

Annual Report on Japan's ODA Evaluation 2017



Preface

To secure Japan's national interests, it is essential for Japan as a "Proactive Contributor to Peace" based on the principle of international cooperation to work together with the international community including developing countries to address global challenges.

In 2016, the first year to implement the "2030 Agenda for Sustainable Development" which was adopted at the United Nations, Japan has established the Sustainable Development Goals (SDGs) Promotion Headquarters, which is headed by the Prime Minister as chair and composed by the entire cabinet members, and has taken the initiative in achieving the SDGs, based on the pledge that "No one will be left behind", including the aim to eradicate extreme poverty by 2030.

Japan will simultaneously develop "quality infrastructure" by drawing on its expertise and technologies, which in turn will lead to "quality growth" in developing countries, growth of the Japanese economy and community empowerment. It is also essential to implement cooperation that will promote two-way economic growth. In the international community today, a huge amount of private funding flows to the developing countries, and various actors including the private sector, local governments, and non-governmental organizations (NGOs) are involved in global activities. These actors play important roles in dealing with development challenges and promoting sustainable growth in developing countries. Under these circumstances, Japan needs to address such development challenges not only through ODA but also by strengthening collaboration with these various actors.

ODA is an important tool, both for fulfilling Japan's responsibility in the international community and for promoting the national interests of Japan. Therefore, Japan needs to further evolve ODA.

On the other hand, the Government of Japan's severe fiscal situation and domestic challenges are a reality, meaning ODA often faces harsh criticism. Thus the Ministry of Foreign Affairs (MOFA) has responsibility to carefully explain the activities and significance and results of ODA to the Japanese people, and gain their understanding and support in making strategic and effective use of ODA. We will continue these efforts ceaselessly to realize diplomacy that goes together with the Japanese people.

In order to implement ODA more effectively and efficiently, MOFA carries out ODA evaluations by third parties to evaluate from an objective and neutral position. Furthermore, MOFA carries out policy evaluations of economic cooperation policies based on the Government Policy Evaluations Act (GPEA).

Amid evolving circumstances surrounding development cooperation, MOFA strives to carry out ODA evaluation in a clear and comprehensible manner in order to further deepen the peoples' understanding on development cooperation. Moreover, to introduce such initiatives, every year MOFA publishes an annual report providing an overview of the ODA evaluation by the Government of Japan as a whole.

We hope that this report will provide our readers with a deeper understanding on Japan's development cooperation and its evaluation.

January 2018
Makita Shimokawa
Deputy Vice-Minister
Minister's Secretariat

Cover Photos

<Cover Photo>

From “Project for Strengthening of Primary Health Care System”



Growth and development check for children by a nurse on a home visit (Paraguay)

Paraguay, as of the year 2009, has showed the highest mortality rate of children under five year old, pregnant women and nursing mothers in South America, and strengthening the local health/medical service system has become as an urgent issue. Technical cooperation of “Project for Strengthening of Primary Health Care System”, in collaboration with the National Center of Continuing Education for Nursing/Midwife established by past technical cooperation and continuing education and training leaders, has been supporting to strengthen capability of “Family Health Unit (doctors, nurses, midwives, health promoters)” which centering to improve health/medical services, in 5th health district, Caguas prefecture.

Photo provided by Japan International Cooperation Agency (JICA)

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Overview of ODA Evaluation

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Background

Originally, countries carried out Official Development Assistance (ODA) evaluations individually as part of their administrative activities. In the 1970s, growing awareness of the importance of ODA evaluations led to the full-fledged start of international discussions on evaluation at the Development Assistance Committee of the Organization for Economic Co-operation and Development (OECD-DAC) and a range of other international fora.

Since the 1990s, development assistance activities of the international community have transitioned from the level of individual projects to programs (in which multiple projects sharing common objectives are grouped together, etc.). Due to the transition, evaluations have expanded from those of individual projects to sector-based development assistance activities. Additionally, partly due to the establishment of macro-level indicators for the Millennium Development Goals (MDGs) that were adopted at the United Nations in 2001, development assistance and its evaluation focuses have evolved from the individual project level to those tailored to the specific issues and needs of recipient countries. They have furthermore evolved to take into account the importance of coordination with other donors as well as consistency with the developing countries' procedures for receiving aid.

■ Towards Development Effectiveness

The Global Partnership for Effective Development Cooperation (GPEDC) has promoted the effectiveness of development cooperation in order to achieve the development goals of the international community. GPEDC monitors the progress of achievements by providers (countries, organizations, foundations) of development cooperation and recipient countries of their commitments on “ownership of development priorities by developing countries,” “focus on results,” “inclusive development partnerships,” and “transparency and accountability to each other.” These commitments were agreed at the Fourth High Level Forum on Aid Effectiveness (HLF-4) in 2011. The monitoring is conducted based on the following 10 indicators: 1) Development co-operation is focused on results consistent with developing countries' priorities, 2) Civil society operates within an environment which maximizes its engagement in and contribution to development, 3) Engagement and contribution of the private sector to development, 4) Transparency: information on development co-operation is publicly available, 5) Development cooperation is more predictable, 6) Aid is on budgets (allocated to the budget which are subject to parliamentary scrutiny), 7) Mutual accountability among development cooperation actors is strengthened through inclusive reviews, 8) Gender equality and women's empowerment, 9) Effective institutions: developing countries' systems are strengthened and used, and 10) Aid is untied.

Japan has provided its assistance to realize these commitments. From the perspective of evaluation, it is important to improve the evaluation capacities of recipient countries for effective development.

The OECD-DAC Network on Development Evaluation (EvalNet)

The DAC Network on Development Evaluation (EvalNet), one of the subsidiary bodies of the OECD-DAC, was established in 1981. Currently, 46 countries and agencies including Japan have joined EvalNet.

EvalNet holds regular meetings approximately twice every year. It aims to facilitate the evaluation efforts of countries and to promote development aid effectiveness, through exchanging information among member countries and agencies on their evaluation systems and evaluation results and discussing ways to improve evaluation methodologies. Japan has been participating in EvalNet meetings to share information on evaluation measures. Japan is furthermore a member of the Evaluation Capacity Development (ECD) task force established under EvalNet with a view to contributing to the ECD of partner countries.

The director of ODA Evaluation Division has been serving as the vice-chair of EvalNet since February, 2017.

Recent Trends

■ Adoption of the “2030 Agenda for Sustainable Development”

The “2030 Agenda for Sustainable Development (2030 Agenda)” was adopted, as the successor to MDGs formulated in 2001, at the United Nations Sustainable Development Summit held in September 2015. The 2030 Agenda is a set of new international goals established to address the remaining challenges of MDGs (such as education and maternal and child health) as well as new challenges (such as climate change and widening inequality) that have emerged over the 15-year period following the establishment of MDGs. The implementation period of the 2030 Agenda is from 2016 to 2030. The 2030 Agenda lists “Sustainable Development Goals” consisting of 17 goals and 169 targets aimed at eradicating poverty and realizing a sustainable world. The main feature of the 2030 Agenda is its universality applicable not only to developing countries but also to all countries including developed countries and through the process of its initiatives pledges that “no one will be left behind” anywhere on our planet.

Under the 2030 Agenda, follow-up and review are also emphasized and detailed paragraphs on them are added. The 2030 Agenda mentions that “governments have primary responsibility for follow-up.” This means that each country will independently follow the state of progress taking into consideration the capabilities and development levels of each country based on the recognition that ownership by countries is crucial for attaining sustainable development. On the other hand, improvements in statistics, data systems and evaluation capacities are necessary for developing countries to carry out follow-ups. For this purpose, each country and international organizations provide necessary support to developing countries to build up evaluation capacities. A set of global indicators has been established for follow-up and each country carries out its follow-up based on these indicators or indicators formulated by each

country. Periodic reviews of the state of progress are undertaken at the “High-level Political Forum on Sustainable Development” convened by the United Nations Economic and Social Council and others.

In May 2016, Japan has established the Sustainable Development Goals (SDGs) Promotion Headquarters and formulated the SDGs Implementation Guiding principles in December of that year for comprehensive and effective implementation of the SDGs’ policies in order to enhance a close coordination with relevant governmental agencies. Japan also established the SDGs Promotion Roundtable Meetings under the SDGs Promotion Headquarters, where a wide range of stakeholders including local government, NGOs/NPOs, academia, private sectors, international organizations, and various other organizations, gather and exchange opinions to enhance collaboration with them. Japan is making utmost efforts in implementation, follow-up and review of the agenda along with the international community.

■ Membership in the Multilateral Organisation Performance Assessment Network (MOPAN)

Since late 2014, Japan has been a member of the Multilateral Organisation Performance Assessment Network (MOPAN), which was established by member countries in jointly assessing the effectiveness of multilateral organisations (as of 2017, 17 countries are members including Japan).

MOPAN assesses the operation, management, and achievements of the multilateral organizations and then releases the institutional reports. It is expected that the assessment results will be effectively made use of.

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development. By contrast, improvements in statistics, data systems and evaluation capacities are necessary for developing countries to carry out follow-ups. For this purpose, each country and international organizations provide necessary support to developing countries to build up evaluation capacities. A set of global indicators has been established for follow-up and each country carries out its follow-up based on these indicators or indicators formulated by each country. Periodic reviews of the state of progress are undertaken at the “High-level Political Forum on Sustainable Development” convened by the United Nations Economic and Social Council and others.

Japan’s Contributions

Improving the evaluation capacities of developing countries is crucial for raising developing country ownership and enhancing development efficiency. Therefore, Japan is providing a variety of assistance to raise the evaluation capacities of developing countries. Specifically, MOFA holds ODA evaluation workshops and entrusts evaluations to partner countries (for details, refer to pages 34 in Chapter 2).

Meanwhile, the Japan International Cooperation Agency (JICA) has held seminars for implementation organizations in partner countries and has provided technical assistance for strengthening monitoring and evaluation systems in Nepal.

■ ODA Evaluation Workshop

MOFA has hosted the ODA Evaluation Workshop since 2001, inviting government officials and experts from Asian and Pacific countries.

The objectives of the workshop are: (1) to promote understanding of ODA evaluation issues and evaluation methodologies in the Asia-Pacific region and thereby enhance evaluation capacities, especially of partner countries; and (2) to improve ODA evaluation capacities of stakeholders in developing countries not only to further enhance the aid effectiveness of donor countries but also to enhance the ownership and transparency of developing countries and their development effectiveness.

In the past 14 workshops, participants exchanged information and shared views on various topics, including countries’ specific efforts for enhancing evaluation capacities and joint evaluations of ODA by developing and donor countries. *See page 5

ODA Evaluation Workshops

	Date	Venue
1	7-8 November 2001	Tokyo, Japan
2	13-14 November 2002	Tokyo, Japan
3	12-13 November 2003	Tokyo, Japan
4	17-21 January 2005	Bangkok, Thailand
5	26-27 January 2006	Tokyo, Japan
6	18-20 October 2006	Manila, Philippines
7	28-29 November 2007	Kuala Lumpur, Malaysia
8	3-4 March 2009	Singapore
9	18 February 2010	Tokyo, Japan
10	24-25 February 2011	Hanoi, Viet Nam
11	26-27 November 2012	Manila, Philippines
12	2-3 December 2014	Kuala Lumpur, Malaysia
13	9-10 December 2015	Tokyo, Japan
14	23 October 2016	Hanoi, Vietnam

Introduction of ODA Evaluation

The beginning of ODA evaluation in Japan traces back to the implementation of ex-post evaluations of individual projects by the Overseas Economic Cooperation Fund (OECF) in 1975. This came about partly as a result of discussions held at the OECD-DAC from around 1970 that began to focus on the necessity for evaluations of development cooperation. Subsequently, MOFA began ex-post evaluations of ODA projects in 1981, followed by the initiation of ex-post evaluations of ODA projects by JICA in 1982. The main objective of these evaluations at the time was to manage individual projects properly to make Japan's ODA more effective.

Since the 1980s, as the scale and scope of Japan's ODA expanded and public interest regarding ODA increased, ODA evaluation began to draw attention as a means for the Government of Japan to fulfill its accountability on ODA. Therefore, in addition to the main objective of ODA evaluations, which is to improve management of ODA, MOFA set another main objective to ensure accountability to the people of Japan and began to actively engage in publicizing evaluation results.

Enhancement of ODA Evaluation

As ODA evaluation evolved to hold broader objectives and robust functions, experts began to request the implementation of evaluations from the ex-ante through ex-post phases. This was based on the idea that it is more effective to conduct evaluations prior to and midway through a project than to only verify its outcomes after implementation. This was deemed to allow for the consistent management of ODA from planning and formulation up to implementation and the achievement of outcomes. Based on these trends, the ODA Charter revised in August 2003 clearly indicated the need for enhancement of evaluation. The Charter noted that Japan shall implement coherent evaluation from the ex-ante, mid-term, to ex-post stages, as well as the evaluation of policies, programs, and projects. It goes on to state that third-party evaluations by experts with professional expertise shall be enhanced in order to measure, analyze, and objectively evaluate the outcomes of ODA.

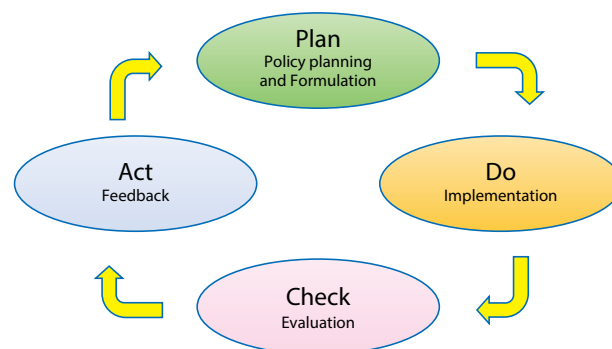
With the implementation of the Government Policy Evaluations Act (hereafter, GPEA) in 2002 (details provided in Chapter 2, p. 23), it was stipulated that administrative organizations themselves shall perform evaluations. Furthermore, it was stipulated that evaluation results should be reflected in the subsequent planning of ODA policies and its efficient and effective implementation (feedback).

ODA Evaluation and the PDCA Cycle for Appropriate Feedback

The policy statement "Basic Policies 2005" approved by the Cabinet states that "Objective third-party evaluation including cost-effectiveness analysis of ODA projects should be conducted. The outcomes should be disclosed to the public, and the PDCA (Plan, Do, Check, Act) cycle should be

established in order to reflect such results in the formulation and planning of ODA policies." Therefore, MOFA decided to emphasize the improvement of checking systems, aiming to enhance the ODA evaluation system and to reflect the evaluation results in policies through establishment of the PDCA cycle (figure 1).

Figure 1. The PDCA Cycle



As a result, MOFA clarified the positioning of ODA evaluation in the PDCA cycle and has strengthened its system to provide feedback on evaluation results to ODA policy formulation and implementation. MOFA has considered measures in response to lessons learned and recommendations obtained from evaluation results, reflecting them in ODA policies and implementation.

ODA Review

In June 2010, MOFA conducted the "ODA Review" and decided to undertake the following measures for ODA evaluation:

- (1) reinforce the independence of evaluation units and recruit external personnel to strengthen the ODA evaluation system
- (2) establish mechanisms that ensure meaningful lessons from past successes and failures
- (3) disclose information through promotion of "visualization" of evaluation.

Therefore, in 2011, the ODA Evaluation Division was relocated from the International Cooperation Bureau, which is in charge of ODA policies, to the Minister's Secretariat, thereby strengthening its independence. Since then, MOFA has recruited an external evaluation expert as the director of the division. In addition, MOFA selects evaluations in accordance with the priority areas of Japan's foreign policies and development cooperation and ensures that evaluation results is incorporated into ODA policies.

To promote the "visualization" of evaluation, MOFA has introduced a rating system (more information in Chapter 1, p. 8) in 2011. In this way, while ODA evaluation has increased its importance, it has expanded its evaluation objectives and scope, diversified its evaluators, reinforced its independence, and strengthened its feedback functions.

Development Cooperation Charter

In February 2015, the Development Cooperation Charter was established taking into consideration the current circumstances surrounding ODA that include the diversification of development issues as well as the actors tackling them. The Development Cooperation Charter clearly articulates the philosophy of Japan's development cooperation, namely, "Contributing proactively to peace, stability, and prosperity of the international community as a peace-loving nation." Under this philosophy, the Charter prescribes the following basic policies: 1) contributing to peace and prosperity through cooperation for non-military purposes; 2) promoting human security; and 3) cooperation aimed at self-reliant development through assistance for self-help efforts as well as dialogue and collaboration based on Japan's experience and expertise.

With regard to evaluation, the Charter states that the Government will strengthen ODA's PDCA cycle based on a strategic approach, noting that, "A more strategic approach should be taken to maximize the impact of Japan's development cooperation. It is also important to engage in the

development cooperation cycle of policymaking, implementation, and evaluation in an integrated manner." The new Charter takes a step further by stating that evaluation is essential for implementing effective and efficient ODA: "In the light of the importance of evaluation not only for improving effectiveness and efficiency but for accountability to the public, Japan will conduct evaluations at the policy and program/project levels and give appropriate feedback of the results during the decision-making and program/project implementation process."

Moreover, the Charter states that "development cooperation provides one of the most important tools for Japan in its agile diplomacy implementation" considering that "development cooperation is important for ensuring Japan's national interests." On this basis, the Charter sets forth that "efforts will be made to undertake evaluation from a diplomatic point of view, as well," noting that an evaluation will incorporate not only the "development point of view" of whether the development cooperation contributes to the development of the partner country, but also the "diplomatic point of view" of what favorable impacts the development cooperation will bring to Japan's national interests.

Column

Synergy between ODA Evaluation Workshop and APEA Conference

The Asia-Pacific Evaluation Association (APEA) held International Evaluation Conference in Hanoi, Viet Nam from November 21 to 25, 2016. It was the first international conference of the APEA and co-hosted by the Government of Viet Nam, the United Nations and other international evaluation organizations. During the conference, the Ministry of Foreign Affairs (MOFA) of Japan conducted the 14th ODA Evaluation Workshop as one of the sessions on November 23.



ODA evaluation workshop

The APEA, a network of evaluation society in Asia-Pacific region was launched during Malaysian Evaluation Society Evaluation Conference in September 2012. The main aim of the APEA is to improve evaluation capacity of individuals and institutions in Asia-Pacific region. Its members include the Japan Evaluation Society. In order to establish the APEA, Japan had consistently given support with initiatives by emeritus professor Mr. Ryokichi Hirono of Seikei University, the founder of the APEA. MOFA had provided occasions for donors and partner countries to discuss the means to strengthen evaluation capacity in the past ODA Workshops held annually.

The APEA International Evaluation Conference 2016 had 173 participants from 32 countries including countries from not only Asia but also Africa. Among them, 33 people from 18 countries participated to the ODA Evaluation Workshop. Having a workshop as a part of the APEA conference led to increase in number of participants who are engaged in evaluation and policy making. It also provided a learning opportunity for the ODA Evaluation Workshop participants through attending research presentations on evaluation and joining discussions on evaluation system in the developing countries. Moreover, we could welcome Dr. Romeo B. Santos, vice-chairman of the APEA and Mr. Emmanuel Jimenez, executive director of the International Initiative for Impact Evaluation (3ie) as commentators at the discussion. All these were possible because the workshop was implemented as one of the APEA conference sessions and we can say that it generated a significant synergy effect.



