

# Chapter 3

## Follow-up Efforts on FY2013 Evaluation Results

3.1 Country Assistance Evaluations .....	40
● Country Assistance Evaluation of Lao PDR	
● Country Assistance Evaluation of Sri Lanka	
● Country Assistance Evaluation of Colombia	
3.2 Priority Issue Evaluation.....	43
● Evaluation of Assistance under the Initiative for Disaster Risk Reduction through ODA	
3.3 Aid Modality Evaluation .....	44
● Evaluation of Grant Aid for Poverty Reduction Strategy	
3.4 Sector Evaluation .....	45
● Evaluation of Assistance for the Urban Transportation Sector in Viet Nam	
3.5 Other Evaluations.....	46
● Evaluation of Assistance to the African Millennium Villages Initiative	
● Evaluation of “Human Resource Development in the area of Development” and “Supporting Development Education”	
Column	
● The Third UN World Conference on Disaster Risk Reduction .....	48

## 3.1 Country Assistance Evaluations

MOFA develops response measures to recommendations obtained from the 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 the third-party evaluations in FY2013 (as of July 2015). A summary of each evaluation report is available on the MOFA website (<http://www.mofa.go.jp/policy/oda/evaluation/year/index.html#2014>).

### Country Assistance Evaluation of Lao PDR

#### 1 Assistance for achieving the MDGs

##### Main Recommendations

To achieve the MDGs, it is important for Japan to formulate projects which take into consideration the results of the MDGs progress report and which have obtained the agreement of the Government of Lao PDR through policy dialogues with the Government and other opportunities.

##### Status of Follow-up Efforts

- Consultations with the Lao PDR Government are ongoing, along with exchanges of views and coordination with other donors, via the Japan-Lao PDR economic cooperation policy dialogue, roundtable meetings, and other opportunities.
- Based on the FY2014 request survey, projects in sectors such as basic education, maternal and child health, and unexploded ordnance (UXO) were adopted for contributing to the achievement of the MDGs.
- Japan will continue to extend assistance, based on Lao PDR's policy on post-MDGs after 2016.

#### 2 Continuous assistance to enhance the capacity of government officials

##### Main Recommendations

The capacity of Lao PDR Government officials responsible for foreign assistance is limited due to financial restrictions, shortage of human resources, and other factors. Japan should offer continuous assistance to enhance the capacity of government officials.

##### Status of Follow-up Efforts

- A new Exchange of Notes (E/N) concerning the Project for Human Resource Development Scholarship (grant aid) was signed. Based on the FY2014 request survey, policy advisors (six sectors such as health and agriculture) were dispatched, and technical cooperation projects (four sectors such as education and UXO) were adopted. Japan will continue to provide assistance to enhance the capacity of government officials of Lao PDR.

#### 3 Sharing information with development partners

##### Main Recommendations

It is important that Japan exchanges information in a sufficient manner with development partners (other donors) in Lao PDR and continues to share information with them at donor coordination meetings, day-to-day interactions, and other opportunities.

##### Status of Follow-up Efforts

- The sharing of information between donors and the Lao PDR Government has been enhanced through the Sector Working Groups, as has the coordination of efficient development assistance. For example, Japan, in collaboration with the World Bank and the Asian Development Bank, requested the Lao PDR Government to improve the control of overloaded vehicles. In response, the Government decided to resume controls in three locations.
- As for Japan-U.S. aid coordination, Japan and the U.S. Embassy in Lao PDR held consultations on UXO on three occasions. In April 2015, JICA held international seminars (in Tokyo and New York) on South-South Cooperation for anti-personnel mines and UXO. Lao PDR participated as a presenter on the UXO sector. The U.S. Department of State also attended the seminar in New York.

## Country Assistance Evaluation of Sri Lanka

### 1 Implementing high-quality assistance

#### Main Recommendations

Japan's comparative advantage in assistance to Sri Lanka is the high-quality of its assistance, consisting of both hard and soft components. Therefore, linking different schemes will also be beneficial in infrastructure development. In addition, an "All Japan" mechanism should be devised by cooperating with Japanese companies that offer high-quality technologies.

