

# Chapter 3

## Follow-up Efforts on FY2012 Evaluation Results by MOFA

3.1 Country Assistance Evaluation .....	38
● Country Assistance Evaluation of Nepal	
● Country Assistance Evaluation of Cuba	
● Evaluation of Assistance to the Palestinian Territories	
● Country Assistance Evaluation of the Republic of Malawi	
3.2 Priority Issue Evaluation.....	42
● Evaluation of Japan's Assistance for Policies and Institutions that Promote Gender Equality	
● Evaluation of Triangular Cooperation	
3.3 Aid Modality Evaluation .....	44
● Evaluation of Japan Disaster Relief Team	
3.4 Sector Program Evaluation .....	45
● Evaluation of Assistance to the Health Sector in Cambodia	

## 3.1 Country Assistance Evaluation

MOFA develops response measures to the recommendations obtained from third-party evaluations and follows up on the status of the implementation of such measures. Chapter 3 describes the status of the measures taken in response to the main recommendations obtained from third-party evaluations in FY2012 (as of July 2014). A summary of each evaluation report is available on the MOFA website (<http://www.mofa.go.jp/policy/oda/evaluation/year/index.html#2013>).

### Country Assistance Evaluation of Nepal

#### 1 Activation of policy dialogues and strengthening contributions to policy

##### Main Recommendations

- MOFA should hold regular high-level discussions with the Nepalese side (e.g., annual discussions) and discuss the future direction of assistance and priority areas.
- At policy dialogues, MOFA should provide in-depth advice on policies of the Government of Nepal.

##### Status of Follow-up Efforts

- During the policy dialogue (regularly held dialogue) in February 2014, both Japan and Nepal sides exchanged views on the future direction and priority areas of assistance from their respective standpoints.
- Embassy of Japan in Nepal and MOFA in Japan exchange views on the development policies of the Government of Nepal and other relevant issues accordingly.

#### 2 Further strengthening of public relations

##### Main Recommendations

- There is room to improve the Nepalese people's overall awareness about Japan's ODA.
- MOFA should repeatedly explain its assistance policy, schemes, and the appraisal and implementation process for Nepal to other donors and government organizations, including implementing agencies in the priority areas of assistance.

##### Status of Follow-up Efforts

- As the Embassy of Japan improved the contents and timing of announcements of press releases, local newspaper coverage related to Japan's ODA has increased.
- MOFA takes such opportunities as the biannual policy dialogues with the Government of Nepal and bimonthly donor meetings to explain Japan's assistance policy, cooperation projects, etc.

#### 3 Appropriate response to aid coordination

##### Main Recommendations

(Note: Japan did not participate in pooled funds\* at the time of the evaluation)

- When attending meetings related to pooled funds, Japan should not only obtain information but also share information about Japan's assistance and its views.
- If not participating in pooled funds, Japan should explain its position clearly by strengthening public relations.

##### Status of Follow-up Efforts

- At the meetings on assistance in the education sector with the Government of Nepal and donors, Japan actively shares information about its completed and on-going assistance activities of grant aid and technical cooperation in the sector.
- Japan provides financial assistance for Nepal's School Sector Reform Program (SSRP) in collaboration with other donors.

\*Pooled funds

A pooled funding mechanism is an approach to aid coordination. Rather than donors and aid agencies implementing its projects respectively, funds from donors and aid agencies are pooled, and programs are financed based on discussions between the recipient government and aid agencies.

## Country Assistance Evaluation of Cuba

### 1 Formulation of the Country Assistance Policy

#### Main Recommendations

As the PDCA Cycle has been adopted for implementing more effective and efficient ODA, it is necessary to formulate the Country Assistance Policy for Cuba and to provide relevant information to the public.

#### Status of Follow-up Efforts

- In April 2014, MOFA formulated the Country Assistance Policy for Cuba and publicized it on the MOFA website.

### 2 Cooperation that backs up the Japanese private sector's activities in Cuba

#### Main Recommendations

Based on Japan's international cooperation policy and various strategies for the revitalization of Japan, ODA is expected to help develop a foundation for Japanese private companies to invigorate economic activities in Cuba in the future.

#### Status of Follow-up Efforts

- In October 2013, MOFA decided to dispatch an Advisor on Public Private Partnership to Cuba. The Advisor started his duty in April 2014.