Workshop session

Naonobu Minato
Vice-chairman of APEA and affiliate professor of International
University of Japan

Objectives of ODA Evaluation

MOFA carries out ODA evaluations under the following two objectives:

(1) To Improve ODA Management: to contribute to the improvement of ODA quality through feeding back lessons obtained from the examination of ODA activities to the process of ODA policy formulation and implementation.

(2) To Maintain Accountability: to fulfill accountability and promote public understanding and support, by increasing transparency of ODA through publication of evaluation results.

Structure of the Implementation Process

MOFA is mainly responsible for planning and formulating ODA policies, while JICA is responsible for implementing individual projects. MOFA and JICA collaborate on ODA evaluation by dividing their roles. MOFA conducts policy-level and program-level evaluations in the form of third-party evaluations based on the Order for Organization of the Ministry of Foreign Affairs.

With the entry into force of the GPEA in 2002, each ministry and agency is required to conduct self-evaluations of policies under its jurisdiction. On this basis, since 2002, MOFA has implemented policy evaluations that include overall ODA policy, as well as ex-ante and ex-post evaluations of specific projects as required by the GPEA in the form of self-evaluations.

JICA, on the other hand, conducts project-level evaluations of individual projects, as well as thematic evaluations on specific themes and development goals from cross-sectoral and comprehensive perspectives, in the form of third-party evaluations and self-evaluations.

Other ministries and agencies of the Government of Japan also plan and formulate policies as well as implement

programs and projects that involve ODA in the respective fields under their jurisdiction. These evaluations are conducted mainly based on the GPEA.

Pursuant to the Basic Act on Central Government Reform in 1988, MOFA assumes a central role in coordinating all government entities for the overall planning and other tasks associated with ODA. Accordingly, Inter-Ministerial Liaison Meetings are held, which are comprised of the relevant ministries and agencies as well as JICA. Discussions on further improvements for the ODA evaluation activities are undertaken by the entire government at the meetings, and MOFA compiles the results of the ODA evaluations of other ministries and agencies.

Chapter 2 of this report presents an overview of the evaluations conducted by MOFA, other ministries and agencies, and JICA, mainly in FY2016.

Classification by Evaluation Targets

ODA evaluations are classified into policy-level evaluation, program-level evaluation, and project-level evaluation according to what is being evaluated (table 1, p. 7).

Diversity amongst Evaluators

ODA evaluations are classified by type of evaluator, and include self-evaluation, internal evaluation, third-party evaluation (external evaluation), evaluation conducted by recipient governments and agencies, as well as joint evaluation by MOFA and other countries and organizations.

(1) Self-Evaluation

Self-evaluation is an evaluation conducted by the divisions that provide, implement, or manage assistance of their assistance policies and programs. Evaluations conducted by MOFA and other ministries and agencies based on the GPEA are classified as self-evaluation, as are JICA's ex-ante

Figure 2. Japan's ODA Evaluation Mechanism

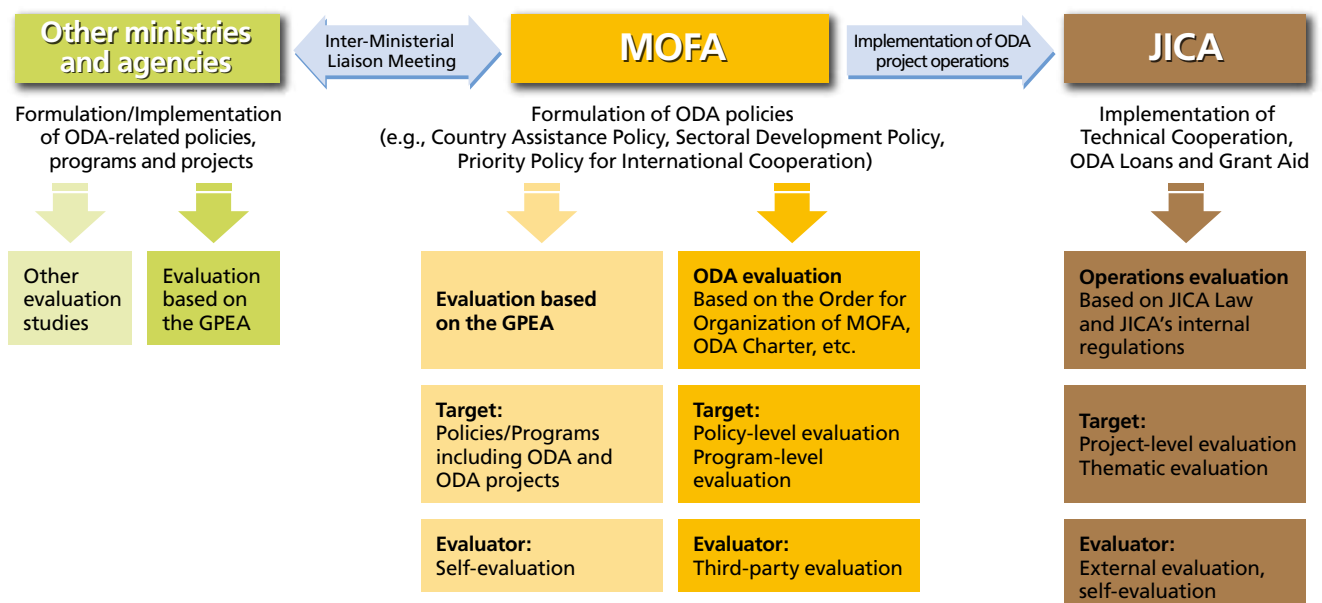


Table 1. Classification by Evaluation Targets

Type of Evaluation	Description	Examples
Policy-level evaluation Evaluation of multiple programs or projects that are grouped together, for the purpose of achieving basic policies (e.g., ODA Charter, Japan's Medium-Term Policy on ODA, and Country Assistance Policies).		
Country Assistance Evaluation	Evaluation of overall ODA policies by country and region. Mainly evaluating the Country Assistance Policies of MOFA.	Country Assistance Evaluation of Vietnam, Evaluation of Assistance for the South Caucasus
Priority Issue Evaluation	Evaluation of the priority issues and areas in the ODA Charter, sectoral initiatives that Japan unveiled at key international meetings, etc.	Evaluation of Japan's Education Cooperation Policy 2011-2015, Evaluation of Japan's Contribution to the Achievement of the MDGs in Environmental Sector
Program-level evaluation Evaluation of multiple projects with common objectives that are grouped together. Conducts comprehensive evaluation and analysis based on specific themes or development targets.		
Sector Program Evaluation	Evaluation of overall ODA activities in a specific development area in specific countries or regions.	Evaluation of Assistance for the Urban Transportation Sector in Viet Nam, Evaluation of Assistance to the Health Sector in Cambodia
Aid Modality Evaluation	Evaluation of individual aid schemes.	Evaluation of Debt Cancellation, Evaluation of Grant Aid for Poverty Reduction Strategy
Project-level evaluation Evaluation of individual ODA projects (mainly JICA).		
Project evaluation	Evaluation of individual development assistance projects.	Indonesia "Tanjung Priok Gas Fired Power Plant Extension Project" Philippines "Coast Guard Project"(all one, JICA)etc.

evaluations of projects and certain ex-post evaluations of projects.

(2) Internal Evaluation

Evaluation conducted by the divisions responsible for reporting to the divisions of aid agencies is called internal evaluation.

(3) Third-Party Evaluation (External Evaluation)

This evaluation is conducted by a third-party who is independent from both donors and recipients of assistance. In MOFA's policy-level and program-level evaluations, third-parties (experts and private sector consultants, etc.) selected through an open competitive bidding system are the principal evaluators. JICA also conducts third-party evaluations in the form of ex-post evaluation of projects that cost over a certain amount of funding or projects which are deemed to provide valuable lessons.

(4) Evaluation Conducted by Recipient Governments and Agencies

MOFA implements around one evaluation every year, primarily program-level evaluations, by requesting recipient governments and agencies, private sector consultants, and evaluation experts to conduct the evaluation. The objective is to secure the fairness and transparency of Japan's ODA evaluation, promote recipient countries' understanding of Japan's ODA, and enhance the evaluation capacities of recipient countries by having recipient governments and agencies conduct the evaluation.

(5) Joint Evaluation

This evaluation is conducted jointly by donors and recipients of assistance or by different aid organizations.

The joint evaluations with recipient countries have significance in so far as they respect the ownership of recipient countries and strengthen partnerships between Japan and recipient countries, in addition to achieving the objectives of enhanced ODA management and fulfillment of accountability.

Criteria for ODA Evaluation and Recommendations

MOFA has established the following three criteria for ODA evaluation from a development viewpoint based on the so-called five "DAC Evaluation Criteria" (Relevance, Effectiveness, Efficiency, Impact, and Sustainability), which were announced by the OECD-DAC in 1991.

(1) Relevance of Policies: whether policies and programs are consistent with Japan's high-level policies on ODA and the needs of recipient countries.

(2) Effectiveness of Results: whether expected objectives are achieved.

(3) Appropriateness of Processes: whether processes have been taken that would ensure the relevance and effectiveness of policies and programs.

In undertaking the evaluations, since FY2011, MOFA has introduced a rating system (a straightforward approach to representing scores using a multi-point scale) to promote the "visualization" of evaluation (see Chapter 1, p. 4). While ratings facilitate "visualization," they do not take into account the individual situation and background of what is being evaluated and pose the danger of oversimplifying the evaluation result. For this reason, MOFA always provides supplementary

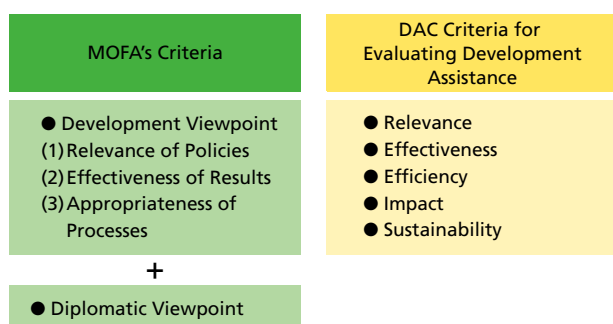
explanations to its ratings, including the basis of its judgments. MOFA does not give numerical or letter ratings.

Moreover, since FY2011, MOFA has introduced the new evaluation criterion of “diplomatic viewpoints” to examine the impacts of assistance on Japan’s national interests, in addition to the above “development viewpoints” that examine to what extent assistance contributes to the development of recipient countries.

With respect to these criteria for ODA evaluation and specific methodologies, MOFA has formulated the “ODA Evaluation Guidelines” since 2003, publishing the 10th edition in June 2016.

Evaluation conducted based on the GPEA is evaluated in line with the “Basic Plan on Policy Evaluation” established by MOFA, including viewpoints such as necessity, effectiveness, and efficiency. JICA conducts evaluations in accordance with the Five DAC Evaluation Criteria. For some ex-post evaluations (third-party evaluations), the overall evaluation results are rated on a four-level scale (A to D) to make the evaluation results easier to understand.

Figure 3. Criteria for ODA Evaluation



In the third-party evaluations carried out by MOFA and the evaluations implemented by JICA, “recommendations” on what should be actively promoted or improved for implementing ODA policies and individual projects in the future are derived based on the results of the evaluations conducted in accordance with the above criteria. The recommendations are presented to organizations relevant to the evaluated projects.

Application of Results

To establish a PDCA cycle, it is important that the evaluation results and recommendations from ODA evaluations are fed back to policymakers and those engaged in project implementation and are reflected in future processes of policy making and project implementation.

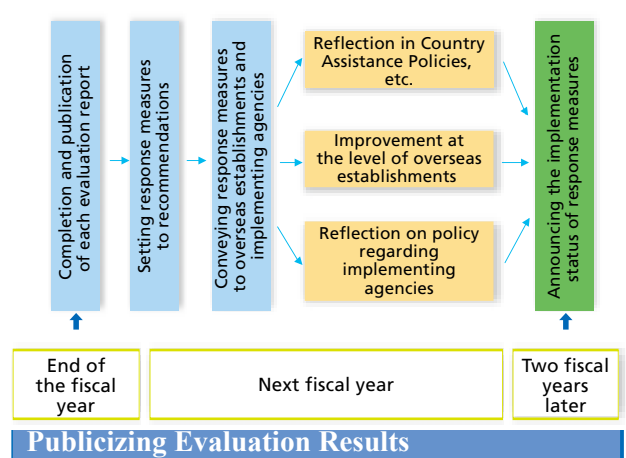
Therefore, MOFA feeds back the evaluation results to its relevant divisions, JICA, and Japan’s overseas establishments. It also develops measures for addressing the recommendations extracted from the evaluation results, taking account of their concreteness, feasibility, and other criteria. Furthermore, to ensure that the recommendations are reflected in subsequent policy-making and other processes, MOFA follows up on the status of such measures. Additionally, since FY2010, as part of the efforts for the “visualization” of ODA, these measures

and their follow-up status are published in the Annual Report on ODA Evaluation (please refer to Chapter 2 for the measures in response to the results of the FY2016 ODA evaluation, and Chapter 3 for the follow-up efforts to the results of the FY2015 ODA evaluation).

The evaluation results are distributed to stakeholders in recipient countries through translated summaries of evaluation reports. Through such efforts, MOFA strives to provide feedback to recipient countries.

In addition, JICA conducts monitoring and evaluation in line with a project’s PDCA cycle in order to expand the development outcomes of the project.

Figure 4. Follow-up of Evaluation Results



To facilitate understanding of Japan’s ODA evaluation, MOFA proactively publicizes evaluation results. In conducting third-party evaluations, MOFA recommends that evaluators (the third parties) prepare reader-friendly evaluation reports. MOFA posts a summary and the full text of each report as well as its summary in English and other languages (depending on the report) on MOFA’s ODA website.

Furthermore, every year MOFA publishes the Annual Report on Japan’s ODA Evaluation. The report is a compilation of the overview of the results of evaluations conducted by MOFA, JICA, and other ministries and agencies in the previous fiscal year, as well as the response measures to each recommendation by MOFA’s third-party evaluations and the implementation status of the response measures to the recommendations of evaluations conducted two fiscal years before. This report is distributed to a wide range of entities, including Diet members, experts, NGOs, universities, and libraries, and is also available on MOFA’s ODA website.

JICA publishes the JICA Annual Evaluation Report that compiles operations evaluation activities of the previous fiscal year (see Chapter 2, p. 32 for more information on JICA’s activities).

Chapter 2

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[Column]

Japanese ODA Evaluation of Forestry Industry in Uruguay

2.1 Overview of FY2016 ODA Evaluation

Chapter 2 provides an overview of ODA evaluations conducted by MOFA, JICA, and other ministries and agencies, etc., mainly in FY2016.

Evaluations by MOFA

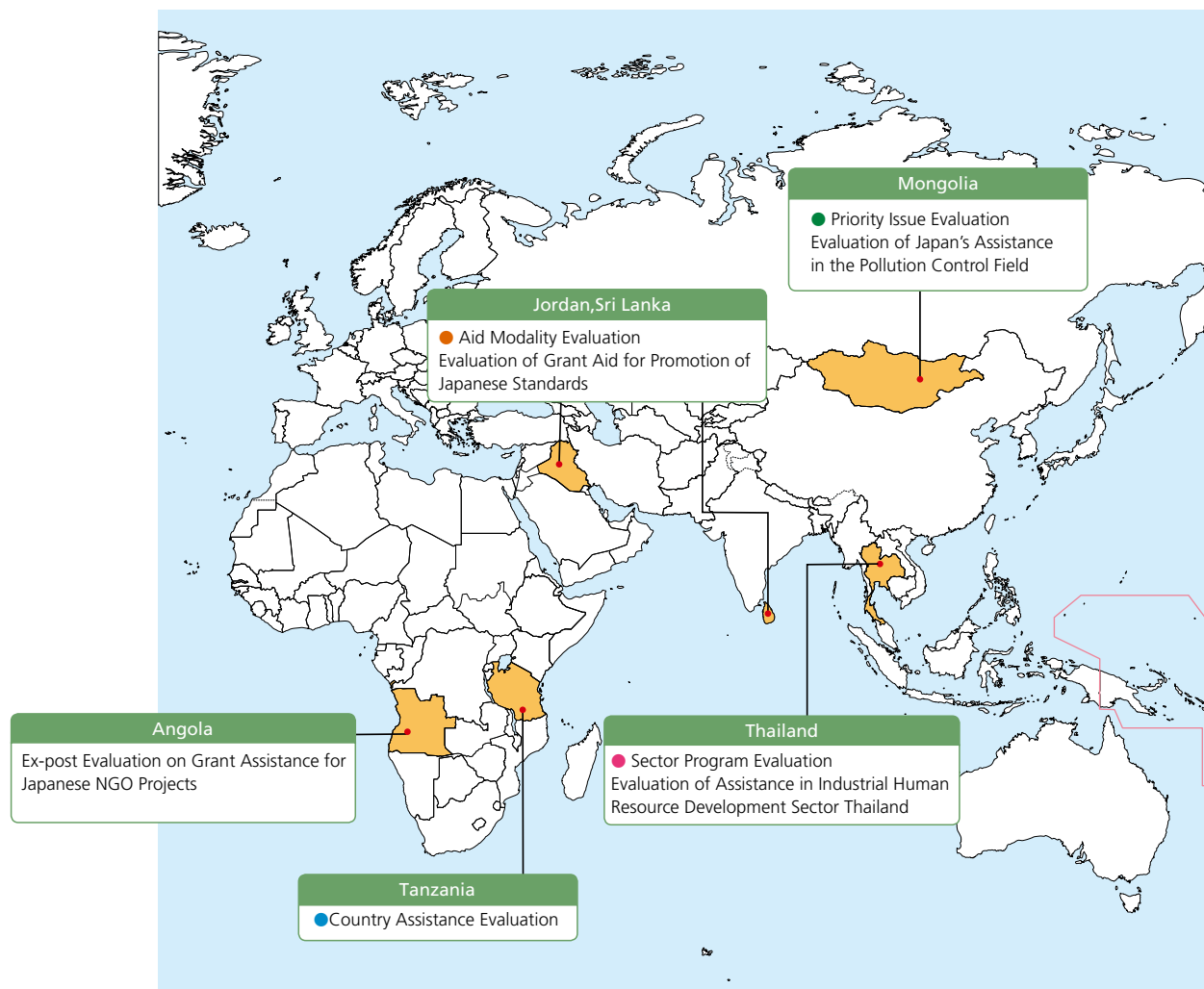
MOFA implemented five third-party ODA evaluations in FY2016 that it commissioned to external experts. This chapter provides an overview of these evaluations and presents MOFA's response measures (as of July 2017) to the recommendations derived from these evaluations.

Due to a lower number of evaluation cases compared with the previous fiscal year, there were no noticeable trends, but, regarding an evaluation from the point of view of development, "relevance of policy" was highly evaluated. However, many challenges regarding "effectiveness of results" and "suitability of results" were pointed out, and it was indicated that there is room for improvement in the future

Regarding the evaluation from a diplomatic point of view, diplomatic ripple effects such as diplomatic importance for Japan, strengthening economic relations between the two countries, deepening human exchange and fostering sympathizers for Japan could be confirmed. The original reports of each evaluation are available on the MOFA website.

Also, MOFA's ex-post monitoring on Grant Assistance for Japanese NGO Projects and self-evaluation based on the Government Policy Evaluations Act (GPEA) are outlined.