#### Status of Follow-up Efforts

● In the transportation sector, in addition to the ODA loan and grant aid the country has been providing for bridge construction, Japan began extending technical cooperation in FY2014 to enhance bridge maintenance and management capabilities in Sri Lanka. Japan combines different types of schemes to implement high-quality assistance using Japanese technologies. In the area of Disaster Risk Reduction (DRR), Japan links ODA loans with the technical cooperation scheme to strengthen landslide mitigation measures. Moreover, Japan will conduct a survey to design a grant aid project that involves the introduction of weather radars, which could also be combined with a technical cooperation project to improve meteorological observation, weather forecasting, and information dissemination. In sectors such as electricity, agriculture, and the environment, Japan will commence a master plan study with a view to leveraging Japanese technologies and expertise by linking different types of schemes.

### 2 Expanding assistance to development sectors using Japanese technologies and skills

#### Main Recommendations

Japan should assist in the areas in which it has a comparative advantage over other donors, such as energy conservation, renewable energy, and DRR. In addition, assistance should be enhanced to strengthen higher education for industrial development and capacity building of local, small, and medium enterprises.

#### Status of Follow-up Efforts

● In the electricity sector, Japan has been working to develop a new ODA loan project based on its rich experience in order to improve efficiency in electricity transmission and distribution using Japanese technologies. In the area of DRR, Japan has been implementing technical cooperation and financial assistance to incorporate Japanese expertise in an effort to strengthen landslide mitigation measures and meteorological observation capabilities in Sri Lanka. To improve the investment climate, an investment promotion advisor has been dispatched to the Board of Investment (BOI) of Sri Lanka. In FY2015, BOI officials will be invited to Japan, which will contribute to Japan's future assistance.

### 3 Assisting the promotion of South-South Cooperation

#### Main Recommendations

Sharing good practices of Japan's assistance to Sri Lanka in the health sector and post-conflict reconstruction with African and other Asian countries, and thereby, assisting the promotion of South-South Cooperation and studying the feasibility of Triangular Cooperation can both enhance the impact of Japan's assistance and upgrade the relative position of Sri Lanka among other countries.

#### Status of Follow-up Efforts

● In the health sector, training programs in African and South Asian countries have been carried out ("5S-CQI-TQM\* implementation in Sri Lanka and African Countries") since FY2014, utilizing the human resources developed through the ODA project "Improvement of Quality and Safety in Healthcare Institutions in Sri Lanka" through the use of 5S/TQM, implemented from FY2009 to FY2012.

\* 5S is the acronym of Japanese words, standing for Seiri (Sort), Seiton (Set), Seiso (Shine), Seiketsu (Standardize), and Shitsuke (Sustain). It represents steps that originated in Japan's manufacturing industry to improve the work environment and to increase work efficiency. CQI (Continuous Quality Improvement) refers to KAIZEN (improvement), and TQM refers to Total Quality Management.

## Country Assistance Evaluation of Colombia

### 1 Assistance that helps rectify disparities through regional development

#### Main Recommendations

Japan should continue to implement cooperation that contributes to the rectification of interregional disparities, such as technical cooperation related to the “One Village, One Product” and development of regional infrastructure, and also give considerations to conflict victims and socially vulnerable groups, making use of Japan’s experience in the peace-building field as a base.

#### Status of Follow-up Efforts

- In line with one of the priority areas (“balanced economic growth”) in the Country Assistance Policy for Colombia, Japan is currently implementing a technical cooperation project and Grant Assistance for Grassroots Human Security Projects (hereafter “Grassroots Grant Assistance”) pertaining to One Village, One Product. Through these projects, Japan is undertaking cooperation that helps to rectify the urban-rural disparities through regional development.

### 2 Continuous support for DRR cooperation, an area in which Japan has a comparative advantage

#### Main Recommendations

Japan should provide continuous support for DRR cooperation, taking into consideration the diplomatic importance of tackling global issues and the impact on economic relations of the development of disaster-resilient infrastructure, as well as the needs of Colombia.

#### Status of Follow-up Efforts

- In line with one of the priority areas (“tackling environmental issues and disasters”) in the Country Assistance Policy for Colombia, Japan is currently implementing technical cooperation and will continue to provide assistance in this area.