### 3 Strengthening of ODA's implementation structure

#### Main Recommendations

In coming years, MOFA is expected to strengthen the structure to implement ODA activities by making the most of the framework of cooperation set by the Agreement on Technical Cooperation signed in 2009.

#### Status of Follow-up Efforts

- In October 2013, MOFA decided to dispatch an Advisor on Public Private Partnership and an Advisor on Agricultural Development. The Advisors started their duty in April 2014.



An Advisor on Public Private Partnership assigned to Cuba (at the Endoscopy Department, National Electric Medical Device Center (Centro Nacional de Electromedicina in Spanish)) (Photo: JICA)

## Evaluation of Assistance to the Palestinian Territories

### 1 The “Corridor for Peace and Prosperity” initiative should be further developed

#### Main Recommendations

The “Corridor for Peace and Prosperity” initiative that established the framework of the Four-Party Consultative Unit is suited for Japan’s implementation of development cooperation under restrictive conditions affected by Israeli occupation, and it is desirable that this initiative be utilized to the maximum extent in the future. At the same time, Japan needs to urgently consider the start-up of next core projects following Jericho Argo Industrial Park (JAIP) by utilizing the “Corridor for Peace and Prosperity” initiative more effectively.

#### Status of Follow-up Efforts

- In July 2013, the Fourth Ministerial-Level Meeting of the Four-Party Consultative Unit and the Seventh Technical-Level Meeting of the Four-Party Consultative Unit were held. As a follow-up to these meetings, a three-party meeting at the field level was held in January 2014. Japan will continue to offer facilitation at the field level for coordinating among relevant parties the pending issues that arise daily and consider new core projects, while taking into account Israel-Palestine relations.

### 2 Assistance schemes that have the ability to respond with flexibility should be actively employed

#### Main Recommendations

Taking into consideration the current restrictive conditions of assistance to the Palestinian Territories, namely, that assistance requires consultation with and the approval of Israel, flexible assistance schemes should be employed as much as possible. From this point of view, Japan should continue to actively use the schemes of Grant Aid for Community Empowerment, assistance through international organizations, Grant Assistance for Grassroots Human Security Projects and Grant Assistance for Japanese NGO Projects.

#### Status of Follow-up Efforts

- In FY2013, Japan implemented 12 Grant Assistance for Grassroots Human Security Projects (totaling about US\$1.38 million) for the stabilization and improvement of the Palestinian people’s livelihood, enhancement of administrative capacity, and promotion of sustainable economic growth. Also, Japan implemented 5 Grant Assistance for Japanese NGO Projects (totaling about 127 million yen).

### 3 Focus on relative advantage of Japanese assistance

#### Main Recommendations

Japan’s relative advantage in technology and human resources should be considered so as to respond to the needs of the Palestinians within the context of the “Corridor for Peace and Prosperity” initiative and build cooperative relationships in the region.

#### Status of Follow-up Efforts

- In addition to the field of public finance management, Japan continues to provide technical cooperation by assigning experts with a high degree of expertise from Japan for various other fields related to the enhancement of administrative capacity of local governments, such as waste management, sewage treatment, and agriculture. Also, Japan, in collaboration with Asian countries, is implementing human resource development assistance for Palestinians through Conference on the Cooperation among East Asian countries for Palestinian Development (CEAPAD) under Japan’s initiative.
- Japan is also currently implementing a technical cooperation project to cover a broad area of promotion of tourism through intra-regional collaboration.

## Country Assistance Evaluation of the Republic of Malawi

### 1 Development of assistance at the field level

#### Main Recommendations

A comparative advantage of Japan's assistance is focusing on field-level efforts from a long-term perspective. Assistance to Malawi should be continued using this advantage.

#### Status of Follow-up Efforts

- Japan identifies "infrastructure development for fostering agriculture and the mining industry" and "improvement of basic social services" as the priority areas of assistance. Both are areas in which Japan can leverage its insight and comparative advantage. Based on this understanding, Japan will work to maximize the outcomes of its activities at the field level by further coordinating projects and the dispatches of Japan Overseas Cooperation Volunteers and Senior Volunteers under technical cooperation programs.