- Country Assistance Evaluations: 2 (Tanzania, Paraguay)
- Priority Issue Evaluations: 2 (Japan's Contribution to the Achievement of the MDGs in Environmental Sector, Japan's Education Cooperation Policy 2011-2015)
- Aid Evaluation: 1 (Debt Cancellation)
- Other Evaluation: 1 (Feedback Mechanism of Japan's ODA)



Operations Evaluations by JICA

JICA conducts project evaluations of individual projects as well as thematic evaluations which set certain themes such as region, issue sectors, and aid schemes and uses evaluation criteria for each theme in projects related to these themes. Regarding the number of project evaluations commenced in FY2015,* JICA conducted 90 external ex-post evaluations by third-party evaluators, 60 internal ex-post evaluations that are mainly evaluated by JICA overseas offices, and as thematic evaluations for FY2016, a meta analysis of lessons learned in the energy sector (extraction of knowledge lessons) are conducted.

In addition, impact analysis and statistical analysis of external evaluation results along with new attempts such as extraction of useful lessons in the development of the new port, and process analysis on “Delhi Mass Rapid Transport System Project in India” (also known as the Delhi Metro) process are conducted. Chapter 2.4 provides an overview of such operations evaluations conducted by JICA. The details of JICA’s individual evaluation results are available on the JICA website.

* Number of evaluations commenced in FY2015 for which results were confirmed in FY2016.

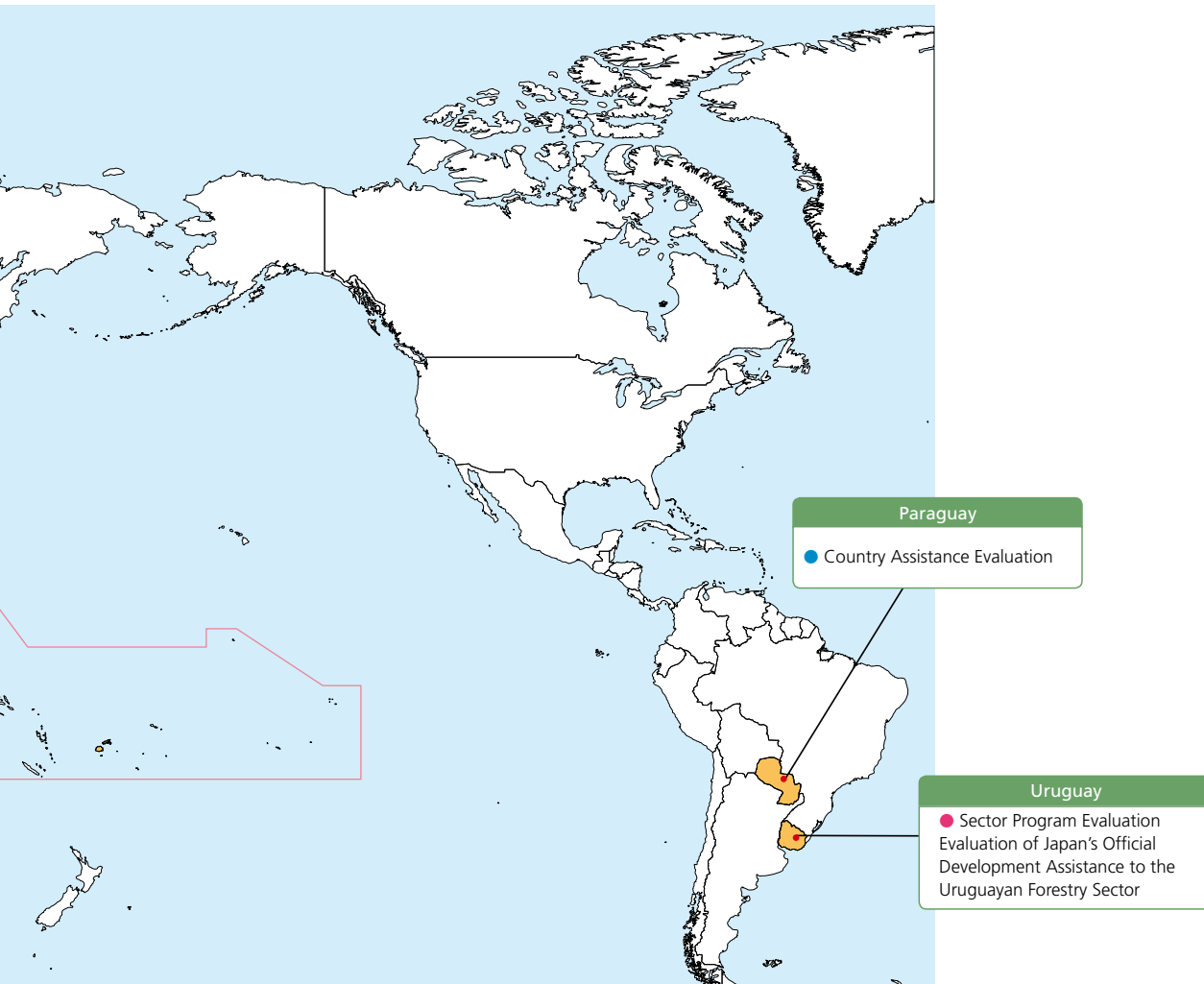
Evaluations by Other Ministries and Agencies in Japan

Other ministries and agencies conduct self-evaluations of ODA-related policies mainly based on the GPEA. This chapter lists the evaluation studies conducted by other ministries and agencies in FY2016.

Partner Country-led Evaluation

In FY2016, as a part of partner country-led evaluations, a consultant carried out an evaluation of Japan’s assistance in forestry industry in Uruguay with the support from Administrative Management/Evaluation Bureau . This chapter presents an overview of this evaluation.

● Sector Evaluation: Japanese ODA evaluation of forestry industry in Uruguay



Country Assistance Evaluation of the United Republic of Tanzania<Overview>

Evaluators (Evaluation Team): •Chief Evaluator: Kiyoko Ikegami, Professor, Graduate School of Social and Cultural Studies, Nihon University
•Advisor: Juichi Inada, Professor, Dept. of International Economics, Senshu University
•Consultant: KPMG AZSA LLC

Period of the Evaluation Study: June 2016 – February 2017

Field Survey Countries: the United Republic of Tanzania

<http://www.mofa.go.jp/policy/oda/evaluation/FY2016/pdfs/tanzania.pdf>

Background, Objectives, and Scope of the Evaluation

The United Republic of Tanzania (hereinafter referred to as “Tanzania”) is a geopolitically important area offering access to the Indian Ocean to neighboring inland countries. Recently, it has achieved rapid economic growth at a higher rate than the sub-Saharan Africa’s average and possesses abundant natural resources; however, the poverty rate remains high. Japan’s basic stance is to support economic and social development toward sustainable economic growth and poverty reduction, with consideration of policy-planning and environmental protection. The purpose of the evaluation study is to evaluate Japan’s ODA policies and to obtain lessons learnt and make recommendations for future ODA policies. The scope of the evaluation is the Country Assistance Program for Tanzania (formulated in June 2000, hereinafter referred to as “Assistance Program (2000)”), the Country Assistance Program for Tanzania (formulated in June 2008, hereinafter referred to as “Assistance Program (2008)”), and the Country Assistance Policy for the United Republic of Tanzania (formulated in June 2012, hereinafter referred to as “Assistance Policy (2012)”).

Brief Summary of the Evaluation Results

• Development Viewpoints

(1) Relevance of Policies

Japan’s ODA policies are consistent with Tanzania’s development strategies. The relevance of the policies is rated “very high”.

(2) Effectiveness of Results

In terms of the priority areas, there were no outstanding obstacles to achieve the expected results. The results were within the expectations; the effectiveness of results is rated “high”.

(3) Appropriateness of Processes

Regarding the processes of policy formulation and implementation, the following was confirmed: emphasis was placed on the policy dialogues through the donor meetings and Japan, as the leading donor in agriculture, transportation

and the traffic sector, and Public Financial Management (PFM) (sub-group of internal auditing), actively communicated with the Government of Tanzania and other donors and reflected information attained on the assistance programs. The appropriateness of processes is rated “high”.

• Diplomatic Viewpoints

Japan and Tanzania have an extensive strategic partnership and the leaders of the two countries frequently visit each other; therefore, Japan’s ODA has considerable diplomatic importance. As Japan’s ODA is also contributing to strengthening the economic relationship and personal and cultural exchanges, it can be evaluated as having a noticeable diplomatic impact.



Namanga OSBP

Recommendations

1 Reinforcement of economic growth foundation and promotion of industrialization

The infrastructure support provided by Japan was significant. Since industrialization and economic growth are the priority areas in Tanzania’s new Five Year Development Plan that started in 2016, Japan needs to provide continuous support to contribute to the country’s economic growth.

2 Strengthening support for economic integration and vitalization in East Africa

Projects that cover an extensive area across neighboring country borders, including the Arusha-Namanga-Athi River Road Development Project, had a positive contribution to the economic integration and vitalization in the East African

Community (EAC), livelihood improvement of residents in the areas adjacent to the road and poverty reduction. Such region-wide projects should be further expanded.

3 Effective use of program approach in areas where outcomes emerge relatively slowly.

Although there were sufficient outcomes at the project level in the field of capacity development for local government, it cannot be said that the goal was achieved on the priority area level (Priority Areas) in the Rolling Plan for Tanzania. The assistance in such areas as capacity development for local government where outcomes emerge after a certain period needs to be managed by using the program approach effectively.

4 Enhancement of assistance for health sector

Assistance from Japan to contribute to Tanzania's achievement of Universal Health Coverage (UHC) through the health administration system enhancement program is consistent with international initiatives, Japan's ODA policies and the development needs of Tanzania. Thus, assistance from Japan to Tanzania needs to continue to contribute to social development, particularly in the health sector.

5 Review of long-term assistance and formulation of exit strategy

Needs and effectiveness of assistance that has been extended over a long time need to be reviewed periodically and an exit strategy should also be assumed and formulated. One way to review is to re-examine various forms of assistance based on the changing needs of the target country and sector by using JICA's program evaluations and the sector evaluations of the MOFA, in addition to JICA's project evaluation.



Water supply planning in region near capital
(Phase 2: image of digging for test well)

6 Introduction of proxy indicators for quantitative evaluation of ODA policies

There is no outcome indicator to evaluate the achievement level of Basic Policy of Assistance, Priority Areas and Development Issues that are set up for the Country Assistance Policies and Rolling Plans for Tanzania. Proxy indicators are useful to complement the situation. For example, Sustainable Development Goals (SDGs) that Tanzania will choose can be found and used as proxy indicators for evaluation of Japan's ODA to Tanzania.

7 Enhancement of public relations to ensure Tanzanian people to have better understanding of Japan's ODA

It is important for Japan to organize more effective public relations maintaining a proper frequency of communications for the peoples of Japan and Tanzania with even more consideration for its timeliness and accuracy. It is also important to conduct quality-related public relations and it will be effective to publicize the particulars of safety management, etc., as well as outcomes. One example is that securing community roads and consideration for safety of detours in a road project are characteristic features of well-thought-out planning in Japan's ODA

Examples of response measures

- Continue infrastructure assistance as an important sector, Japanese companies has been demonstrating the strengths of high-quality infrastructure.
- Continuously support the economic growth, according to the Country Development Cooperation Policy.
- Continuously explore the possibility of implementation of regional projects, based on the demands of the Tanzanian government and the Country Development Cooperation Policy.
- Explore ways to effectively manage assistance that requires long period to produce results through measures, such as appropriate use of program approach.
- Continuously support the field of health, which has been recognized as important in Japan's assistance, and pay close attention to the revised Country Development Cooperation Policy.
- Through activities of the Health Policy Advisor, coordinate courses of action for specific cooperation which can contribute to the achievement of UHC (Universal Health Coverage) in Tanzania.
- Review possibilities of various types of support according to changes in the situation, based on needs and the adequacy and effectiveness of the implemented support.
- Continuously support Tanzania in order to further contribute to the achievement of Tanzania's development goals, while, for example, paying attention to quantitative targets set by Tanzania.
- Continuously make efforts to further strengthen public relations, such as by introducing quantitative aspects and safety control aspects of Japanese assistance, primarily led by Japan's ODA Task Force in Tanzania.

Country Assistance Evaluation of the Republic of Paraguay

Evaluators (Evaluation Team): •Chief Evaluator: Tatsufumi Yamagata, Director General, International Exchange and Training Department, Institute of Developing Economies
•Advisor: Yoko Fujikake, Adviser to the President, Professor of Graduate School of Urban Innovation, Yokohama National University
•Consultant: KPMG AZSA LLC
Period of the Evaluation Study: June 2016 – February 2017
Field Survey Countries: Republic of Paraguay

<http://www.mofa.go.jp/policy/oda/evaluation/FY2016/pdfs/Paraguay.pdf>

Background, Objectives, and Scope of the Evaluation

As one of the world's largest soybean producers and exporters, agriculture is a key economic driver for The Republic of Paraguay. This sector has a significant impact on nation's economy; however, production and international prices for produce have left the economy fragile resulting in lagging growth among other Latin American countries. There is a wide disparity between the rich and the poor, which is particularly significant in rural areas. Given this situation, Japan has set Country Assistance Policy for Paraguay. Its Basic Policy is to sustain economic and social development without disparities through the improvement of livelihood of the poor and social services. Under the Basic Policy, there are two Priority Areas, which are (1) reduction of disparities and (2) sustainable economic development. This evaluation analyzes the Japan's overall assistance policy for Paraguay based on its significance of the assistance and aims to obtain lessons and recommendations that will contribute to policymaking and effective and efficient implementation to improve ODA management, and to fulfill accountability by publicizing the evaluation results.

Brief Summary of the Evaluation Results

• Development Viewpoints

(1) Relevance of Policies

Japan's ODA policies for Paraguay are consistent with the development needs of Paraguay, high-level development policies of Japan's ODA and international priority issues, therefore they are highly relevant. However, the target and the means are not specified as to "reduction of disparities", and it should be improved when revising the policy.

(2) Effectiveness of Results

Japan's assistance has achieved certain level of outcomes. It contributed to improvement of livelihood of the poor, social services, economic and social infrastructure and public administration capacity of central and local government. Therefore, the effectiveness of results is "high".

(3) Appropriateness of Processes

Japan's ODA policies for Paraguay have been formulated through appropriate process, therefore, they are rated "high". However, there should be more communication with other donors to enhance effectiveness of assistance as harmonization among donors is encouraged today.

• Diplomatic Viewpoints

Japanese immigrants and Japanese Paraguayans have made a significant contribution to agriculture, which helped strengthen bilateral relations. As Japan's ODA has further increased pro-Japan sentiments in Paraguay, it can be evaluated to have diplomatic importance.

Recommendations

1 Continued Development Cooperation Utilizing Various Modalities

Paraguay is experiencing steady economic growth. Japan's ODA perspective of selection and concentration indicates that it will eventually be depart from status of a recipient country and become more important as Japan's business partner. Japan should continue to actively provide ODA to Paraguay to maintain a historically great relationship in diplomacy, economy and culture. A variety of modalities should be utilized to increase efficiency of the assistance.

2 More Strategic Approach to Reduce Disparities

It is necessary to identify groups of people that tend to be left out of overall growth to solve disparities. Particularly, women should be more empowered. 1. In order to solve disparities, policy should specify target groups that require support, including single mothers, rural women and indigenous women who tend to have no other choice but to fall into "pockets of poverty"². A strategic approach needs to be applied to directly respond to the issues those groups and communities face.

*1 Edited by Research Unit for Policy Development in Latin America. Second

Symposium on Latin America: Coexistence with Risk and Development in Paraguay. Institute of Advanced Sciences, Yokohama National University.

*2 The term refers to a situation when severe poverty still exists in some areas of regions where certain progress in poverty reduction has been achieved.

3 Strategic Collaboration by Multi-stakeholders to Promote High-Quality Infrastructure Assistance

Although Paraguay is referred to as a developing country, it is ranked as a middle-income country. Paraguayan government already has a certain level of financial, technical and human resource capacity for development. Japan has made a cooperation agreement with Inter-American Development Bank (IDB) to provide high-quality assistance in April 2016. In order to maximize effectiveness of development cooperation, it also needs to have strategic communication and coordination with other stakeholders who are involved in Paraguay's development. This should be regarded as an ODA issue in Latin America, not just an issue in Paraguay.

Examples of response measures

- Continue support for needs in Paraguay, corresponding to the demands of Paraguayan government and the policy of Country Assistance. Also, consider a method for improving efficient development cooperation, through mutual consultation between the Paraguayan government and the ODA Task Force on site.
- Continuously aim to reduce disparities, to support for the needs in Paraguay, corresponding to the Paraguayan government and the policy of Country Assistance.
- Investigate cooperation regarding the methods and needs in the future, as necessary, through mutual consultation among Paraguayan government, the other donors, international authorities and so on.



Water supply facility for Coronel Oviedo City visited in field survey (rendering)



Plan for construction of Mother-Child Center of Friendship between Japan and Paraguay at Hospital of National University of Asuncion (Phase 2: full view)



(Phase 2: image of the newborn nursery of the mother-child center being used)

Evaluation of Japan's Assistance in the Pollution Control Field

Evaluators (Evaluation Team): •Chief Evaluator: Ryokichi Hirono, Professor Emeritus, Seikei University
•Advisor: Shigeru Matsumoto, Professor, Aoyama Gakuin University
•Consultant: International Development Center of Japan Inc.

Period of the Evaluation Study: July 2016 – February 2017

Field Survey Countries: Mongolia

<http://www.mofa.go.jp/policy/oda/evaluation/FY2016/pdfs/pollution.pdf/>

Background, Objectives, and Scope of the Evaluation

Pollution control is an important field in environmental ODA in the ODA Medium-Term Policy (February 2005) and other policies. In this evaluation, the Evaluation Team judged assistance through pollution control cooperation policy (herein after referred to as the Policy) from development and diplomatic viewpoints, and drew recommendations and lessons in the process. This evaluation was conducted to help propose and implement policy for future pollution control cooperation, and to ensure accountability to citizens.

Summary of the Evaluation Results

• Development Viewpoints

(1) Relevance of Policies

The analysis of the relevance of the Policy implicates that the Pollution control cooperation policy is extremely consistent with higher policies of Japan. The Evaluation Team also confirmed that it is highly consistent with the need for diverse socioeconomic development in many recipient countries, primarily for the health of their citizens, and with global trends and challenges geared toward sustainable development. Furthermore, Japanese pollution control, which helped the country overcome environmental deterioration in a relatively short period of time, has received international acclaim, and Japan has comparative advantages in pollution control cooperation and scores highly on nearly all evaluation items. In light of the above, we judge the relevance of pollution control cooperation policy to be high.

(2) Effectiveness of Results

In regards to the effectiveness of pollution control cooperation, it is categorized generally high based on the DAC statistic data which shows Japanese achievement of the maximum amount of assistance (agreed amount base) among DAC member countries during the evaluation period. Also, the projects that Japan has implemented during the evaluation period essentially produced the expected outcomes, which resulted in enhancement and improvement of pollution control in recipient countries. The implementation methods stipulated in the Policy were all carried out, and showed good contribution to the achievement of objectives regarding the enhancement and improvement of pollution control. Therefore, we concluded the effectiveness of the enhancement and improvement of pollution control to be high. The state of pollution in recipient countries improved to some extent, but outcomes varied widely, and in some assistance



Image of water quality training for trainees in Dornogovi Province, Mongolia (Japanese training)

areas and some countries and regions (particularly countries that are still in early development stages), the state of pollution did not necessarily showed improvement. However, it is notable to mention that there are limits to actions taken in response to external conditions, which have a major impact on the realization of improvement in the state of pollution. If we exclude external conditions, it is fair to say that certain outcomes were achieved from the pollution control cooperation. Therefore, the effectiveness of the improvement of the state of pollution in recipient countries was moderately high. Based on the above discussions, we evaluated the effectiveness of the results of this pollution control cooperation policy to be generally high.

