sports such as providing equipment for judo or karate associations, judo uniforms and tatami deteriorate gradually due to frequent use. In this regard, implementing organizations of the recipient countries are requested to make efforts for the maintenance and management of the provided equipment.

However, in cases where the financial conditions of the implementing organizations have not been improved since the provision of such equipment, and when additional assistance at a relatively smaller scale is able to comprehensively restore the failed system, the Japanese side provides assistance so that the provided equipment can be utilized effectively for a longer term and benefit of the aid can be enhanced.

Japan implements maintenance and repair assistance for such provided equipment as a follow-up project.

Objectives

In order to check the conditions of the equipment provided under the scheme, MOFA conducts studies of individual projects following certain periods after their provision.

MOFA considers the possibility of maintenance and repair assistance through follow-up projects based on these study results.

Methodology

In FY2013, follow-up studies were implemented for a total of 14 projects in which 5-9 years had passed since the provision of equipment. These studies were implemented by Japanese overseas diplomatic establishments through hearings with local implementing agencies using designated forms, followed by on-site inspections of equipment by embassy or consulate staff to the extent possible.

Summary of the Study Results

As a result of these studies, while there were some projects in which malfunctions were found in the provided equipment, the implementing agencies had made maintenance efforts including repairing equipment. For other projects, no specific problems have been reported regarding the current conditions of equipment.

Moreover, these studies revealed that while Japan's assistance was appreciated and local projects were highly regarded, the projects were creating ripple effects in terms of the popularization of culture and sports.

For example, regarding a project in which judo equipment was provided to Zambia Judo Association, as a result of the provision of the equipment, a judo player qualified to compete in the 2012 London Olympic Games. In addition, Zambian judo players won silver and bronze medals in the African U-18 Championships in 2013.



Zambia: Project for the Improvement of Judo Equipment of Zambia Judo Association



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 have fulfilled certain conditions and have direct benefits for people in developing countries (the disbursement through the scheme in FY2013 amounts to 3.66 billion yen for 106 projects to 57 organizations in 33 countries and 1 region in total). With the increasing significance of development assistance by Japanese NGOs, MOFA has been implementing ex-post monitoring every year since FY2005 in order to enrich the evaluation of projects that have been implemented under the scheme.

Objective of Monitoring

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

Monitoring Methods

The staff in charge of each project at embassies or consulates conduct studies in 3-4 years after project completion. Studies are conducted to examine 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 as well as 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.

Evaluation Results

In FY2013, out of 81 projects for which contracts had been signed in FY2009, 49 projects (31 organizations in 18 countries and 1 region in total) were evaluated during the fiscal year, excluding those that could not be monitored due to security considerations, those that are still ongoing in the following year and others. As a result, 35 projects were rated as "A" (high quality), 13 projects as

"B" (acceptable), and 1 project was rated as "C" (low quality).



Japan Mine Action Service (JMAS)
Project for the Improvement of ERW Clearance in Takeo Province in FY2012 in Cambodia



Save the Children Japan
Infant and Young Child Feeding and Livelihood Programme (Phase III) in Myanmar



Community Road Empowerment (CORE)
Sustainable Rural Road Maintenance using Do-nou Technology by the Community (Phase II) in Kenya

2.2 Evaluation by MOFA Evaluation Based on the Government Policy Evaluation Act (GPEA)

1. Government Policy Evaluation Act (GPEA)

In Japan's policy evaluation system, each ministry and agency is obliged to conduct a self-evaluation of the policies under its jurisdiction pursuant to the "Government Policy Evaluation Act" (GPEA).

Each ministry and agency analyzes the impact of its policies based on whether their objectives and targets meet the needs of the people and society (necessity), whether their achievements are adequate when compared with the cost (efficiency) and whether expected impacts have been achieved (effectiveness). The results of the evaluations are utilized for reviewing policies and planning and formulating new policies.

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 cut across various ministries and agencies (evaluation to secure integrity and comprehensiveness).

2. ODA Evaluation by MOFA Based on the GPEA

MOFA carries out the following evaluations of ODA policies in accordance with the GPEA and its Order for Enforcement. The process for each of the evaluations is as shown in the diagram below.

(1) Policy-Level (Ex-Post Evaluation)

MOFA conducts policy evaluations in accordance with the provisions of Article 6, Article 7 and Article 8 of the 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 as well as the Implementation Program (formulated every fiscal year) that stipulates the policies to be evaluated.

The evaluation on ODA policies is also conducted as part of this policy evaluation.

(2) Project-Level (Ex-Ante and Ex-Post Evaluation)

(a) Ex-Ante Evaluation

Based on the provisions of Article 9 of the GPEA and Article 3-5 of its Order for Enforcement, ex-ante evaluations are conducted for ODA loan projects amounting 15 billion yen or more and grant aid projects amounting 1 billion yen or more. The evaluations are conducted to provide the basis for the adoption of the projects. The ex-ante evaluation is conducted prior to the Cabinet decision on the project, and the evaluation results are publicized on the website of MOFA after the signing of the E/N. In FY2013, ex-ante evaluations based on the GPEA were conducted on 41 grant aid projects and 26 ODA loan projects.

(b) Ex-Post Evaluation

Based on the provisions of Article 7, Paragraph 2 of the GPEA and Article 2 of its Order for Enforcement, MOFA conducts ex-post evaluations on projects that have not been started within 5 years after the Cabinet decision, and unfinished projects for which the provision of loans has not been completed for 10 years after the Cabinet decision. This evaluation is conducted based on the implementation plan of the policy evaluation in order to consider whether the implementation of the projects in question should be continued or discontinued. The evaluation results are annually publicized on the website of MOFA and summarized in MOFA's Policy Evaluation Report. In FY2013, ex-post evaluations based on the GPEA were conducted on eight ODA loan projects which had not been completed.

Flow of MOFA ODA Evaluation Based on the Government Policy Evaluation Act (GPEA)