### 3 Considering a more effective assistance approach to expand development effects

#### Main Recommendations

Japan should promote cooperation that is even more effective and generates greater synergy effects by linking relevant ODA schemes available to Japan and collaborating with other donors. Moreover, it is expected that Japan will expand schemes that include provision of ODA loan for supporting the entry of Japanese private enterprises into the Colombian market.

#### Status of Follow-up Efforts

- Japan has been implementing effective cooperation by combining its applicable ODA schemes, such as Grassroots Grant Assistance, technical cooperation projects, Dispatch of Experts, Training Programs, and Dispatch of Volunteers, among others, while pursuing coordination with other donors. As of July 2015, the Government of Colombia has not issued any requests for Japan’s ODA loans.



Local stakeholders discussing the plan for the product lineup of One Village, One Product (OVOP) with an advisor dispatched from Japan (OVOP Project Office) (Photo: JICA)

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

#### 1 Mainstreaming of Disaster Risk Reduction (DRR)

##### Main Recommendations

In order to promote the mainstreaming of DRR, Japan should assist in developing disaster statistics for disaster-prone countries and introduce a disaster risk assessment system as soon as possible, so that DRR evaluation systems can be incorporated into all projects.

##### Status of Follow-up Efforts

- The Third United Nations World Conference on Disaster Risk Reduction (WCDDR) adopted the “Sendai Framework for Disaster Risk Reduction 2015-2030” (successor instrument to the Hyogo Framework for Action). The Framework incorporates Japan’s priority concepts, including prior investment in DRR, “Build Back Better,” governance with the participation of diverse actors, human-centered approaches, and the importance of women’s leadership. As the host country, Japan contributed to the Framework’s adoption and promoted the mainstreaming of DRR.

#### 2 Strengthening strategic use of “non-material” assistance

##### Main Recommendations

When providing economic and social infrastructure development assistance, in order to increase its impact, Japan should simultaneously strengthen the strategic combination with non-material assistance, such as human resource development and institution building.

##### Status of Follow-up Efforts

- During the Third UN WCDDR, Japan announced the “Sendai Cooperation Initiative for Disaster Risk Reduction.” Japan pledged to implement cooperation amounting to US\$4 billion in total and train a total of 40,000 people in the next four years, to provide assistance for establishing legislation, institutions, and systems and to develop systems on DRR.

#### 3 Formulation of a new initiative with a clear message

##### Main Recommendations

By presenting a new initiative at the Third UN WCDDR in 2015, Japan will be able to express its approach to DRR assistance more clearly and increase its presence at the conference. Japan should clearly show that it places importance on DRR, explicitly state its relations to post-HFA, and prepare a monitoring framework with a system of clear goals.

(For more information on the Third WCDDR, refer to column on p. 48)

### Evaluation of Grant Aid for Poverty Reduction Strategy

#### 1 Promotion of information-sharing on the process for determining the recipient countries of the Grant Aid for Poverty Reduction Strategy (PRS)

##### Main Recommendations

In selecting recipient countries, Japan should prioritize countries for which the transfer of knowledge, technologies, and skills will be effective in implementing the priority policies incorporated in their Poverty Reduction Strategy Paper (PRSP) or their development strategies, as well as in implementing administrative and financial reform from a broad standpoint, and for which Japan can help meet the countries' needs through technical cooperation. This should be based on the premise that the recipient countries and donors are comprehensively committed to improving the issues and facilitating reform while collaborating for development coordination.

##### Status of Follow-up Efforts

- As a result of thorough review of grant aid sub-schemes, MOFA has modified the workflow for the budgetary support-type of grant aid (formerly Grant Aid for PRS) in order to realize the formation of projects taking into account possible coordination with technical cooperation, etc. in the light of the Country Assistance Policies and Economic Cooperation Programs for the recipient countries, while sharing information with JICA.

#### 2 Review of the scale and timing of Grant Aid for PRS, and commitment at the policy level extending more than one fiscal year

##### Main Recommendations

The scale of PRS Grant Aid should be expanded in the medium- to long-term. The procedures should allow for disbursements at an early stage in the fiscal years of the recipient countries. The timing of the provision of PRS Grant Aid should be determined flexibly by taking into account not only the countries' budget systems, but also the common rules of the programs. At the policy level, Japan should consider officially expressing its commitment to programs extending over multiple fiscal years.