(3) Appropriateness of Processes

The Evaluation Team found that the process of formulating the Policy involved many discussions and considerations of relevant documents among relevant personnel, and the Policy ended up with reflecting a diversity of viewpoints and opinions, as a result. Therefore, the formulation process was concluded as generally appropriate. As for the policy implementation process, each of the basic tenets of the Policy was proactively implemented; therefore, we concluded the appropriateness of the policy formulation process as high.

Although the “implementation system” and “collaboration and coordination with relevant agencies and other donors, etc.” were implemented generally appropriately, we found that “monitoring evaluation and feedback” and “review” were not conducted at the policy level; therefore, we concluded the appropriateness of the overall policy management process as moderate. Based on the above discussions, we evaluate the appropriateness of the processes of the Policy as generally high.

• Diplomatic Viewpoints

We identified plenty of diplomatic importance to the Policy due to factors such as the significance of providing assistance to developing countries, and showing presence of Japan through its comparative advantages. Concerning the diplomatic effects of the policy, it contributes to create a strong

presence of Japan through Japanese comparative advantages. As for the diplomatic impact, the Policy has helped improve bilateral relations by strengthening amicable relations with recipient countries, building smooth communications with neighboring countries (stability in the Northeast Asian region), and keeping basic relations with sanctioned countries. Through these benefits and other factors such as initiatives borne of the adoption of the Minamata Convention, the Policy has contributed to improved presence of Japan in the international community. Therefore, we evaluate the Policy as having diplomatic importance and impact.

Recommendations

1 Broad Recommendations for ODA including Other Areas

(1)Active approach on mainstreaming the environmental conservation in in recipient country’s policy

2 Recommendations for ODA Regarding the Environment

[Regarding Policy Formulation]

(2)Consider drafting the main policy document on Japanese pollution control cooperation

[Regarding Basic Orientation of Policy]

(3)Provide assistance toward mainstreaming environmental conservation and pollution control

(3-1)Capacity development to properly collect, analyze, monitor and evaluate environment-related data

(3-2)Establish institutional systems to promote effective environmental policy, and develop and transfer environment-related technology

(3-3)Build a framework to enable a variety of stakeholders to participate in environmental conservation (3-4) Propose, legislate and institutionalize policies related to environmental conservation

(3-5) Improve environmental awareness among people

[Regarding Policy Implementation]

(4)Enhance the use of the knowledge network regarding Japanese pollution control cooperation

(5)Enhance efforts to improve the state of environmental pollution (super goal)

[Regarding Diplomatic Viewpoints]

(6)Enhance diplomatic effects by creating global frameworks and taking leadership in global discussions



Air Pollution in Ulaanbaatar



Ger areas in Ulaanbaatar city have been expanding

Examples of response measures

- In the field of environment management, the ODA has implemented cooperation in areas such as consolidating organizations and frameworks to mainstream environmental preservation/measure in developing countries, promotion for the involvement of a diversity of stakeholders, improvement of legal systems for environmental preservation, environmental monitoring, cooperation to raise awareness of the residents living on environmental problems, and so on. And ODA will continuously be implemented according to the needs of developing countries in the future.
- In order to mainstream environmental preservation and measures, the strengthening of environmental measures in the local governments and in the central government is necessary. ODA has been supporting the promotion of cooperation between Japan and local governments through grass-roots technical cooperation, and, using these, will further promote local governmental cooperation in the field of environmental management in the future.
- In addition, as part of the diffusion of environment businesses/technologies in the private sector, ODA has been supporting the diffusion of sophisticated Japanese environmental technologies/knowhow to developing countries through the private cooperating schemes, and will continuously implement these in the future.
- Perform the necessary discussions focused on formulating policy documents of the environmental ODA including environmental pollution control measures, corresponding to adoption of SDGs (Sustainable Development Goals) which emphasize efforts in the environmental field.
- ODA, in the field of environment management, has been implementing cooperation on mainstreaming environmental conservation and pollution control and will continuously implement cooperation including these items according to the needs of developing countries, in the future.
- For example, cooperation is underway on formulating urban development planning, including components in the field of environment management (waste control, sewerage water treatment). ODA will encourage the other stakeholders who are in charge of areas outside of the environmental field to make this area mainstream by widely sharing the necessity of efforts for environmental problems, including the above-mentioned cooperations.
- By using knowledge networks, ODA will continue to continuously investigate the sharing and coordination of knowhow which should be effective for implementing the specific project based on the advantages, etc. of each society/organization.
- The phenomenon of economic growth and development occurring quicker than environmental measures has often been seen in developed countries. ODA will continuously advance cooperation based on the necessary measures in advance, while always analyzing factors which cause pollution. In this case, the same as before, ODA will investigate cooperation based on the points mentioned in “Recommendation 3”.
- ODA will continuously and proactively transmit Japanese efforts of international cooperation in the field of pollution

Evaluation of Grant Aid for Promotion of Japanese Standards<Overview>

Evaluators (Evaluation Team): •Chief Evaluator: Hiroshi Sato, chief senior researcher Inter-disciplinary Studies Center, Institute of Developing Economies
•Advisor: Takuji Date, professor at Department of Healthcare Management, College of Healthcare Management, College of Healthcare Management
•Consultant: Mizuho Information & Research Institute, Inc.

Period of the Evaluation Study: July 2016 – February 2017

Field Survey Countries: Jordan, Sri Lanka

http://www.mofa.go.jp/policy/oda/evaluation/FY2016/pdfs/grant_aid.pdf

Background, Objectives, and Scope of the Evaluation

Since FY 2012, Japan had conducted the Grant Aid for Promotion of Japanese Standards (GAPJS), which provides made-in-Japan equipment and products to emerging and developing countries, not only for assisting the economic and social development of developing partners but also for supporting Japanese companies' overseas expansion through enhanced awareness of and sustained demands for such equipment and products. In this evaluation, a comprehensive evaluation of the activities and initiatives based on GAPJS was conducted.

Summary of the Evaluation Results

• Development Viewpoints

(1) Relevance of Policies

Though inconsistent with the international trend of aid untying, GAPJS is generally consistent with Japan's higher ODA and economic policies and recipient countries' development policies, while its fields of providing equipment and products are in alignment with international and domestic priorities. From this, the overall evaluation of relevance of policies, while not reaching "Very High", can be designated as "High"

(2) Effectiveness of Results

The sound operational status of grant equipment and problem-free maintenance system earn positive marks. In terms of contributing to partner countries, equipment grants were in fields consistent with priority policies, direct benefits from operating equipment existed, and benefits for policy implementation were observed. On the Japanese economic revitalization front, although there are some contributions to the sales of contracting companies, the issue remained that no effective action targeting market development or promotion of Japanese standards, which is conclusive goal of this scheme, was found. Based on this, the overall evaluation of effectiveness of results is "Moderate".

(3) Appropriateness of Processes

Positive marks are earned from the fact found in the field studies that MOFA, supplier agencies, and partner country governments hold appropriate discussions. However, identifiable problems include that: (1) insufficient consideration were given to categorical designation of providing equipment and products in the scheme-founding phase and to effective coordination with other existing aid schemes; (2)

medical equipment and disaster reduction equipment were included in the scheme without overseas deployment perspective on specific products and manufactures; and (3) lack of field-level predictability in budgeting for projects hinders effective project formulation. For these reasons, an evaluation of "Marginal" may be considered suitable for appropriateness of processes.

• Diplomatic Viewpoints

Because of such factors as grants being in a concrete form of Japanese products and the quick signing of E/Ns, our evaluation was able to identify such diplomatic benefits as the potential to bind execution of projects with such diplomatic activities as official exchanges. Also identified were such benefits as diversification of diplomatic tool.

As for impact on bilateral relations between countries, GAPJS was shown effective in enhancing familiarity with Japanese products at the government and beneficiary levels.



CT scanner supplied to hospital in Sri Lanka

Recommendations

1 Identification of Scheme and Project Objectives for the Purpose of Establishing a Feedback Mechanism

Input objectives should be given shape by organizing needs by territory, field, and so forth. Output and outcome objectives should be considered about identification and systematic implementation of effective and realistic monitoring.

2 Improvement to Predictability of Project Formulation and Strengthening of Authority on Local Level

Through the advance undertaking of individual country studies premised on GAPJS execution and preparation of such items as lists of candidate projects, a framework should be created that enables selection of priority target countries, coordination aimed at formulation of projects in advance at the field level, and effective coordination with other initiatives.

3 Selection of Priority Target Medical and Disaster reduction Equipment

With respect to the automobile field, in coordination with industrial groups, GAPJS specializes in a field having superiority in environmental aspects. However, this is not the case for medical and disaster reduction equipment. To effect improvement, it is necessary to designate equipment groups that can demonstrate Japan's advantages.

4 Clarification of Positioning in Global Goals

GAPJS is intended for the strategic use of ODA to further the economic national interest of Japan and strongly favors Japanese industrial development in comparison to other schemes. The proper role of ODA, however, is to address international issues and to aim for the economic and social growth of developing countries, a point of concern because it opens GAPJS to criticism. To improve on this point, we propose redefining GAPJS as a scheme that contributes to solutions to international issues, including environmental, medical, and disaster issues, by exploiting Japan's experience and technologies.



Hybrid vehicle supplied to the Jordan Ministry of Environment

Examples of response measures

- Create plans/goals as specific as possible, while cooperating with diplomatic establishments abroad to collect/ identify the needs and specify field to be targeted, while, at the same time, clarifying the positioning of the scheme and the goals to be achieved. Create a systematic evaluation process under the condition that the results be disclosed, and introduce the ex-post evaluation system for completed projects in FY2017.
- Improve predictability through planning potential project at earlier period of the fiscal year. Also, aim to realize a higher level of support to implement the project, with a point of view on the specific effects at the initiative of diplomatic establishments abroad, and investigate the possibility of cooperation with the JICA projects.
- Identify the field/target equipment which contributes to improving the recognition of Japanese technologies/ systems and to normalization/standardization, then specify an equipment grouping to connect with project formation, while cooperating with relevant ministries and agencies, and relevant associations, according to the situation of overseas operations of the each industry/field in Japan.
- This scheme specifies efforts that take into account both aspects of development in developing countries and economic vitalization in Japan, based on the Development Cooperation Charter, and externally instructs support in accordance with the international goals such as Sustainable Development Goals (SDGs) (for example, Health, Education, Energy, Climate Change, Biodiversity etc.) to implement the individual project.

Evaluation of Assistance in the Industrial Human Resource Development Sector in Thailand <Summary>

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•Consultant: Mitsubishi Research Institute, Inc.

Period of the Evaluation Study: July 2016 – February 2017
Field Survey Countries: Kingdom of Thailand

<http://www.mofa.go.jp/policy/oda/evaluation/FY2016/pdfs/Thailand.pdf>

Background, Objectives, and Scope of the Evaluation

Japan has provided assistance in the industrial human resource development sector in various parts of the world, with a focus on Southeast Asia. Over the years many Japanese companies have been making inroads into Thailand, and as the country has come to serve as an important supply chain base to the Japanese economy, governmental and private actors have worked together on various activities in the field of human resource development. This evaluation reviews the initiatives from the 1980s onwards and provides recommendations for the planning and implementation of future ODA policies.

Summary of the Evaluation Results

• Development Viewpoints

(1) Relevance of Policies

Supporting industrial human resource development in Thailand is highly consistent with Japan's high-level policies (the old ODA Charter, the Development Cooperation Charter and country-specific assistance policies) and the development needs of Thailand. Furthermore, Japan has a comparative advantage over other donors in this sector in terms of both quality and quantity, and has been involved in it ahead of international aid trends. On the other hand, until the announcement of the Industrial Human Resource Development Cooperation Initiative in November 2015, it had not been clearly defined and communicated as an independent sector, and in the future, it will be necessary to reinforce its status as a policy and the communication of related information. As a result, the relevance of policies was found to be moderate.

(2) Effectiveness of Results

The effectiveness of results was evaluated through case studies in five different areas: (1) training policy-making personnel, (2) human resource development in the supporting industries, (3) training of business support personnel, (4) developing private sector human resources through higher education and vocational schools, and (5) Thailand's emergence as a donor in Triangular Cooperation South-South Cooperation.

(3) Appropriateness of Processes

Appropriateness of processes was evaluated from three viewpoints: (1) understanding of the development issues of the sector in question, (2) aid implementation structure of the

relevant agencies, and (3) implementation of monitoring and follow-up. Overall, the implementation of Japanese industrial human resource development was found to be based on appropriate processes. At the same time, regarding the assessment of needs and practical coordination, considering that there was an absence of a platform where a wide variety of concerned parties from industry, government and academia could participate, before the Round Table Conferences of Human Resources Development began in March 2016, it is necessary to use the momentum of the Japan-Thailand Industrial Human Resource Development Cooperation Initiative of December 2016 to strengthen comprehensive efforts including the monitoring and follow-up of Japanese aid.

• Diplomatic Viewpoints

Japanese aid has simultaneously helped strengthen Thailand's industrial power by developing local Thai industries, and contributed to the support and promotion of manufacturing activities, mostly in the automotive industry, of Japanese companies that have been advancing in Thailand. From the viewpoint of economic diplomacy, it has benefited both countries. The growth and success of industrial human resources who is well informed of Japan is also important in terms of diplomatic impact.



Company that has received training regarding education in automotive component industry

Recommendations

1 Mainstreaming industrial human resource development in Japan's aid and formulating sector-specific development policies

Despite its comparative advantage, the status of Japanese industrial human resource development assistance as a policy has not been sufficiently defined. It is recommended that, based on the growing need for industrial human resource development in various countries, 1) the importance of industrial human resource development be continuously mentioned within the Priority Policy for Development Cooperation 2) sector-specific industrial human resource development policies be formulated for all aid recipient countries, with the aim of expanding assistance in this sector.

2 Developing the institutional environment through intergovernmental dialogues for further sophistication of industrial

It is recommended that, in the future, seizing the opportunity provided by the Japan-Thailand Industrial Human Resource Development Cooperation Initiative, dialogues between the Governments of Japan and Thailand be strengthened, in order to develop the institutional environment with the aim of expanding the impact of aid and further sophistication of industrial human resources in Thailand (increasing the number of applicants in the field of engineering and vocational schools, promoting the activities of shindan-shi etc.).

3 Formulating, implementing, monitoring and evaluating a comprehensive and effective aid program

It is recommended that in view of the scale of Japanese assistance in Thailand, a comprehensive assistance plan that considers the issues of Thai industry, the supply and demand of labor, as well as the current situation and future of the education sector be formulated, and systematic localization measures be taken in order to increase the effectiveness of its implementation, monitoring and evaluation, as well as the effectiveness of individual aid projects.

4 Establishing systems and structures to support comprehensive and effective industrial human resource development assistance

Industrial human resource development requires the involvement of a variety of actors from government, industry and educational institutions. It is recommended that a comprehensive and effective aid structure be established enabling the cooperation of industry, government and academia on the policy level as well as in practice (continuously holding roundtable discussions on human resource development involving representatives of industry, government and academia from both Japan and Thailand, and developing policies based on their outcomes, establishing a working-level support organization etc.).

5 Strategic utilization and fostering of industrial human resources well informed about Japan

In improving the effectiveness and appropriateness of Japanese aid and its diplomatic impact, the role played by Thai industrial personnel well informed about Japan has been very significant. It is recommended that a system that

strategically utilizes and fosters industrial human resources personnel well informed about Japan be created (identification and utilization of talented personnel, passing on information related to human resources and sharing it between organizations, etc.).

6 Strengthening communication on Japan's industrial human resource development assistance

Compared to other donors, Japanese industrial human resource development assistance has distinguishing traits and a long history. It is recommended that a medium summarizing the defining characteristics of Japanese industrial human resource development assistance be produced and utilized in communicating Japan's comparative advantage in the sector, and in donor co-ordination. When doing so, it is important to communicate information in a way that also takes into consideration its relation to international aid trends.

7 Creating a model from industrial human resource development assistance in Thailand and its implementation in other countries

It is recommended that an industrial human resource development model be developed based on the lessons learned and experiences gained from the assistance in Thailand, and that the model be utilized in future aid to Thailand as well as in aid implemented by Thailand in the form of South-South cooperation.

Examples of response measures

- Continuously indicate the significance of industrial human resource development in speeches of the foreign minister regarding the important policies of development cooperation and international cooperation for increasing support of industrial human resource development by Japan.
- With “Japan-Thailand Industrial Human Resource Development Cooperation Initiative” reached in December last year as an opportunity, promote and discuss the establishment of system environment for the sophistication of industrial human resources in Thailand, and utilize the opportunities of high level discussions and discussions between embassies and relevant ministries in the future.
- Reach a high-level agreement regarding the comprehensive cooperation framework for future industrial human resource development between Japan and Thailand, based on industrial issues and supply and demand of labor, and of the education sectors in Thailand.
- As for IHR development, concerning the importance of cooperation between industry, government and academia, promote the involvement in project creation and opportunities of discussion among the three parties.
- Investigate strengthening of the role of diplomatic establishments abroad including strategic personnel selection of trainees abroad to Japan, and monitoring and follow-up on trainees who have returned home.
- Strengthen the introduction of Japanese efforts using multiple opportunities of the ASEAN Summit, foreign ministers' meetings and so on, and introduce Japanese efforts of industrial human resources development by documents and include messages from the prime minister and foreign minister.
- Advance industrial human resources development with other countries concerning the cooperation policy in Thailand. Also, based on the requirements of Thailand, consider cooperation that centers around Thailand with a third country.

Ex-Post Evaluation on Grant Assistance for Japanese NGO Projects

Background

The Grant Assistance for Japanese NGO Projects is a scheme to provide funding for development projects which have direct benefits for people in developing countries and are implemented by Japanese NGOs which meet certain requirements (the disbursement through the scheme in FY2016 amounts to 4.34billion yen for 102 projects to 54 organizations in 29 countries and 1 region in total). With the increasing significance of development assistance by Japanese NGOs, MOFA has been implementing ex-post evaluation every year since FY2005 in order to enrich the evaluation of projects that have been implemented under the scheme.

Objective of the Evaluation

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

Evaluation Methods

The staff of the embassies or consulates in charge of the administration management of each project implement studies of the project 3-4 years after its 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 forms (Ex-Post Evaluation Sheets). Also, conditions such as maintenance and management of buildings and equipment, utilization of educational and training facilities and human resources, cooperation in publicity to ensure 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 are reported to the MOFA headquarters.

Evaluation Results

In FY2016, out of 92 projects for which contracts had been signed in FY2012, 28 projects (consisting of 23 organizations in 17 countries) were evaluated during the fiscal year, excluding projects such as those which could not be evaluated due to security considerations and those that are still ongoing in the following year. As a result, 21 projects were rated as "A" (high quality), 6 projects as "B" (acceptable), and 1 project as "C" (low quality).