### 2 Promotion of geographical connection with neighboring countries

#### Main Recommendations

Japan should actively carry out assistance that makes good use of Malawi's geographical connections with neighboring countries (e.g., Mozambique, Zambia).

#### Status of Follow-up Efforts

- Japan is making efforts for the early completion of the ongoing project for improving roads in Blantyre. Japan is also carrying out a technical cooperation project to strengthen the human resources for urban planning and development management for the effective implementation of infrastructure development.

### 3 Assistance aimed at building an industrial base

#### Main Recommendations

Private sector development is essential for Malawi's economic growth. Japan's assistance should also be aimed at promoting the growth of the private sector in Malawi.

#### Status of Follow-up Efforts

- Japan is implementing a technical cooperation project for capacity-building purposes aimed at supporting the One Village, One Product movement. In addition, Japan's Project on Capacity Development in the Mining Sector is supporting the development of the mining and mineral resource sector in Malawi. Its training program conducted in Japan is intended to develop human resources in the industry area, which is building a foundation for the entry of Japanese companies into Malawi. To assist the development of the electricity sector, Japan commenced the Project for the Extension of Tedzani Hydropower Station (Detailed Design), dispatched advisors for the electric power development plan, and is implementing Group and Region-Focused Training in the infrastructure and electricity sectors.

### Evaluation of Japan's Assistance for Policies and Institutions that Promote Gender Equality

#### 1 Promote involvement of other ministries and agencies of partner countries for supporting the national machinery to promote gender equality

##### Main Recommendations

A mechanism to involve other ministries and agencies of partner countries should be incorporated into the project plan for supporting the national machinery (institutions which plan and coordinate policies on gender equality).

##### Status of Follow-up Efforts

- In Nigeria, the Project on the Activation of Women Development Centres (WDCs) to Improve Women's Livelihood is involving other ministries and agencies, including the Federal Ministry of Agriculture and Rural Development and the Small and Medium Enterprises Development Agency, in gender mainstreaming.
- In Cambodia, the Project on Gender Mainstreaming Phase 2 collaborate with other ministries and agencies at the central and local government level, including the Ministry of Agriculture, Forestry and Fisheries and the Ministry of Commerce, through the coordination of the Ministry of Women's Affairs.
- Project research, "Effective Support to National Machineries for Promoting Gender Equality," is currently under way with a view to completing the report by the end of FY2014.

#### 2 Review projects at each of their phases from a gender perspective

##### Main Recommendations

Japan should continue to place emphasis on reviewing projects from a gender perspective at their appraisal, planning, implementation, and evaluation phases, and expand the number of gender-integrated projects\*.

##### Status of Follow-up Efforts

- JICA has continued to review projects from a gender perspective both at the appraisal and project formulation phases. In addition, it introduced a biannual monitoring system and strengthened the arrangements for gathering information across different divisions in the organization regarding the status of the reflection of the gender perspective. In the project implementation phase, JICA selects some projects which will be monitored with greater priority. At each progress stage, JICA reviews the implementation status and gives advice on activities that integrate and adopt gender equality.
- JICA created a visual representation of the proportion of gender projects by region and theme.
- JICA will conduct a study to identify good practices and draw lessons learned on a number of themes.

#### 3 Improvement of the internal support system

##### Main Recommendations

The internal support system needs to be improved for more effective implementation of the Initiative on GAD that promotes gender mainstreaming\*. To this end, for strengthening the functions of the ODA gender focal point system at Japan's diplomatic missions, it is desirable to provide those focal points (officials in charge of promoting gender equality) with technical support from MOFA so that they can effectively screen projects from the viewpoint of gender and reflect it in Country Assistance Policies.

##### Status of Follow-up Efforts

- In December 2013, MOFA held the first workshop for ODA Gender Focal Points to strengthen the focal point system. The workshop outcomes were shared with 102 Japan's diplomatic missions to serve as a reference for identification and formulation of gender-related projects. MOFA plans to continue to regularly hold such workshops to strengthen the system.
- In March 2014, a remote seminar for ODA Task Forces on the theme of "aid trends and ODA in the field of gender equality" was held. Lectures and discussions on gender mainstreaming were carried out for Japan's diplomatic missions and JICA's offices in 27 countries.

\* Gender-integrated projects

Gender-integrated projects refer to projects that integrate activities which contribute to gender equality even when they do not directly concern gender equality.