##### Status of Follow-up Efforts

- MOFA will continue to consider the appropriate scale, implementation period, and whether or not to make a policy commitment over multiple fiscal years on an individual project basis, taking into account such factors as the needs of the recipient countries and the balance with other countries.

#### 3 Monitoring of (diplomatic) effects unique to Japan, and disseminating Japan's development approach in line with international rules

##### Main Recommendations

Japan should establish a framework to monitor PRS Grant Aid effects and diplomatic effects unique to Japan, perform regular monitoring based on this framework, and publish its results. In addition, Japan should actively signal that, through the frameworks of PRS Grant Aid and budget support, it has contributed to state-building assistance in line with the rules of the international aid community. Moreover, this scheme should be renamed, taking into consideration the trend in international aid.

##### Status of Follow-up Efforts

- MOFA has modified the workflow as stated above and will continue to review the mechanisms for monitoring effects unique to Japan.
- Following the review of grant aid sub-schemes, the name "Grant Aid for Poverty Reduction Strategy" is now no longer in use, and will be simply referred to as "grant aid" from FY2015 onwards.

### Evaluation of Assistance for the Urban Transportation Sector in Viet Nam

#### 1 Organic coordination among assistance projects

##### Main Recommendations

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

##### Status of Follow-up Efforts

- Possible coordination and linkages with other projects were examined by referring to the urban transportation master plan (transportation plan for the entire city) at the stage of designing the project.

#### 2 Efficient data management

##### Main Recommendations

Data studied or used for each project should be managed efficiently within JICA. In addition, it should be taken into consideration that normally, this data should be collected and managed on the Vietnamese side. Assistance plans should be formulated and the studies should be implemented in consideration of collecting data in advance related to changes in the commuting distances for jobs and schools, as well as changes in retail and trading areas in order to prepare for the completion of urban railway systems.

##### Status of Follow-up Efforts

- Japan is currently collecting data for technical assistance, under the Information Collection and Confirmation Study on Railway Systems in Major Cities in Vietnam.
- Japan intends to keep all master plans, zoning plans\*, and statistical data on a single CD-ROM for appropriate data management.

\* A detailed urban transportation plan is compiled for each zone upon dividing cities into zones (zoning).

#### 3 Coordination among donors for infrastructure operation

##### Main Recommendations

In terms of operational issues, heightened problem consciousness and further understanding of technology need to be promoted on the Vietnamese side, and donor coordination should be conducted in advance. It is necessary to reconsider discussions on standards taking place from the stage of the master plan formulation, and other such work.

##### Status of Follow-up Efforts

- In regard to infrastructure system exports, information will continue to be shared among donors in advance.
- In March 2015, Japan exchanged views with ADB on the co-financing of the Ho Chi Minh City Urban Railway Construction Project.

### Evaluation of Assistance to the African Millennium Villages Initiative

#### 1 Monitoring and evaluating the “Big Push Effect for Self-Sustained Growth”

##### Main Recommendations

It is necessary to clearly articulate the monitoring and evaluation indicators for measuring the “Big Push Effect for Self-Sustained Growth,” which forms the core of the African Millennium Villages Initiative (AMV)\*. It is also necessary to carefully validate the results, based on data relating to the Millennium Villages (MVs).

##### Status of Follow-up Efforts

- In regard to the MVP being implemented with grant aid since FY2013, Japan requested relevant stakeholders, including the United Nations Office for Project Services (UNOPS), which is the implementing agency, to place even greater emphasis on establishing indicators for measuring the “Big Push Effect for Self-Sustained Growth (Big Push Effect),” conducting monitoring, and verifying impact. The results and lessons learned from past MVP assistance implemented through the United Nations Trust Fund for Human Security were shared with the divisions that will implement MVP project assistance in the future.