Specified Non-Profit Corporation: JMAS (at Angola)
Mine cleaning and restoration works in affected areas in Gombe State



Specified Non-Profit Corporation: CCP Japan (at Palestinian Autonomous Areas)
Reconstruction and consolidation in agricultural sectors in Gaza: Promotion of the human resources development and the agriculture of environmental conservation type (3G)



Specified Non-Profit Corporation: AMDA-Minds (at Honduras) Campaign of promotion by using the Maternal and Child Health Center

1. Government Policy Evaluations Act (GPEA)

In Japan's policy evaluation system, each ministry and agency is required to conduct a self-evaluation of the policies under its jurisdiction pursuant to the Government Policy Evaluations 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 the expected impacts have been achieved (effectiveness). The results of the evaluations are utilized for reviewing policies and planning and formulating new policies.

Regarding details of the evaluations of the policies, please refer to "Portal website of policy evaluation" by the Ministry of Internal Affairs below:

http://www.soumu.go.jp/main_sosiki/hyouka/seisaku_n/portal/index.html

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 evaluation is 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 Plan on Policy Evaluation (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 Operational Plan (formulated every fiscal year), which lists

policies targeted for evaluation. The evaluation on ODA policy is also conducted as part of these policy evaluations. The evaluations and monitoring of the policies implemented in FY2016 are listed in the FY2017 Policy Evaluation Report by MOFA.

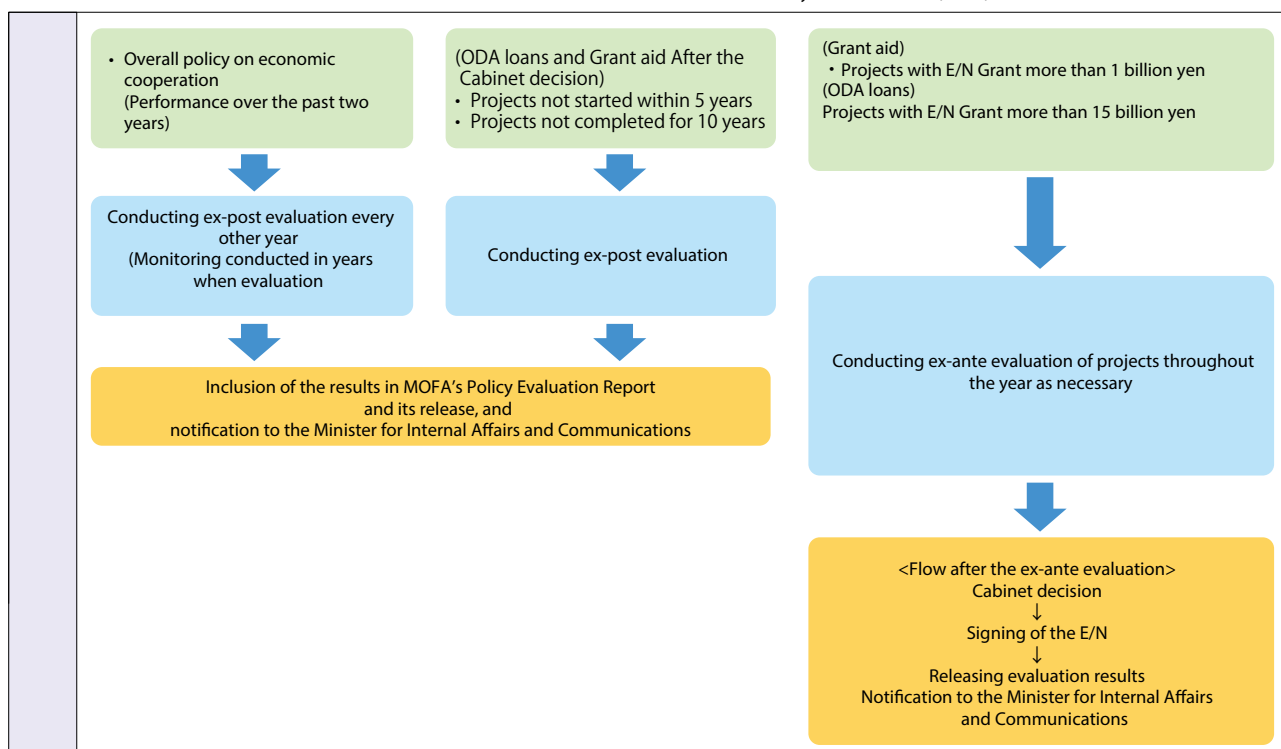
(2) Project-Level (Ex-Ante and Ex-Post Evaluation)

(a) Ex-Ante Evaluation

Based on the provisions of Article 9 of the GPEA and Article 3, Paragraph 5 of its Order for Enforcement, ex-ante evaluations are conducted for grant aid projects with grant more than 1 billion yen, and ODA loan projects with grant more than 15 billion yen. 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 evaluation results are publicized on the MOFA website after the signing of the Exchange of Notes (E/N). In FY2016, ex-ante evaluations based on the GPEA were conducted on 40 grant aid projects and 29 ODA loan projects.

http://www.mofa.go.jp/mofaj/gaiko/oda/press/shiryo/page25_000053.html

Flow of MOFA's ODA Evaluation Based on the Government Policy Evaluations Act (GPEA)*



*ODA evaluation based on the GPEA is self-evaluation.

2.2 Evaluations by MOFA

Evaluation Based on Government Policy Evaluations Act (GPEA)

Ex-Ante Evaluations for Grant Aid Projects:40(Projects with grant more than 1 billion yen)

Country	Project	Date of Signed on Contract (Japan time)
Rwanda	Project for Rehabilitation of Irrigation Facilities in Rwamagana District	Mar 31, 2017
Cambodia	Project for Improvement of Battambang Provincial Referral Hospital Project for Expansion of Water Supply System in Kampong Thom	Mar 30, 2017
Kyrgyz	Project for Avalanche Protection on Bishkek-Osh Road	Mar 30, 2017
Papua New Guinea	Project for Rehabilitation of Alotau Town Market and Fisheries Facilities	Mar 27, 2017
Philippines	Project for Consolidated Rehabilitation of Illegal Drug Users(Care)	Mar 23, 2017
Mozambique	Project for Construction of Bridges on N380 in Cabo Delgado Province	Mar 15, 2017
Liberia	Project for Reconstruction of Somalia Drive in Monrovia Phase 2	Mar 14, 2017
Cuba	Proyecto para el mejoramiento de la tecnologia de produccion desemilla de arroz	Mar 10, 2017
Tajikistan	Project for Rehabilitation of Substations in Dushanbe	Mar 9, 2017
Myanmar	Project for Expansion of Broadcasting Equipment of Myanma Radio and Television	Mar 3, 2017
Afghanistan	Project for Improvement of Value Chain of Agriculture in Hera (Cooperation with UN and via Implementation of UNOP) Project for Improvement of Agricultural Value Chains in Herat	Feb 27, 2017
Nepal	Pkhara Water Supply Improvement Project	Feb 15, 2017
Bhutan	Project for Reconstruction of Bridges on Primary National Highway No. 4	Dec 16, 2016
Afghanistan	Project for Infectious Diseases Prevention for Children (Thru UNICEF)	Dec 13, 2016
Myanmar	Project for Improvement of Magway General Hospital	Dec 7, 2016
Maldives	Digital Terrestrial Television Broadcasting Network Development Project	Oct 27, 2016
Sudan	Project for Improvement of Water Treatment Plant in Kosti City	Oct 11, 2016
Timor Leste	Project for Urgent Relocation of Ferry Terminal in Dili Port	Sep 30, 2016
Cambodia	Project for Improvement of Transportation Capacity of Public Bus in Phnom Penh Project for Improvement of Equipment for Demining Activities (Phase 3)	Sep 27, 2016
Cuba	Proyecto de Adquisicion de Equipos Medicos pala el Mejoramiento de Servicios de Atencion a la Salud en los Hospitales Principales	Sep 22, 2016
Senegal	Project Rehabilitation of The Third Wharf in Dakar Autonomous Port	Sep 20, 2016
Tajikistan, Afghanistan	Project for Strengthening Disaster Risk Reduction and Response Capacities	Sep 7, 2016
Nepal	Project for Improvement of Aviation Safety Facilities in Major Airports	Aug 31, 2016
Cote d'Ivoire	Project d'aménagement du site du débarcadere et de la construction du marche central pour le developpement de la zone commerciale de la commune de Sassandra	Aug 17, 2016
Egypt	Project for Procurement of Education and Research Equipment for Egypt-Japan University of Science and Technology (E-JUST)	Jul 26, 2016
Mozambique	Project for Construction of Bridges on the Road between Ile and Cuamba	Jul 20, 2016
Kiribati	Project for Reconstruction of the Nippon Causeway	Jul 11, 2016
Sri Lanka	Maritime Safety Capability Improvement Project	Jun 30, 2016
Myanmar	Project for Improvement of Foot-Mouth Disease Control	Jun 2, 2016
Sri Lanka	Project for the establishment of Research and Training Complex at the Faculty of Agriculture, University of Jaffna	May 18, 2016
Ghana	Project for the Construction Advanced Research Center for Infectious Diseases at Noguchi Memorial Institute for Medical Research	May 18,2016
Mauritania	Project for Extension Equipment Provision for the National School of Public Health of Nouakchott	May 9, 2016
Laos	Project for Reconstruction of the Bridges on the National Road No. 9	May 4, 2016
Uganda	Project for Improvement of Gulu Municipal Council Roads in Northern Uganda	Apr 29, 2016
Myanmar	Project for Emergency Assistance to Displaced Persons in Ethnic Areas (Coordination with WFP)	Apr 27, 2016
Syria	Project to Supply Stable Power According to Urgent Humanitarian Necessity in Syrian Communities That Have Been Affected by the Crisis (Coordination with UNDP) Project for Transmission of Reliable Electricity to Respond to the Immediate Humanitarian Needs in crisis-affected Communities of Syria	Apr 15, 2016
Togo	Projet de renforcement du port de pache de Lome	Apr 13, 2016
Micronesia	Project for Power Sector Improvement for the State of Kosrae	Apr 1, 2016

Ex-Ante Evaluations for ODA Loan Projects:29(Projects with grant more than 15 billion yen)

Country	Project	Date of Signed on Contract (Japan time)
India	Project for Construction of Trans-Mumbai Bay Highay (Phase 1) Chennai Metro Project (V) Delicated freight Corridor Project Project for Improvement of Irrigation and Livelihood in Andhra Pradesh (Phase 2) "Program for Promotion of Investments in Tamil Nadu (Phase 2) Signing of Japanese ODA Loan with the Government of India"	Mar 31, 2017
Indonesia	Rentang Irrigation Modernization Project in East Java Province Komerling Irrigation Project (Phase 3)	Mar 29, 2017
Madagascar	Toamasina Port Development Project	Mar 21, 2017
Myanmar	Regional Development Project for Poverty Reduction Phase 2 Yangon-Mandalay Railway Improvement Project Phase 1 (2) Greater Yangon Water Supply Project Phase 2 (1) Two-Step Loan Project for Small-Medium Sized Enterprises Development and Agriculture and Rural Development	Jan 18, 2017
Iraq	Electricity Sector ReconstructionProject (Phase 3)	Jan 10, 2017
Myanmar	Bago River Bridge Construction Project	Dec 23, 2016
Nepal	Project for Construction of Nagdhunga Tunnel Signing of Japanese ODA Loan Agreement with Nepal: Contributing to a more efficient trade network through the construction of Nepal's first road tunnel	Dec 22, 2016
Senegal	Projet de Construction de l'Usine de Dessalement de l' eau mer des Mamelles	Nov 15, 2016
Philippines	Maritime Safety Capability Rehabilitation and Improvement Project for PCG (Phase II)	Oct 26, 2016
Egypt	Electricity Sector Rehabilitation and Improvement Project Grand Egypitan Museum Construction Project (II)	Oct 24, 2016
Sri Lanka	Anuradhapura North Water Supply Project Phase 2	Oct 10, 2016
Thailand	Mass Transit SystemProject In Bangkok (RED LINE) (3)	Sep 30, 2016
Bolivia	Laguna Colorada Geothermal Power Plant Costruction Project (Phase 2)	Sep 27, 2016
Bangladesh	Cross-Border Road Network Improvement Project (Bangladesh) Dhaka Mass Rapid Transit development Project (2) Matarbari Ultra Super Critical Coal-FiredPower Project (2) Disaster Risk Management Enhancement Project	Jun 29, 2016
Viet Nam	Ho Chi Minh City Urban Railway Construction Project (Ben Thanh – Suoi Tien Section (Line 1)) (III) Second Ho Chi Minh City Water Environment Improvement Project (III)	May28,2016 May 6,2016
Panama	Urban Transportaion Line-3 Development Project(1)	April 20, 2016

(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 the economic assistance projects that have not begun the provision of assistance at 5 years past after the policy decision (*1), those which have not started the necessary activities (*2) to achieve the intended effects, and on the unfinished projects (those which have not produced the intended effect) (*3) at 10 years past after the policy decision. This evaluation is conducted based on the Operational 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 MOFA website and in

MOFA's Policy Evaluation Report. In FY2017, ex-post evaluations based on the GPEA were conducted on 23 projects in all, 1 ODA loan project which had not been begun and 22 ODA loan projects which had not been completed.

*1 : "Cabinet Decision"

*2 : In case of ODA Loan, "Loan implemented". In case of Grant Aid, "Remitted to the Partner Government"

*3 : In case of ODA Loan, "Loan complementing NOT completed". In case of Grant Aid, "Remit to the Partner Government NOT completed".

Ex-Post Evaluations for Projects not yet Started:1(ODA loan project)(5 years past)

Country on Loan	Name of Project	Date of Signed on Contract
Indonesia	Continuing Assistance for Infrastructure Development for Socio-economic Development in Indonesia	Aug 18, 2011

2.2 Evaluations by MOFA

Evaluation Based on Government Policy Evaluations Act (GPEA)

Ex-Post Evaluations for Unfinished Projects:22 (ODA loan projects only)(10 years past)

Country on Loan	Name of Project	Date of Signed on Contract
Indonesia	PLN Operation Improvement System Project for Supporting Generation Facilities	Mar 28, 2007
Indonesia	Peusangan Hydroelectric Power Plant Construction Project	Mar 28, 2007
Indonesia	Project for Capacity Building in Engineering, Science and Technology (C-BEST) Hassanddin University in the Eastern Port of Indonesia	Mar 28, 2007
Indonesia	NSDI Project	Mar 28, 2007
Indonesia	Aceh Reconstruction Project	Mar 28, 2007
Viet Nam	Ho Chi Minh City Urban Railway Construction Project: Ben Thanh-Suoi Tien Section (Line 1)	Mar 30, 2007
India	Andhra Pradesh Irrigation and Livelihood Improvement Project	Mar 30, 2007
India	Tripura Sustainable Forest Management Project	Mar 30, 2007
India	Gujarat Forestry Development Project Phase 2	Mar 30, 2007
India	Agra Water Supply Project	Mar 30, 2007
India	Amritsar Sewerage Project	Mar 30, 2007
India	Orissa Integrated Sanitation Improvement Project	Mar 30, 2007
Pakistan	INDUS HIGHWAY PROJECT	Dec 13, 2006
Bangladesh	Karnaphuli Water Supply Project	Jun 26, 2006
Egypt	The Grand Egyptian Museum Construction	Apr 30, 2006
Tunisia	Jendouba Rural Water Supply Project	Apr 29, 2006
Tunisia	National Television Broadcasting Center Project	Mar 12, 2007
Tunisia	Water Saving Agriculture Project in Southern Oasis Area	Mar 30, 2007
Morocco	Sewerage System Development Project (II)	Mar 30, 2007
Iraq	Irrigation Sector Loan	Jan 10, 2007
Iraq	Al-Mussaib Thermal Power Plant Rehabilitation Project	Jan 10, 2007
Iraq	Samawah Roads and Bridges Construction Project	Jan 10, 2007

2.3 Evaluations by Other Ministries and Agencies

Ministries and agencies evaluate ODA policies, programs, and projects in accordance with the Government Policy Evaluations Act (GPEA) in principle. Evaluations of policies, programs and projects performed in FY2016 are as follows. Those marked with a star (★) are summarized in the Japanese version of this report.

Ministries/ Agencies	Policy/ Program/ Project	Title	Evaluation type	Evaluator
Financial Services Agency	Project	★ Technical Assistance to Financial Supervisory Authorities in Emerging Market Economies in Asia and Other Economies	GPEA	Self
Ministry of Internal Affairs and Communications	Policy	Promotion of Global Strategy in the ICT Sector	GPEA	Self
	Project	Contribution to the Universal Postal Union	GPEA	Self
	Project	★ The Support for the activities of the United Nations Statistical Institute for Asia and the Pacific	GPEA	Self
Ministry of Justice	Program	★ Promotion of International Cooperation in Legal Affairs	GPEA	Self
Ministry of Finance	Program	★ Assistance through Multilateral Development Banks	GPEA	Self
Ministry of Education, Culture, Sports, Science and Technology	Program	Dissemination of Japanese Culture and Promotion of International Cultural Exchange	Others	Self
	Program	★ Promotion of International Exchange	Others	Self
	Program	Promotion of International Cooperation	Others	Self
Ministry of Health, Labour and Welfare	Program	★ Promoting Participation in and Cooperation to Activities of International Organizations: Contribution to Technical Cooperation Projects toward Realization of Decent Work Conducted by the International Labour Organization (ILO)	GPEA	Self
	Program	Promotion of Participation in and Cooperation to Activities of International Organizations: Contribution to Technical Cooperation Projects Conducted by the WHO ,UNAIDS and Other International Organizations.	GPEA	Self
Ministry of Agriculture, Forestry and Fisheries	Program	★ Establishment of Comprehensive Food Security	GPEA	Self
	Program	★ Promotion of Sustainable Forest Management in Developing Countries under International Cooperation	GPEA	Self
Ministry of Economy, Trade and Industry	Policy	★ Support to overseas markets development	GPEA	Self
Ministry of Land, Infrastructure, Transport and Tourism	Policy	★ Promoting International Cooperation and Coordination	GPEA	Self
Ministry of the Environment	Project	★ Support of Fluorocarbon Management in Developing Countries	GPEA	Self
	Project	Promotion for Improvement of International Water Environment	GPEA	Self
	Project	Low Carbon/Recycle Oriented Society Building Reinforcement Program	GPEA	Self
	Program	Promotion of International Environmental Cooperation	Others	Self
	Program	Promotion of Co-benefits Approach for Greenhouse Gas Reduction and Pollution Control in Asia	GPEA	Self
	Program	Contribution to Global Adaptation Network (GAN)/Asian Pacific Adaptation Network	Others	Self
	Program	Contribution for Promotion of the 3Rs in Asia	GPEA	Self
	Project	Membership Dues for International Union for Conservation of Nature and Natural Resources	GPEA/others	Self
	Project	Membership Dues for Wetlands International	GPEA/others	Self
	Project	Contribution to International Union for Conservation of Nature and Natural	GPEA/others	Self
	Project	Fund of the United Nations Environment Programme	GPEA/others	Self
Project	Technical Cooperation Trust Fund for the Establishment of the International Environment Technology Centre in Japan	GPEA/others	Self	

Financial Services Agency

Technical Assistance to Financial Supervisory Authorities in Emerging Market Economies in Asia and Other Economies

Policy Program **Project**

Evaluation type : GPEA
 Evaluation period : June, 2017
 Evaluator : FSA

<http://www.fsa.go.jp/seisaku/index.html>

Contents of Policies, Programs and Projects

FSA conducts technical assistance training by the FSA staffs on regulatory and supervisory frameworks of banking, securities and insurance industries to officials of each industry, who are invited to Japan, from Asian and other emerging countries.