\* Gender mainstreaming

Gender mainstreaming rests on the premise that all development policies, measures, and projects have different impacts on men and women. It is a process in which the respective impacts on men and women are analyzed, and their respective development challenges and needs as well as development impacts on both men and women are clarified throughout the process of the formulation, implementation, monitoring, and evaluation of development policies, measures, and projects. In the gender mainstreaming process, it is claimed that men and women should have equal opportunity to participate in development and benefit from it, and that considerations are made to prevent perpetual inequality.

## Evaluation of Triangular Cooperation

### 1 Incorporating strategy more deeply in Triangular Cooperation project formation and implementation

#### Main Recommendations

It is necessary to create strategies for project formation of Triangular Cooperation, which incorporate the viewpoints of increasing aid effectiveness in developing countries, diplomatic strategy, and Japan's national interest. MOFA should consider not only the efficiency of the project but also future relationships with partner countries (third countries that provide assistance) in consideration as to whether the partner countries will continue to be steady partners of Japan. As for the implementation phase, strategies of implementation (permeation) as well as program selection are important in order to achieve maximization of the effectiveness of Triangular Cooperation. Given ODA budget cuts, it is also critical to formulate a program-based strategy as to the extent of Japan's commitment and to determine how to reflect it in the national interest.

#### Status of Follow-up Efforts

- Japan has proactively promoted South-South Cooperation and Triangular Cooperation in accordance with Japan's ODA Charter revised in 2003 and Japan's Medium-Term Policy on ODA formulated in 2005. Japan prepared the Guidelines on Implementing Triangular Cooperation in August 2013 and applied the Guidelines to formulate and implement Triangular Cooperation projects in a more strategic manner.

### 2 Policy support for creating mutually beneficial cooperative relationships with partner countries

#### Main Recommendations

MOFA should re-examine current partnership programs that are not binding and have vague conditions for selecting signatory countries. It is necessary to create symbiotic strategies as to how Japan can realize mutually beneficial cooperative relationships through ODA with emerging donor countries, if it is strategically important for Japan. Its strategies should include exit strategies for assistance for donorization of supporting partner countries.

#### Status of Follow-up Efforts

- MOFA will proceed to implement response measures.

### 3 Reinforcement of systems that contribute to Japan's leading position in international negotiations

#### Main Recommendations

It is essential to disseminate Japan's contributions and strategies of promoting Triangular Cooperation internationally. In order to do so, the positioning of Triangular Cooperation should be elevated as a diplomatic instrument by clarifying Japan's comparative advantage over other donors. Operational budget, which JICA's overseas offices can use at their discretion to promote Triangular Cooperation, should be increased and allocated intensively to strategic partner countries.

#### Status of Follow-up Efforts

- As the pioneer of Triangular Cooperation, Japan proactively disseminates information about its initiatives to the international community. At the High-Level Meeting of the Global Partnership for Effective Development Co-operation (GPEDC) held in April 2014, the Japanese delegation presented on the history of Japan's Triangular Cooperation and relevant efforts. In addition, JICA and other organizations, such as the OECD, co-organized a side event and a panel discussion on the role and potential of Triangular Cooperation for the implementation of the post-2015 development agenda.

See below for a summary of the High-Level Meeting of the Global Partnership for Effective Development Co-operation:  
[http://www.mofa.go.jp/ic/dapc/page3e\\_000170.html](http://www.mofa.go.jp/ic/dapc/page3e_000170.html)



### Evaluation of Japan Disaster Relief Team

#### 1 Succession of approach that considers the needs of disaster victims

##### Main Recommendations

A local study found that many respondents praised the JDR, who had offered mental care and built a close ties with disaster victims, which provided emotional comfort to them. This is a major characteristic and strength of the JDR. It is important that the JDR continues to set a value on the mental side as well as medical side of treatment in emerging response. Japan should share its lessons learned with other partners and continue this approach of assistance.

##### Status of Follow-up Efforts

- Japan makes earnest efforts to share its assistance approaches and experience in trainings and other occasions for JDR members. Japan underscores to JDR members the importance of assistance that ensures a sense of solidarity with disaster victims.
- On the occasion of the assistance for the typhoon disaster in the Philippines in November 2013, the dispatched JDR strove to lessen the anxieties of the disaster victims by communicating with friendly eye contact with patients during the treatment and teaching children origami, etc. The JDR also provided visiting care to disaster victims in villages with limited access to assistance.