#### 2 The need for the verification of long-term impacts

##### Main Recommendations

In order to confirm the “Big Push Effect,” it is necessary to modify the approach by providing assistance on a longer term and large-scale basis, or by changing the locations of assistance. It is essential to constantly follow up on the areas that were improved by the AMV, not only to verify the “Big Push Effect,” but other effects as well.

\*The AMV is a part of the MVP. The MVP is a comprehensive assistance program proposed by the United Nations Millennium Project (UNMP). It aims to eliminate extreme poverty through a comprehensive development approach, and to develop villages with self-sustaining development capabilities. This project targets impoverished villages in Sub-Saharan Africa where the achievements of the MDGs have been delayed.

#### 3 Reviewing continued assistance for the Millennium Village Project (MVP)

##### Main Recommendations

Taking into account the possibility of an aid diplomacy in which the research and development of a development model could be useful for international discussions in the future, it is necessary to consider continuing assistance to the MVP as a poverty reduction approach.

##### Status of Follow-up Efforts

- Since FY2013, Japan has been providing assistance through grant aid to four villages in the three countries of Kenya, Nigeria, and Rwanda. Steps are being taken to enhance project management, including regular reporting from the current implementing agency, UNOPS, to Japan’s overseas establishments in each country.



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

### 1 Continuation and enhancement of the training of human resources equipped with strong practical capabilities

#### Main Recommendations

There is a need to foster human resources who are equipped with the strong practical capabilities required at the front line of development. Therefore, it is essential to continue and strengthen programs designed to train development professionals who are equipped with such capabilities.

#### Status of Follow-up Efforts

- MOFA has been strengthening efforts to train development professionals who are equipped with strong practical capabilities through the “Program for Global Human Resource Development for Peacebuilding and Development” for people who have work experience.
- JICA began accepting more interns, and interns are now able to engage in activities in the field where development consulting companies are contracted to implement JICA’s programs. Furthermore, undergraduate students are eligible for the internship, which allows more individuals to participate. The quota for JICA’s capacity enhancement training (international cooperation basics) was also doubled (from 45 to 90 people) to assist more individuals to enhance their practical capabilities.

### 2 Continuation and enhancement of the assistance for strengthening the personnel and organizational foundation of NGOs

#### Main Recommendations

It is necessary to reinforce the collaboration with the Japan NGO Center for International Cooperation (JANIC) and other intermediate support organizations while paying proper attention to recent trends surrounding NGOs. It is also important to continue discussions on strengthening the personnel and organizational structures of NGOs at the NGO-MOFA Regular Consultation Meetings and other fora.

#### Status of Follow-up Efforts

- MOFA has been reinforcing its collaboration with JANIC and other intermediate support organizations through a series of dialogues, making use of the Regular Consultation Meetings with NGOs, the NGO Consultant Scheme, and other schemes.
- MOFA continues to provide programs to foster NGO personnel and strengthen the organizational foundation of NGOs, such as the NGO Intern Program and NGO Overseas Study Program.
- JICA has taken steps to enhance its programs, such as the Project Cycle Management (PCM)\* implementation seminar and training proposed by local networks and NGOs. JICA also began programs to help NGOs engaged in international cooperation to secure human resources in Japan when large-scale natural disasters occur. Furthermore, JICA is currently reviewing the mechanisms for assisting NGOs in response to the introduction of a system for small-scale grassroots technical cooperation.

\*The management of the whole cycle of planning, implementing, and evaluating development assistance projects.

### 3 Emphasis on and enhancement of efforts to maintain and expand locally-established “cores” and “networks,” such as teachers’ networks

#### Main Recommendations

It is important to take measures to maintain and expand locally-established “cores” and “networks,” such as teachers’ networks, 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.

#### Status of Follow-up Efforts

- JICA held a report meeting on “Lesson Practices on the theme of Development Education and International Understanding Education” for development education practitioners (individuals who have participated in JICA’s Study Tour Program for Teachers) who serve as “cores” in their regions. The achievements of the training were shared with a broad audience at a presentation session that was open to the public. The background of the launch of the networks in each region, the nature of their activities, and their achievements were shared through the training. This contributed to maintaining and expanding networks, and gave inspiration to teachers in the regions which did not have networks. JICA will continue to hold meetings designed to maintain and expand “networks.”