Overview of Evaluation Results

●Comprehensive Evaluation

Seminars for the financial authorities in emerging countries were held by FSA as technical assistance training, for Bank supervisor in August, 2016, for Insurance supervisor in November, 2016 and for Securities supervisor in March, 2017 in Tokyo. These were valuable opportunities for the financial authorities in emerging countries to improve their development of competency.

●Necessity(Adequacy)

Sound development of financial system in the emerging countries which has close relationship with Japan is important for the improvement of stability of international financial systems including Japan, and it is necessary to improve the development of competency of the financial authorities in the emerging countries as well as personnel development through sharing our experiences and technical assistance.

●Effectivity

At the end of the each Seminar, questionnaire survey was conducted. The result includes the following good remarks.

“I could get so many useful knowledges through the training. Most of issues on the banking supervision in my country were included in the presentations, therefore, it was very beneficial.”, “Seminar was entirely beneficial to our country,

and I really would like to utilize knowledges obtained for future developments of my country.”, and “Participation to the training gave me an opportunity for considering future direction of the supervision.”

●Efficiency(Appropriateness)

While growing globalization of international activities and financial transactions, the sound development of financial systems in the emerging countries is important to increase the stability of the international financial systems including Japan. Also, in order to improve the development of competency of the financial authorities in the emerging countries as well as personnel development, it is necessary that FSA plays the main role in sharing knowledges and experiences about financial systems in Japan.

Reflection/Countermeasures to Lessons/Policies

It is necessary to continuously and proactively tackle with the development of competency of the financial authorities in emerging countries as well as personnel development for the establishment of financial and capital market in the emerging countries. In addition to Asian countries with which we have already established relationships, FSA appropriately selects other target countries, taking into consideration of needs of the financial institutions in a timely manner. Implementation with enough consideration of cost-effectiveness must be required.



Seminar for Bank Supervisors



Seminar for Insurance Supervisors

Ministry of Internal Affairs and Communications

The support for the activities of the United Nations Statistical Institute for Asia and the Pacific

Policy Program **Project**Evaluation type : GPEA
Evaluation period : August, 2017
Evaluator : MIChttp://www.soumu.go.jp/menu_seisakuhyouka/kekka.html

Contents of Policies, Programs and Projects

SIAP has been implementing the projects to enforce upskilling of creation of statistics and practice capacities in developing countries of region of Asia and the Pacific. The projects have been operated by contribution of cash and kind from the member countries in ESCAP, and by funding of international agencies. MIC has been providing cash (contribution) and kind (facilities/equipment), outsourced presenters and trainings at local governments, domestic arrangements by MIC staff to be necessary on SIAP operations) as the partner who was invited by SIAP.

Overview of Evaluation Results

●Comprehensive Evaluation

Many staff persons to be the executive key-person and core staff in Bureau of Statistics of the countries were produced by the SIAP trainings, and they have assumed formulating a modern statistic system and a human resource development. Significance of the contributions for formulating statistic capacities and effectiveness of trainings which SIAP had done, were regarded with high esteem by many countries at the international conferences of United Nations Statistical Commission and ESCAP Conference, and correspondence to new needs based on the 2030 Agenda, trainings for indicator analysis method regarding the same Agenda and expansion of e-learning courses were required. And, providing high-level trainings are continuously expected. Assurances to SIAP by Japan have been highly respected with appreciation and requirement for the continuous assurances. As observed above, Japanese assurances to SIAP can be evaluated to have being effective.

●Necessity(Adequacy)

SIAP has been contributing improvement of capacities of creating statistics and human resource developments of leading/core staff persons in Bureau of Statistics of the countries. Recently, formulating and improving capacities of statistics in Bureau of Statistics of the countries have strengthen to be required, for specifying the Goal and the Target of the 2030 Agenda adopted at UNGA in 2015. Therefore, functions of SIAP have been gaining more recognition. Such aggressive contributions to international projects regarding human resource development should contribute to improvement of the world position of Japan, and to securement of trust and confidence for Japan. As results, promoting the relevant projects is continuously necessary.

●Effectivity

SIAP is the only specialized institution for statistics training in UN. SIAP performed trainings for 16,139

Governmental statistic staff persons since establishment in 1970 through 2016, from 137 countries and regions, having hugely many requests to attend the training courses from the countries and some courses had exceeded the number, and produced many executive and core staff persons by the SIAP trainings, and have been contributing to human resource developments on statistic stage in the countries. Japanese assurances to the SIAP training project highly esteemed internationally, assume diffusing Japanese statistic technology and thought, and connecting with improvement of the world position of Japan on the statistic field.

●Efficiency(Appropriateness)

SIAP reflects the specific training needs (example: creating statistics using the governmental data, creating statistics to understand the new policy issues, expansion of e-learning) in course curriculums, using international conferences, researching the needs in developing countries reports of training attendants and networks with executive staff in Bureau of Statistics in the countries. Also, SIAP has been continuously requiring advance of contributions (cash/kind) to the countries and the international institutions, through the international conferences from Japan. MIC as Japan has been making every effort for cost-saving on cash contribution by Japan, with checking an effect and necessity of the training, tendering for procurement and comparing estimations of two or more parties.

Reflection/Countermeasures to Lessons/Policies

SIAP to be operated by contributions of the countries and the international institutions, has need to strengthen its ownership and to try to expand cash and kind contributions of the countries and the international institutions, in response to the new issues like as the 2030 Agenda. SIAP also has planned seminars cooperating with the Bureau of Statistics in MIC and has been consulting case studies in Japan on diffusion of Japanese statistic technologies and thoughts.

Ministry of Justice

Promotion of International Cooperation in Legal Affairs

Policy Program Project

Evaluation type : GPEA
 Evaluation period : August, 2016
 Evaluator : MOJ

http://www.moj.go.jp/hisho/seisakuhyouka/kanbou_hyouka_hyouka01-03.html

Contents of Policies, Programs and Projects

MOJ promotes performing trainings/studies cooperating with UN on the field of criminal justice/treatment. MOJ, as legal technical assistance, also promotes trainings/studies to maintain and develop the legal system of recipient countries.

Overview of Evaluation Results

●Comprehensive Evaluation

MOJ has achieved great success on collecting the recent international knowledge/information and strengthening with UN and other institutions, and on planning and operating the workshop of woman criminals at the 13th Congress (Prevention of crime, detective judiciary), by attending the international conferences and implementing the international trainings which were instructing the International Standards and successful systems/operations in the countries in response to UN's programs and efforts. Moreover, MOJ has invited 193 criminal justice workers from 41 countries including Japan, and implemented 10 international training in all, mainly issued "Current Situation and Countermeasures of Cyber Crimes", "Development of Following Criminal Justice Staff (correction/protection)", "Multi-Cooperation in Social Treatment". With regard to legal technical assistance, the successful result of international trainings/invitation to international conferences in response to the recipient country's needs, was reflected to the maintenance and development of their legal systems. In particular, the amended Civil Code was established in Viet Nam and new assistance on intellectual property began in Indonesia. As such, steady successful results have been obtained to achieve goals for promotion of international cooperation.

●Adequacy

Group training system is appropriate to comparing discussion upon current situation of as much as many countries, and to expanding and strengthening a network on trainings/studies and research cooperating with UN. Also, with regard to legal technical assistance, assistance is provided in response to the recipient country's needs, respecting their independence and self-initiative through dialogues/discussions with their legislative and judicial related persons. It is an adequate measure to have the law and legal system, the fruit of our assistance, take root in recipient countries.

●Effectivity

MOJ has made a close-relation with the relevant institutions on the regional seminars for Good Governance in the Southeast countries through discussions about issues of the countries to be tried in future. In addition, information and a

network of personal contacts through the international conferences are effect on using in the international trainings and on promoting of international cooperation on criminal investigations/prosecutions in Japan. Furthermore, the participants and researchers invited to international trainings/conferences in response to the recipient country's needs, are the legislation related persons, judges, prosecutors, lawyers, etc.; the successful result of such training/studies is without fail reflected to the maintenance and development of their legal systems and capacity-building of legal professionals. Such achievements are effective as they contribute to the enhancement of Japan's position in the international community as well.

●Efficiency

Participating to important UN conferences regarding prevention of crimes has brought an invaluable asset for Japanese criminal justice operations, and an effective network of personal contacts was strengthened. MOJ selected a theme in response to the recipient country's actual situation and needs to secure maximum effect of the assistance and combined diverse methods organically e.g. dispatching short-/long-term experts, hosting trainings and seminars in Japan and in their countries, holding expert conferences, support from scholars and law practitioners, etc., in implementing efficient assistance.

Reflection/Countermeasures to Lessons/Policies

MOJ continuously implements trainings/studies and researches cooperating with UN in response to the agreements with UN and "G8 Legal/Internal Affairs Ministerial Declaration for Assistance of Capacity Building", and also aggressively develop new trainings including a bilateral training. Developing the basic laws of the recipient countries and promoting capacity-building of legal professionals also contribute to enhancement of Japan's position in the international community. MOJ will continue to provide assistance in response to the recipient country's needs, respecting their independence and self-initiative, and by building trust.



View of Annual Conference on Technical Assistance in the Legal Field.



The 13th Congress Workshop (April, 2015)



The 160th International Training (May, 2015)

Ministry of Finance

Assistance Extended through Multilateral Development Banks

Policy Program **Project**Evaluation type : GPEA
Evaluation period : March, 2017
Evaluator : MOFhttp://www.mof.go.jp/about_mof/policy_evaluation/

Contents of Policies, Programs and Projects

World Bank and MDBs (Multilateral Development Banks) possess many human resources with wide experiences and professional expertise on the development assistance, and have advantages of using a wide-ranged network of information, enabling to perform the effective assistances. MOF well acknowledges such advantages and actively contributes to the MDBs activities as a responsible member in international community. In addition, MOF reflects Japanese ODA policies/development mission to the MDBs policies, actively participating to managing operations as one of the main contributory.

Overview of Evaluation Results

●Comprehensive Evaluation

MOF has been attempting to reflect, adequately and actively as a main share-holder, its opinions regarding the MDBs' lending operations and organizational management to Japanese development mission and ODA policies.

In 2016, Japan contributed to achievement of the largest capital increase for International Development Association (IDA) which engages in assistance to the poorest countries, by playing a leading role on the discussion.

In addition to this, Japan has been cooperating with MDBs in the fields of infrastructures, health and disaster risk management, of importance in Japan, for example, in the field of infrastructures, has been promoting the joint financing with ADB, IDB, AfDB and JICA for internationally developing high quality infrastructure, and the new procurement system considering quality level has been introduced in the World Bank.

In the field of health, Japan has released "UHC in Africa", the policy framework of implementing UHC in Africa, at the TICAD VI in August, 2016, in addition, has initiated with the World Bank in January, 2017 to implement the UHC promotion specifically world-wide, not only in Africa.

And in the field of disaster risk management, Japan has been implementing the assistances using Japanese expertise and technologies for earthquake, seismic surge, flood, etc., to the Asian countries mainly where having many natural disasters and close relation with Japan, through "World Bank Tokyo disaster risk management hub" which established in World Bank Tokyo Office. Japan has been actively contributing to such MDBs activities, and has succeeded to implement the effective assistances with using MDBs' expertise.

●Effectiveness and Efficiency

MDBs ①have been working on the global issues of

poverty reduction, climate change and disaster risk management, and on the critical challenges of the international society, also with wide experience of the international cooperation. ②have the excellent human resources, covering a various fields of the international cooperation, with innovative expertise throughout the world, ③have a good network of information to understand the exact assistance needs by having their many local offices and to enable the detailed assistances, ④create the objective benchmarks based on the data of the debt situation and the governances of developing countries, which allows to render the assistances considering it, etc. The assistances through MDBs by utilizing these advantages are very effective and efficient methods for the international cooperation.

●Necessity

Based on the above MDBs' advantages, Japan needs to contribute to the each MDB and to implement assistances through each MDB's Japan Trust Fund, in order to promote the international cooperation actively for the development of the stable economic society in developing countries.

Reflection/Countermeasures to Lessons/Policies

MOF continuously participates in the MDBs' managing operations, actively as one of the main contributors, and reflects Japanese ODA policies/development mission to the MDBs policies. Also, MOF increases the effectiveness and efficiency of Japanese assistances by using human resources and expertise in MDBs. In addition, MOF actively assists MDBs' works to increase effectiveness and efficiency by promoting collaboration/cooperation among institutions and between other assistant objects, clarification of strategic fields, the assistance focused on results, promoting evaluations of assistance effectiveness, and securing the diversities of staff including the increase of Japanese staff.

Also, MOF widely introduces the development assistances through MDBs to the public.

Ministry of Education, Culture, Sports, Science and Technology

Promotion of International Exchange

Policy Program Project

Evaluation type : GPEA
 Evaluation period : September,2016
 Evaluator : MEXT

http://www.mext.go.jp/a_menu/kouritsu/detail/1375239.htm

Contents of Policies, Programs and Projects

MEXT conducts educating Japanese to be active in international society through the student exchange from foreign countries, contributing a cultivation on human resources in foreign countries, and establishing mutual understanding and friendship and good will between Japan and foreign countries.

Overview of Evaluation Results

●Comprehensive Evaluation

MEXT has been consulting the strategic promotion of foreign student admission for further growth of Japan, and the number of foreign students has been surely increased. On the other hand, indicating the trend fact of decreasing the number of Japanese students to be abroad, MEXT continues the promotion of developing momenta for Japanese students to be abroad, and has necessary to promote the effort of environmental consideration for the overseas education which can carefully help Japanese students to be abroad, with conducting improvement in the framework of public-private partnership.

●Necessity

MEXT has tried to implement surely constructing environmental consideration for the overseas education to assist the interactive student exchange, as a policy with higher priority about achieving goals on “Japan Revitalization Strategy” and “The 2nd Education Promotion Basic Plan” (both decided on

Cabinet in June, 2013).

●Effectivity

Regarding the promotion of international exchanges on universities and colleges, a further expansion of scholarship offer is necessary to resolve the economic burden which is one of the major obstructive factors, because of increasing trend of foreign students in Japan but decreasing trend of Japanese students to be abroad.

●Efficiency

MEXT has promoted the developing momenta for Japanese students to be abroad, not only the economic assistance of scholarship, and has tried the effective promotion of more fulfilling of international understanding education at stage of high-schools, standing on mid-long term views within a limited budget. And, MEXT has allocated the platform coordinators for students to be abroad in Japan at the specified regions of on overseas countries for the strategic foreign student admission.

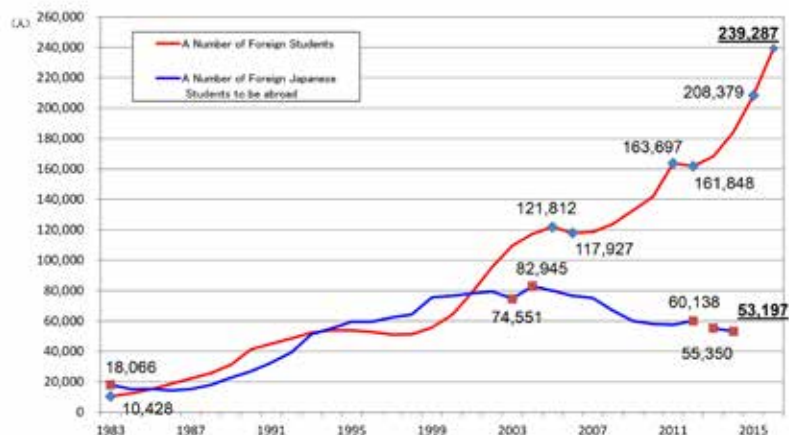
Reflection/Countermeasures to Lessons/Policies

MEXT continuously and surely implements the each program, with having private cooperation, to promote the interactive student exchange.

Remarks

The relevant policies and programs include the non-ODA projects.

Current Situation of the numbers of Foreign Student Admission and Japanese Students to be abroad



※A number of Japanese students to be abroad is not available to compare with the process until previous year (60,138 persons), because of “A number of foreign students to have been abroad” (Students moved to another country for study) on most of data from the countries, through the research in 2013 on the statistic by OECD and UNESCO, not “A number of foreign student” (Including residents in relevant country).
 ※A number of foreign students includes the foreign students in Japanese language schools since FY2011.
 (Reference) A number of foreign students : Japan Student Services Organization “Status survey of foreign student admissions” (On May 1st in each year)
 A number of Japanese students to be abroad : OECD Education at a Glance, IIEF Open Doors, UNESCO Statistical Yearbook, etc.

Ministry of Health, Labour and Welfare

Promoting Participation in and Cooperation to Activities of International Organizations : Contribution to Technical Cooperation Projects toward Realization of Decent Work Conducted by the International Labour Organization Evaluation type

Evaluation type : GPEA

Evaluation period : September, 2016

Evaluator : MHLW

Policy Program Project

http://www.mhlw.go.jp/wp/seisaku/hyouka/dl/jizen-hyoka_h28.pdf

Contents of Policies, Programs and Projects

MHLW implements the following projects, using the ILO expertise by voluntary contribution.

(1) Assistance projects of social security system consolidation in Asian, (2) Assistance projects of infrastructure development to construct the social safety nets in Asia and the Pacific, (3) Assistance projects for sustainable and Inclusive growth at the workplace and Industries in Asia, so on.

Overview of Evaluation Results

●Comprehensive Evaluation

MHLW has totally evaluated the cooperation with ILO, which has been efficiently and effectively implementing the projects, using both of the experiences in Japan and the expertise in international institutions for contribution to international society and promotion of good MHLW government for internationalization.

●Necessity (Adequacy)

MHLW has need to continue ongoing necessary projects, referring significance of the social safety net construction pointed in various international conferences for realizing the decent works (worthwhile humane works).

●Effectivity

All of the projects have achieved their planned goals specified on each project schedule, and contributed to realizing

the decent works, using the detailed designing project schedules/field surveys by experts of ILO/ROAP, and experiences and expertise on the social safety net formulation studied by Japan and ILO.

●Efficiency(Appropriateness)

All of the projects have been implemented within minimum necessary costs to achieve the project schedules and the planned goals also have been achieved.

Reflection/Countermeasures to Lessons/Policies

MHLW continuously confirms whether the projects are becoming effective, by the methods of fully examining the reports written by ILO/ROAP. Also, MHLW will conveniently perform readjustment of details of the project, understanding the assistance needs in Asian regions, on the annual consultation with ILO/ROAP for reviewing the implementing situations. Finally, at ending time period of the implementing project (approximately 3 years), MHLW will consider a necessity of continuation of the project, and the project which achieved the desired aim, will be completed.

Remarks

- The relevant projects partly include the ODA budget.
- Regarding further detailed information, please refer the MHLW website.



Assistance of Occupational Health and Safety Training to governmental officials (engineers) for treatment of debris and landslide caused by the Nepal Great Earthquake



National Work Shop for stable formulation of labor-management relationship

Ministry of Agriculture, Forestry and Fisheries

Establishment of comprehensive food security

Policy Program Project

<http://www.maff.go.jp/j/assess/hanei/sougo/index.html>

Evaluation type : GPEA
 Evaluation period : August, 2014
 Evaluator : MAFF

Contents of Policies, Programs and Projects

MAFF addresses unstable factors of international food supply, by implementing international cooperation such as technical assistance, financial aid, and food aid to developing countries including African countries, in order to establish comprehensive food security.