#### 2 Review and improvement of public relations

##### Main Recommendations

Media coverage on the JDR's activities is extremely influential for raising the local reputation of the JDR and its efficacy, and subsequently contributes to Japan's national interests. The JDR's relationship with the local media should be strengthened, so as to accommodate the local media's issues of concern. The system of public relations at overseas offices should be reviewed, and measures to reduce the burden of public relations on dispatched JDR team should be considered when it is necessary.

##### Status of Follow-up Efforts

- When the JDR was dispatched in response to the typhoon disaster in the Philippines in November 2013, the JDR strove to carry out comprehensive and familiar public relations activities. For example, a member of the JDR Medical Team (MOFA official) was interviewed by the local media in Tagalog.
- When the JDR was dispatched for search and rescue of a Malaysia Airlines plane in March 2014, the JDR made diligent public relations efforts towards the Japanese and foreign media, in collaboration with Japan's diplomatic missions and JICA's overseas offices. As part of its activities, some reporters were allowed to board the JDR aircraft on a searching mission.

#### 3 Enhancement of international cooperation

##### Main Recommendations

Japan should continue to be fully mindful of share information in Japan regarding the activities of the International Search and Rescue Advisory Group (INSARAG), while it ensures Japan's views based on JDR activities are heard by INSARAG. Furthermore, the JDR Rescue Team, which received "heavy status" in the INSARAG External Classification (IEC) (best of IEC ratings)", should play a leading role in encouraging international activities of Asian countries in this field. In particular, the JDR needs to continue training and recruiting Japanese members who will contribute to such roles.

##### Status of Follow-up Efforts

- The JDR Secretariat in JICA is making efforts to share information with authorities in Japan regarding the activities of INSARAG. For instance, INSARAG's guidelines have been translated and distributed. JDR trainings, which follow INSARAG standards, are provided to the JDR Rescue Team.
- In 2013, the JDR Secretariat dispatched a total of four IEC / IER classifiers to three countries, including Singapore. Furthermore, the JDR Secretariat dispatched personnel to all working groups of INSARAG. Through these efforts, Japan has contributed to the international society including Asian countries in strengthening capacities for conducting rescue activities in response to disasters.



JDR Medical Team dispatched to assist in response to the typhoon disaster in the Philippines (Left: Members communicating with friendly eye contact with patients during the treatment; Right: Members teaching origami) (Photos: JICA)



### Evaluation of Assistance to the Health Sector in Cambodia

#### 1 Ensuring the effectiveness and presence of assistance amid “concentration on core competencies”

##### Main Recommendations

Due to limited budget, Japan is required to implement assistance programs on the basis of core competencies. Based on the success of Japan’s efforts in these areas over many years and the existence of excellent counterparts, Japan should continue to extend assistance particularly in these areas of maternal and child health and tuberculosis control.

##### Status of Follow-up Efforts

- In the area of maternal and child health, MOFA is currently implementing a grant aid project to enhance the National Maternal and Child Health Center (NMCHC), which forms the centerpiece of assistance in this area.
- MOFA has achieved sufficient outcomes in its assistance for the area of tuberculosis control. MOFA is taking steps to sustain the outcomes by following-up on technical cooperation projects and extending small-scale assistance through the Grant Assistance for Japanese NGO Projects while following the self-help efforts of Cambodia through the “concentration on core competencies” principle.

#### 2 Maternal and child health – Enhancing assistance in policy-making

##### Main Recommendations

Many development partners offer assistance in the area of maternal and child health, making it more difficult for Japan to show its presence. Japan can increase the effectiveness and presence of its assistance by enhancing its assistance for Cambodia’s policy-making related to the maternal and child health issues in the future.

##### Status of Follow-up Efforts

- MOFA will implement assistance, especially grant aid, to strengthen the functions of NMCHC and of provincial hospitals to ensure Japan’s presence, and will extend assistance to help achieve the policy goals of Cambodia. MOFA is also working with other donors to provide integrated assistance to midwives for the development of rules (e.g., certification system) and training curriculums for training midwives.



The National Maternal and Child Health Center



Workshop aimed at improving skills of midwives