Overview of Evaluation Results

●Comprehensive Evaluation

Contribution to strengthening global food security has been steadily conducting, with programs related to implementation of international cooperation.

●Necessity

The implemented policy measures are adequate. Continuously strengthening global food security with promoting agricultural and rural development in developing countries is necessary, in order to secure food security in Japan, whose most food depends on other countries, under the circumstance of forecasting mid- and long-term imbalance between supply and demand of global food with increase of global population and income in developing countries.

●Effectivity

MAFF has implemented basic surveys, technical development and capacity building as well as international cooperation through providing funds to international organizations in the sectors of agriculture, forestry, and fisheries. The examples are implementing assistance towards measures to increase rice product from 14 million tons to 28 million tons in 2018, as a result, the actual product reached 20 million tons in 2011, and assistance to increase product of beans and potatoes.

Also, the system of emergency rice reserve in the East Asia was established through the ASEAN Plus Three (ASEAN countries, Japan, China and Korea) Emergency Rice Reserve (APTERR) Agreement which entered into force in July 2012. The Agreement aims to deal with extreme and unexpected calamities in this region from the humanitarian point of view.

MAFF has been steadily contributing to strengthening global food security with these international cooperation.

●Efficiency(Appropriateness)

MAFF has been implementing systematically-organized and appropriate policy measures. These are provision of funds to international organizations such as FAO, expansion of agricultural product in developing countries, assistance to measures for fisheries technology and resources management, development and promotion of irrigation and drainage technology to address climate change, and promotion of overseas cooperation for agricultural and rural development. Through these measures, MAFF has contributed to increase of food product in Africa and established emergency rice reserve system in East Asian region. The certain effectiveness and efficiency of measures are recognized with these government-based measures.

Reflection/Countermeasures to Lessons/Policies

It is necessary to continuously and steadily implement measures for comprehensive food security, taking into account the recent increase of grain prices.

Remarks

The relevant policies and measures include non-ODA projects. The FY2016 evaluation of the measures is the outlines and achievements of the policy/measures at the time of evaluation.

International cooperation and contribution for promotion of sustainable forest management

Policy Program Project

Evaluation type : GPEA
 Evaluation period : August, 2017
 Evaluator : MAFF

Contents of Policies, Programs and Projects

MAFF promotes international cooperation, through a huge variety of frameworks, of multilateral /bilateral coordination, private-public collaboration and so on, using expertise and human resources in Japan to proceed the efforts for sustainable forest managements in the world.

Overview of Evaluation Results

As the results of diffusing necessary information and technology for the forest preservation activities in developing countries through seminars and so on, the numbers of preservation/planting projects have increased, and the international cooperated projects which Japan has implemented, through

a huge variety of frameworks, for promotion of sustainable forest managements in the world, has been shown increase trend, and this program will be evaluated to have obtained a certain number of effectiveness.

Reflection/Countermeasures to Lessons/Policies

MAFF continuously promotes international cooperation through a huge variety of frameworks, using expertise and human resources in Japan.

Remarks

The relevant programs include non-ODA projects.

Ministry of Economy, Trade and Industry

Support to overseas markets development

Policy Program Project

Evaluation type : GPEA
Evaluation period : August, 2016
Evaluator : METIhttp://www.meti.go.jp/policy/policy_management/28fy-seisakuhyouka/32.pdf

Contents of Policies, Programs and Projects

- METI consults on acquisition of the overseas markets expanding the high-level technology and the high valued products/services in Japan to the world markets.
- METI implements the information service and the environmental equipment for trading/investing, using tools of ODA, trade insurance and so on.

Overview of Evaluation Results

●Comprehensive Evaluation

METI has strengthened accelerated procedures of yen loans, yen loans for sub-sovereign and functions of trade insurance as like prolongation of terms, based on “High quality infrastructure partnership (in May, 2015)” and its specific measures (in November, 2015) which has declared by Prime Minister Abe to proceed further exporting the infrastructure systems by Japanese companies, in addition to “Infrastructure System Export Strategy (decided on Meeting on Strategy relating Infrastructure Export and Economic Cooperation in May, 2013, revised in June, 2015). And, METI has surely combined with the achievement of accepting order of the large-scale power generation/water desalination project in Qatar by Japanese companies in May 2015, with continuous performing aggressive top sales in last fiscal year. In addition, METI has implemented the amendment of Trade and Investment Insurance Act in April 2015 to establish an environment for Japanese companies to perform stable international project developments.

In addition to these efforts, METI has contributed to increase of export amount in Japan by methods of project F/S, assistance of human resources developments in partner countries, assistance of public finances and talks among governments.

●Necessity (Adequacy)

(1) “Strategic efforts for acquisition of the overseas markets” has been raised as a part of policies to “International development strategy” of “Japan reconstruction strategy”, METI conducts acquisition of the overseas markets, using Japanese



Technical assistance by the expert on site (Viet Nam)

“Strengthening advanced technology and knowhow”, to introduce aggressively the significant infrastructure demands in the world. At the time, the market developing with private-public collaboration, considering an economical level in the target market and a penetration volume of Japanese companies in emerging countries, must be proceeded. On this vision, METI conducts the following programs.

·METI consults strategic acquisition of overseas markets with private-public collaboration to extend Japanese high-level technology and high-valuable products/services to the world markets. Particularly in emerging countries, METI conducts developing for their markets corresponding to situations of an economical level, a penetration volume and so on. METI acquires the significant demands of infrastructure and so on in emerging countries, using tools of ODA/trade insurance and so on, and responding to needs in partner country.

(2) METI has the following issues regarding the acquisition of overseas markets, and continuous operation of this program is necessary to consult these issues.

·Swiftly and flexibly financing.

·Policy dialogue, technology validation, lobbying support and delegations, in addition, supporting business approach with advance accelerating in overseas, matching support for culture conflict.

·Rule generation and expansion/enlightenment of Japanese products/services to be evaluated appropriately for environment concerns and solution of aging and social issues.

●Effectivity

According to “Strategic efforts for acquisition of the overseas markets” on “Japan reconstruction strategy”, as the market developing aims, METI has specified ①China, ASEAN regions, ②South-West Asia, Mid-East, Russia, CIS, ③Africa, with desirable increase of export amounts to above, as double to each of ①and ② and triple to each of ③ until 2020 from 2011, and specified the export amounts as indications on this program and also the aiming fiscal year/value. And “Overseas direct investment balance” as new indication has been set since 2014.

●Efficiency(Appropriateness)

Under tight circumstances of financial conditions, METI has continuously implemented its policies with focuses on the important partner countries/fields and so on.

Reflection/Countermeasures to Lessons/Policies

METI, continuously in future, surely implements efforts of environment equipment for trading/investing and acquisition of the world markets, corresponding to needs by domestic fields and international situations.

Remarks

The relevant policies/programs include non-ODA projects.

Ministry of Land, Infrastructure, Transport and Tourism

Promoting International Cooperation and Coordination

Policy Program Project

<http://www.mlit.go.jp/seisakutokatsu/hyouka/>

Evaluation type : GPEA
 Evaluation period : March, 2017
 Evaluator : MLIT

Contents of Policies, Programs and Projects

Through the decrease trend of the domestic markets in the mid-long term in Japan, a significant demand of infrastructure equipment and some in merging countries commencing with Asia is forecasted. Promotion of exporting the infrastructure systems with technology and experiences grown in Japan is the important issue to maintain in the Japanese economic growth, MLIT specifically promote the efforts of developing the top-sales with private-public collaboration by governmental leadership, raising projects and internationally standardizing Japanese high-level technology/systems to consult in promoting the overseas projects by private-public collaboration.

In addition, promoting the infrastructure equipment which includes technical transfer and job creation is surely useful in the partner countries and a Japanese advantage in global competition in terms of conducting a market expansion to be developed in the partner country, constructing international friendships and strengthening cooperation.

On these views, MLIT has been continuously implementing the multilateral and bilateral meetings among the partner countries and international institutions, and has been performing cooperation/assurances of seminars/trainings to be connected with voluntary improvement in developing countries, trainee admission, expert delegation and variety of surveys.

“Infrastructure System Export Strategy” (FY2017 revision) was decided (May 29, 2017) at the Infrastructure Strategy Economic Cooperation Meeting, and raised on “Japan Revitalization Strategy 2017” (decided by cabinet on June 9, 2017), as a part of international development strategy, and promotion that has been proceeded by the whole government.

“Action Plan of the Ministry of Land, Infrastructure, Transport and Tourism for Overseas Expansion of Infrastructure Systems” (formulated in March 2016) which organizes/clarifies the overseas developing projects in MLIT to be focused on each region/country, was amended in March, 2017, according to the improvements of the situation in partner countries and political/economic situations. MLIT has recently confirmed to strengthen 6 issues of the MLIT promotions to be further effective as follows; strengthening competitiveness of Japan, strengthening promotion, further application of private funds, use of advanced technology or some, active participation to upstream of national land/regions development plans and promotion to the third country cooperation with other countries.

Overview of Evaluation Results

●Comprehensive Evaluation

MLIT has been succeeding in obtaining significant project orders and connecting with profitable project implementations, with continuous performing top-sales, JICA trainee admission, expert

delegation and surveys according to the needs in the partner countries and international situations. Therefore, these policies are evaluated to have been producing a certain number of results.

●Necessity(Adequacy)

The fields of MLIT have significant importance particularly at the stage of international cooperation, and constructing the socioeconomic infrastructure is absolutely necessary. Therefore, MLIT has been promoting international cooperation/coordination through assisting overseas projects, performing talks on policies, technology transfer, and so on, using the knowledge and experience cultivated in Japan.

●Effectivity

By complementing international conferences, as ASEAN and Japan Transport Ministers Meeting, multilateral/bilateral meeting, seminars, trainings and some, the numbers of projects contributing to international cooperation/coordination have shown an increase in trend and this policy is effective for further strengthening coordination/cooperation among the partner countries and international institutions.

●Efficiency(Appropriateness)

MLIT has been efficiently implementing the projects, actively coordinating with domestic and international relevant ministries and agencies. They are also planning to implement a stricter selection in focusing on the target country and field.

Reflection/Countermeasures to Lessons/Policies

MLIT, effectively in future, complements continuous efforts to promote international cooperation/coordination which connects with the expansion of exporting infrastructure.

In addition, MLIT will specifically try to strengthen international cooperation/coordination by consolidating “quality infrastructure” as an advantage of Japan.

Specifically, MLIT will perform the efforts of ①participating/releasing information from “Upstream” of stage of developing top-sales and promoting significant projects, ②reducing business risks on overseas expansion, ③supporting institutions development, human resources development and constructing human networks in the partner countries.

Remarks

This project includes non-ODA project.



14th ASEAN and Japan Transport Ministers Meeting (November, 2016 in Philippines)



Training support by the expert (Seaport Field) (Ibaraki Port)



Training support by the expert (Seaport Field) (Hakata Port)

Ministry of the Environment

Support of Fluorocarbon Management in Developing Countries

Policy Program **Project**Evaluation type : GPEA
Evaluation period : June, 2017
Evaluator : MOE<http://www.env.go.jp/guide/seisaku/index.html>

Contents of Policies, Programs and Projects

MOE has been supporting the countermeasure against adequate treatment of an ozone depletion substance using Japanese technology, and has been supporting reduction/conversion of an ozone depletion substance corresponding to the schedule on Montreal Protocol to developing countries in Asia.

Overview of Evaluation Results

●Comprehensive Evaluation

MOE has been supporting the countermeasure against adequate treatment of ozone depletion substances using Japanese technology, and has been supporting reduction/conversion of ozone depletion substances corresponding to the schedule on Montreal Protocol to developing countries in Asia.

Fluorocarbons are ozone depletion substances and strong greenhouse gases, however, at the moment of 2015, over 4 billion MT of CO₂ volume of fluorocarbons were used for refrigerators and air conditioners in developing countries. Adequate treatment of fluorocarbons, which not available to re-use, discharged from refrigerators and air conditioners and expansion of no use of fluorocarbon products and technology must be important, MOE has been contributing, at views of prevention of global warming, to discharge control and introducing no use of fluorocarbon technology, using Japanese experiences and technology.

MOE, so far, has been expanding Japanese technology and experiences to developing countries, by supporting conversion knowhow to be the no use technology of fluorocarbons in Mongolia and introducing Japanese countermeasures against fluorocarbons in international conferences for Asia-Pacific regions. MOE has promoted the effort of support project regarding reduction management plan of HCFC (a kind of ozone depletion substance) for Mongolia and China in 2016, site surveys and implementing meetings for specific promotions have been evaluated a certain number of effects

●Necessity(Adequacy)

In 2011, the ozone hole (the largest ozone destruction on record) on the Arctic midair was observed by the international research team including National Institute for Environmental Studies, and importance of scheduling Montreal Protocol in future was absolutely reconfirmed.

Additionally, the Kigali Amendment to Montreal Protocol, in which added HFC (a kind of greenhouse effect gases) was adopted in 2016, and scheduled for its commencement in 2024, or 2028, therefore technical assistances by advanced countries with Japan would be absolutely necessary.

Japanese proactive assistance/cooperation for conversion and adequate treatment of an ozone depletion substance,

prompting Japanese technology to expand, connecting with ozone layer protection and prevention of global warming, and accord with Japanese benefits and international social needs, and have further need to proceed.

●Effectivity(Appropriateness)

Reduction/conversion of an ozone depletion substance in developing countries according to the Montreal Protocol schedule have become to be the urgent matters in the world today, by the reason of the HCFC reduction started in 2013. Particularly in Asian countries, in addition to conversion of an ozone depletion substance, with forecasting increase of fluorocarbons by economic growth in future, selecting the alternative substances and proceeding the adequate treatments of fluorocarbons are extremely valid and effective on views of prevention of global warming.

Reflection/Countermeasures to Lessons/Policies

Especially for discharge control of fluorocarbons, instituting social system with technology is important. And MOE has need to provide a system of adequate discharge control and non-fluorocarbon technology, depending on a scale of social activities and a geographical condition in each country, and continuously tries to coordinate with international institutions and each country, the efforts of understanding the needs and realizing the project are necessary.



Asia and Pacific gathering concerning protection of the ozone layer
(June 2016, Fiji)



On-site confirmation of support project
(September 2016, Mongolia)

Overview of Evaluation

JICA evaluates individual projects of technical cooperation, ODA loans, and grant aid (implemented by JICA) using a common framework (project-level evaluation). In addition to project-level evaluation, JICA evaluates and analyzes multiple projects from comprehensive and cross-sectoral perspectives (thematic evaluation).

In conducting evaluations, JICA not only promotes the utilization (feedback) of evaluation results, but also makes efforts to ensure accountability by increasing the objectivity and transparency of evaluations and disclosing evaluation results.

Evaluation through Common Framework

JICA aims to conduct evaluation based on coherent methodologies and to utilize the evaluation results. Considering the characteristics of each ODA scheme (technical cooperation, ODA loans, and grant aid) as well as the implementation period and the timeframe for expected results, JICA monitors and evaluates each stage of the individual projects (pre-implementation, implementation, post-implementation, and feedback) in line with the PDCA cycle, adopting a standard evaluation framework.

In addition, JICA is committed to releasing clear and coherent evaluation results by using the five DAC Criteria established by the OECD-DAC (Chapter 1, p. 7), and by adopting a rating system for external ex-post evaluation.

Ensuring Objectivity and Transparency

For verifying project outcomes from an objective perspective, JICA's ex-post evaluation includes evaluation by third-party evaluators (external evaluation) according to project size.

To improve the quality of evaluations, enhance feedback, and ensure accountability related to evaluation, JICA

established the Advisory Committee on Evaluation, consisting of external experts, and receives advice on the evaluation system, structure, and methodology.

Furthermore, JICA makes its evaluation results available on its website. This provides the public with easier access to information on evaluation, as well as to those engaged in project design, planning, implementation, and monitoring and evaluation. (JICA's evaluation page: <http://www2.jica.go.jp/ja/evaluation/index.php>)

Emphasizing Utilization of Evaluation Results

JICA's operations evaluations have a feedback function to reflect the results in the planning and implementation of similar projects in order to improve the quality of these projects. Specifically, in conducting an ex-ante evaluation prior to the commencement of a new project, the division in charge of the project refers to and utilizes the lessons learned from the ex-post evaluations of similar past projects and other sources.

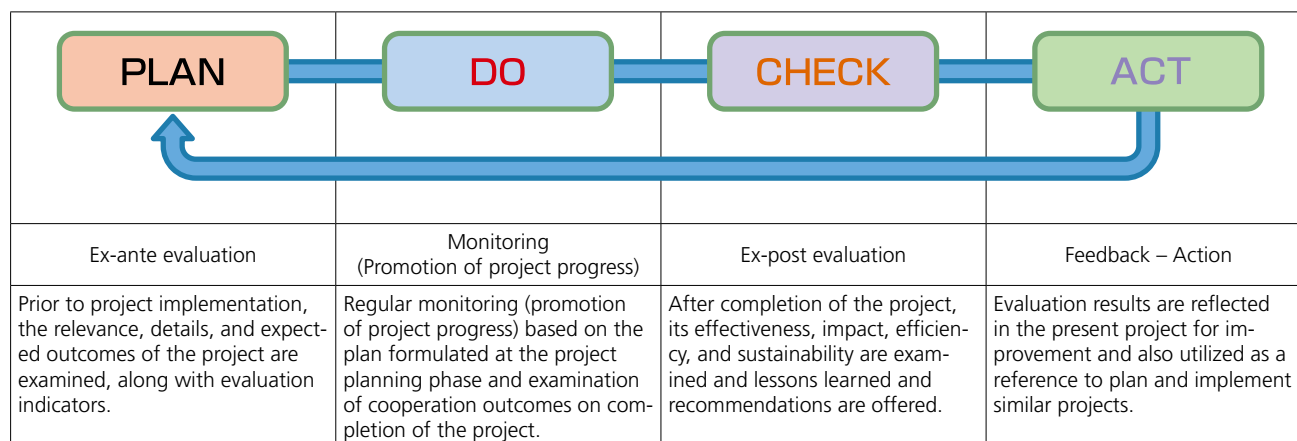
In order to summarize lesson information into a format that can be more easily used, on a thematic evaluation in FY2016 targeting the ex-past evaluations of approximately 400 individual projects in the energy field, 19 highly general and practical lessons (knowledge lessons) were indicated.

Ex-Post Evaluation for Verifying Outcomes after Project Completion

In FY2016, JICA summarized 90 project results as external evaluations (in principle, ex-post evaluations of projects with contributions of 1 billion yen or more). In the external evaluation, to present evaluation results clearly, the results are rated on a four-level scale. The overall ratings results were as follows: 35 projects (39%) were A (highly satisfactory); 47 projects (52%) were B (satisfactory); 5 projects (6%) were C (partially satisfactory); and 3 projects (3%) were D (unsatisfactory).^{*} Rating A and B together comprise approximately 90% of all projects, which shows that the expected results have generally been achieved.

Although rating is useful as a means of indicating an

PDCA Cycle and Evaluation and Monitoring at Each Stage



^{*}May not apply depending on the scheme and size of the cooperation.

overview of the evaluation results, it does not take into account the difficulty of the projects. Thus, it does not reflect all aspects of implementation for development projects.

Additionally, JICA conducted 68 internal evaluations (ex-post evaluations of projects with contributions of over 200 million yen and under 1 billion yen) whereby JICA's overseas offices are the primary evaluators, and summarized its results in FY2016. The overall evaluation of the above projects indicates that the 2/3 of projects have succeeded in the achievement according to the expected level or higher on ex-post evaluation stage as reflected in the plans.

The results of all of these ex-post evaluations were provided as feedback for JICA staff and stakeholders in developing countries and are available on JICA's website. (Results of ex-post evaluations: <http://www.jica.go.jp/activities/evaluation/after.html>)

* A trial ex-post evaluation was implemented for Development Policy Operations and they are not subject to rating.

Developing Sector Issues, Process Analysis, etc.

JICA has been proceeding to introduction of more useful lessons with deeply developing and analyzing, using the evaluation results of the projects. In FY2016, JICA summarized, as specific and highly workable countermeasures in seaport sector, the considerations (forecast of demand and supply, policies for a new port, and concerns and lessons of operation/maintenance/management) at the time when planned by internal staff who having technical expertise in the sector.

JICA also has been organizing the methods of "Process Analysis" aiming for confirming an onset process and deepening of analysis, through a number of trial approaches of the analysis, obtaining technical advices by "Committee for Improving Quality of Ex-post Evaluation" formed members with external experts. "Project Ethnography", as one of approaches of analysis, is the method of recording implementing process of developing projects with use of the ethnography which is a record method in the field survey of anthropology. In FY2016, JICA applied an implementing process analysis of the project which simply using this method to the "Delhi High-Speed Transportation System Construction Project" in India. In addition to above, JICA has started the process analysis targeting for "Nyanza Province Health Management Strengthening Project" in Kenya.

Furthermore, JICA has been recently proceeding to Implement projects based on the evidences to progress and improve quality of projects. JICA has been proceeding its efforts using main tools for above, emphasizing "Impact evaluation" which policy project and development model to improve/resolve, using the methods statistics and econometrics, verify the change caused in target society.

JICA attempts ex-post evaluation for financial Assistance, and a rating is not available.



Electric transmission facility constructed by "Local Development Project" in Afghanistan (External evaluation)



View of inside of women only car of Delhi Metro of "Delhi High-Speed Transportation Construction Project" in India (Process analysis)



A team member of the Partnership Village Collaboration Managing Network coffee plant of "Bidoup Nui Ba National Park Managing Capacity Strengthen Project" (Internal evaluation)



View of container terminal of "Subic Seaport Development Project" in Philippines (Deepening sector issue)

Evaluation of Japan's Official Development Assistance to the Uruguayan Forestry Sector

Evaluators: Ag. Engineer Carlos Mantero – Mag. Leopoldo Font

Evaluation Period: October 2016 – March 2017

Evaluation Description

a. Evaluation Objective

This study's main aim was to gather useful knowledge and recommendations for the South-South Cooperation strategy. This evaluation considered Japan's official development assistance (ODA) policy to Uruguay implemented through project funding for the forestry sector.

b. Evaluation Object

This evaluation considered Japan's assistance policy to Uruguay implemented through project funding in the forestry sector from 1989 to 2003. The cooperation studies and/or projects were:

- (i) "Study for the Development of the Five-Year Forestation Plan" (1989-1991)
- (ii) "Study for the Basic Plan of Industrial Development of Forest Products". (1999).
- (iii) "Project for the Development of Basic Technology of Improvement of Forest Species" (1990-1993)
- (iv) "Project for the Genetic Improvement of Forest Species" (1993-1998)
- (v) "Forest Products Testing Technology Project" (1998-2003)

c. Evaluation Methodology

The evaluation criteria were Relevance of Policies, Effectiveness of Results, and Appropriateness of Processes. This evaluation was based on Guideline for Partner-Country Evaluation from the Ministry of Foreign Affairs of Japan. They also included lessons learned and best practices from past studies related to design, implementation and performance evaluation conducted by the National Evaluation Agency (AGEV)/the Planning and Budget Office (OPP) in Uruguay.

Activities conducted were:

- 1) Documentary analysis of all available documents related to cooperation initiatives;
- 2) Semi-structured interviews aimed at qualified informants with roles at different levels and related to initiatives and/or participating bodies;
- 3) Field visits to directly observe projects' and/or studies' achievements (such as equipment, infrastructure, etc.); and
- 4) Collection of available secondary information about the initiatives to perform evaluation.

Evaluation Results

a. Overall Summary

In general, technical cooperation projects and studies were satisfactorily carried out fully reaching objectives set regarding products and results. Objectives were achieved thanks to the quality of the technical assistance provided, the profile of participants (mainly long-term ones), the technology transferred and training activities. Japan's Official Development Assistance was aligned with locally prioritized needs from the forestry sector and global development objectives. From the effectiveness stand point, the projects and studies funded by ODA achieved the results and products planned, representing a significant contribution to the development of the Uruguayan forestry sector. Results have proven to be sustainable in the short and mid-term.

b. Relevance of Policies

Japan's cooperation to Uruguay's forestry sector was highly consistent with ODA's policies and guidelines in force during the analysis period and with changes made in the last years. It was also aligned with development needs proposed by Uruguay for the promotion of its forestry sector. Besides, development assistance complied and was aligned with Japan's forestry policies. Moreover, they were aligned with main international environmental regulations, agreements and standards as well as with sustainable development topics, as in the case of the Millennium Development Goals (MDGs).

c. Effectiveness of Results:

Japan's ODA, in the period of reference (1989-2003), made a significant contribution to the development of the National Forestry Sector. Technical cooperation projects and studies had a satisfactory performance fully achieving the objectives sets regarding expected results and products. The



Source: Technological Laboratory of Uruguay (LATU)

human resource development, technical cooperation and the provision of equipment were the main contributions to the successful development in the forestry sector. Japan's thorough assistance for appropriate period (short, mid and long-term) also effectively brought the results to the development.

d. Appropriateness of Processes:

Generally speaking, design processes for cooperation actions took into account the development needs of the forestry sector in terms of the priorities defined by the national interlocutors. This was possible due to consultation and participation throughout the process of creating laborated-proposals where Japanese and Uruguayan actors worked together. It was also possible thanks to the positive combination of Japanese expertise and knowledge by professionals who helped improve and adapt the studies and projects guidelines to local development needs.

The satisfactory implementation process of technical studies and cooperation projects led to the fulfillment of planned objectives. Generally speaking, institutional aspects and the systems of participating bodies did not represent a limitation for its implementation. In fact, working methodologies were highly valued and this enabled the joint work between Japanese and Uruguayan experts (especially with long-term experts).

Recommendations

1 Possibility of South-South Cooperation with Japan's Support

The quality and quantity of the lessons learned and forestry best practices identified in the reference period (1989-2003) are satisfactory; they can be taken into consideration for the development of joint South-South Cooperation actions with other regional countries with Japan participating as a strategic partner (triangular cooperation mode).

2 Support to Long-Term Sustainability

Long-term sustainability will probably depend on the sector and political management's capacity to change in order to adapt the forestry production to the requirements and possibilities of each period. Thus, it is advisable to strengthen the strategic planning practices, including the analysis of actors involved to identify future opportunities, threats, strengths and weaknesses leading to the implementation of appropriate actions.

3 Information Available for the Evaluation

It is advisable to strengthen the record and systematization of progress made in the field of cooperation. Particularly, relevant information about projects conducted, such as their achievements, progress reports and final evaluations

4 Best Practices to Be Incorporated in Strategic South-South and/or Triangular Cooperation

- Importance of strong national counterparts to implement cooperation proposals between countries;
- In-depth analysis of starting points before cooperation initiatives begin (baselines, state of the art, use of existing information and capacities);
- Strategic planning in the short, mid and long-term;
- Absence of pre-established recipes for the development of the forestry sector. As a consequence, there is a need to adapt technically successful principles and to revise best practices in the forestry sector;
- Uruguay as potential provider of forestry technical assistance;
- Importance of cooperation sustained over time.

Column

Evaluation of Japan's Official Development Assistance to the Uruguayan Forestry Sector

Presidency of the Republic Planning and Budget Office National

The evaluation of Japan's Official Development Assistance (ODA) to the Uruguayan forestry sector called for a joint effort between the Uruguayan International Cooperation Agency (AUCI, for its name in Spanish) and the National Evaluation Agency (AGEV) from the Planning and Budget Office (OPP), with support of Embassy of Japan in Uruguay.

It was a great honor that the Ministry of Foreign Affairs (MOFA) of Japan trusted the offices involved with the "Partner Country-led Evaluation". The experience of working together, as well as the evaluation itself, marked a milestone in the development of Uruguay's international cooperation evaluation.

The main objective of this evaluation was to gather useful knowledge and recommendations for South-South cooperation. It evaluated Japan's ODA policy towards Uruguay by analyzing five cooperation projects within the forestry sector implemented between 1989 and 2003. The methodology focused on "Relevance of Policies", "Effectiveness of Results" and "Appropriateness of Processes", per stated by MOFA's Guideline for the Partner Country-led Evaluation. Furthermore, aspects related to the methodology of Design, Implementation and Performance Evaluations (DID) conducted by AGEV/OPP in Uruguay were incorporated. The evaluation was performed by a team of evaluators who specialize in the forestry sector and with vast experience in evaluating programs and projects and was overseen by AGEV and AUCI.

This evaluation allowed us to discover the effects it had had in Uruguay's forestry sector over 30 years. Moreover, we could systemize descriptive information regarding the cooperation projects and lessons learnt.

The results show that, without a doubt, Japanese cooperation has made a significant contribution to Uruguay's forestry sector's development. At the same time, it has allowed us to present a successful model of international cooperation, validated through the evaluation, which will become an important input for the South-South cooperation strategy.



Participants in a debrief session



Debrief session

Chapter 3

Follow-up Efforts on FY2015 Evaluation Results

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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 FY2015 (as of July 2017). A summary of each evaluation report is available on the MOFA website (<http://www.mofa.go.jp/policy/oda/evaluation/year/index.html#2016>).

Country Assistance Evaluation of Viet Nam

1 Utilization of the assistance for Viet Nam as a front runner in international cooperation

Recommendations

Japan's assistance has shown a number of characteristics which shall be a model for Japan's ODA in other countries. These shall be shared among responsible officers in charge of economic cooperation at Japanese Embassies and JICA Offices in other developing countries as good practices of Japan's ODA. In this regard, it will be vital to effectively formalize diverse tacit knowledge created by Japan through knowledge management.



Status of Follow-up Efforts

- Good practices of ODA's efforts in the project have been shared at meetings of JICA overseas office heads. Also, a study meeting has been held at the JICA headquarters and efforts in the agricultural sector of Viet Nam were shared as a case study.

※ Example of formalization: Compilation of reference documents, manuals etc.

2 Effective promotion of assistance in social sectors

Recommendations

Japan's assistance performance in social sectors receives relatively little attention. Specifically, achievements in such fields as environment and health care should be more emphasized. It is considered to be noteworthy that Japan has played a leading role in mitigating global warming in Viet Nam. Also Japan's contributions like as promotion of hub-hospital construction and so on, will have significance in publication to increase more visibility in domestic Japan and Viet Nam.



Status of Follow-up Efforts

- For Japan, "Project for the Establishment of Anti-Trafficking in Persons (TIP) Hotline in Viet Nam" has been published on the website, and the JICA newsletter regarding cooperation on climate change to Viet Nam has been issued. For Viet Nam, the press tour of "The Project for Strengthening Capacity for Measles-Rubella Combined Vaccine Production" has been conducted.

3 Continuous efforts for Anti-ODA-related Corruption Measures

Recommendations

It is necessary for the Government of Japan to consistently implement improve and prevention measures for recurrence and to maintain alertness among the parties concerned in order to eradicate fraud and corruption incidents between Japanese companies and the Government of Viet Nam. (Note: Regardless of any measures against recurrence, there is still possibility of recurrence, therefore it is necessary to be accountable that appropriate prevention measures have been taken in case of recurrence.)



Status of Follow-up Efforts

- The Government of Japan has been requiring the Government of Viet Nam to take measures on fraud and corruption prevention on high-level meetings as well as ODA policy consultation in December, 2016.

Evaluation of Japan's Assistance for Pacific Island Countries(PICs)

1 Continuing the assistance to the PICs from a broader perspective

Recommendations

When considering the assistance to PICs, it is important to continue assistance to small-scale PICs for which it is difficult to aim for economic self-reliance not only focusing on the efficiency of aid or the absolute scale of beneficiaries but also from a broader perspective including political and social significance to Japan's foreign policy.



Status of Follow-up Efforts

- The support based on the assistance policy stated at The seventh Pacific Islands Leaders Meeting (PALM 7) was implemented toward PALM 8 planned in 2018. Japan will continuously provide assistance from broader perspective in consideration of diplomatic relations, environment, climate change, disaster prevention and so on.

2 Implementation of assistance to encourage private sector involvement

Recommendations

It is important for Japan and PICs to promote concrete efforts of ODA that will serve as catalysts to strengthen trade, investment, and tourism relations between the private sectors.

It is particularly desirable to promote transaction and commercialization of the private businesses in the fields of trade, investment and tourism, in cooperation with the Pacific Islands Center while timely taking advantage of ODA application.



Status of Follow-up Efforts

- The Public-Private Joint Economic Mission was dispatched to Samoa in 2016 cooperating with the Pacific Islands Center. Business Matching and the trade and investment seminars were held to strengthen business relations with PICs . Japan will strengthen relations among private sectors through SMEs support for expansion of overseas business .

3 Implementation of assistance that will have sustainable effects of projects

Recommendations

Given the chronic issues of the PICs such as draining of human resources and insufficient government budgets, it is desirable to construct durable physical facilities which would make maintenance easier, and implement an assistance plan that would encourage operation and maintenance by the private sector after the completion of the projects.

For the infrastructure projects implemented in the past, it is effective to implement rehabilitation projects that strengthen resilience against natural disasters.



Status of Follow-up Efforts

- Policy advisers for planning and maintenance operation of social infrastructures have been dispatched to PICs to provide technical support mainly for developing policy and maintenance operation of maritime and port fields. To use the road construction equipment effectively contributed by grant aid, technical cooperation will be continuously implemented in Papua New Guinea for improving capacity of maintenance and operation.

4 For implementing the declaration of PALM 7 and for formulating the visions for PALM 8

Recommendations

In order to further enhance the effect of the assistance it is important to carry out projects that "publicize Japan's aid" while seeking to qualitatively improve the assistance such as human resource development.



Status of Follow-up Efforts

- In Pacific Leaders' Education Assistance for Development of State(Pacific-LEADS), in addition to master's programs, Internship Programs in Japanese central government and local governments will be implemented to create networks and develop pro-Japanese group.
- Japan created Hybrid Island Initiative, which aims to provide stable power and to reduce fuel consumption, based on their findings and experiences in Pacific Island areas. Under the initiative, Japan has supported Tonga for its power supply diversification and stabilization by establishing solar-powered facilities, wind generator systems and system stabilizers and providing technical trainings.

Evaluation of Assistance for the South Caucasus

1 Clarification of the Purpose of the Assistance for Agriculture and Rural Development (Azerbaijan)

Recommendations

In the present country assistance policy, pathways of agricultural projects are relatively unclear, and the possible effects of agricultural supports on the country assistance policy are not clear. In order for the knowledge and technology of Japan to contribute fully to Azerbaijan, the role and the purpose of the projects for agriculture and rural development should be defined clearly in the assistance policy.



Status of Follow-up Efforts

- The Rolling Plan revised in 2016 defines “strengthening of rural development and industrial development for reducing disparities” as a development issue and added detailed description of agricultural field.

2 Fostering of the exchange of views and Coordination with the Implementing Agencies and other donor countries (Georgia, Armenia)

Recommendations

Vigorous participation to the donor meetings, smooth information services to the Prime Minister Assist Arrangement Unit (Georgia), and proactive contribution to the Support Partnership Meeting (Armenia) to cooperate smoothly in project creating/implementing depending on the other donors' trends, increasing Japanese presence for future, will be desired.



Status of Follow-up Efforts

- JICA established the Georgia field office in May, 2016, and dispatched a Japanese staff member. Additional Japanese staff member was dispatched there in May, 2017, in order to increase efficiency in coordinating with the Caucasus countries. The staff attends donor meetings to share information and have smooth cooperation with other donors.

3 Strengthening Capacity of ODA Implementation of the Embassy of Japan (Armenia)

Recommendations

Strengthened systems to proceed the reporting adjustment/decision smoothly with Japan has been required by Armenia ministries and the other donors, and also status of a manpower shortage has been reported by Japanese embassy in Armenia. Therefore, increasing the staffs of economics/development cooperation will be desired.



Status of Follow-up Efforts

- MOFA has added a member to the embassy in Armenia since February, 2016.

4 Promotion of Assistance for Common agenda among the Three Countries (All Caucasus Countries)

Recommendations

At the moment, the JICA Uzbekistan office has been implementing the projects of each 3 countries in joint administration for grant aid and technical cooperation, however, implementing cooperation projects as a body of 3 countries is difficult so far because of systems and political background in each country.

From now, regarding the themes of interest shared items of disaster prevention, sightseeing, environmental field, so on, and mutually effective for 3 countries, opinion exchange/relationship among 3 countries with actual basis without any political interests, through implementing cooperation projects, trainings, seminars, symposiums in view of regional cooperation, will be desirable. And, if considering any strengthening of the ODA systems to the Caucasus countries, reviewing with focusing on the above will be expected.



Status of Follow-up Efforts

- A research on tourist development, which is the main industry for the three countries, was conducted in 2016. It surveyed the policies, the systems the structures and the issues in the sector in each country. JICA enhanced its function of the Georgia office, and it plays a central role to grasp the needs of each country and to strengthen the system in providing ODA to those countries.

Country Assistance Evaluation of Morocco

1 Reconsideration of the Country Assistance Policy

Recommendations

Reconsideration of the wording of the Country Assistance Policy for Morocco is necessary for the better understanding of the policy by its readers, especially for the Basic Policy of Assistance and Items to be Considered. In addition, it is recommended that the Development Issues in this policy be re-examined in order to better address the industrial development needs in Morocco.



Status of Follow-up Efforts

- In the next revision of the country assistance policy currently under consideration, goals will be reviewed in consideration of Morocco's industrial development needs.

2 Further Emphasis on the Promotion of South-South Cooperation

Recommendations

South-South Cooperation for countries in Africa that Japan has been promoting in collaboration with Morocco has been highly acclaimed and has had a large diplomatic impact. Therefore, it is important to further strengthen the contribution of Japan for the promotion of South-South Cooperation by Morocco, keeping in mind its contribution to the stabilization of the region.



Status of Follow-up Efforts

- "Project for capacity Development of Human Resources in Transport Sector for French Speaking African Countries " requested by the Moroccan government in 2016, as a South-South Cooperation, was adopted as the early implementing project of 2015 requirement surveys (Mid-year). The detailed plan for flexible implementation is now being established.
- In case of any requests regarding South-South Cooperation by Morocco, promoting South-South Cooperation will be considered, based on its consistency with the country development cooperation policy.

3 Combined Use of Multiple Schemes

Recommendations

Since increasing assistance aiming at creating synergy with the combined use of multiple schemes is both anticipated by the Governments of Morocco and Japan, it is recommended that this approach be further accepted in the preparation for new assistance in the future.



Status of Follow-up Efforts

- The above "Project for capacity Development of Human Resources in Transport Sector for French-Speaking African Countries" and "Project for Capacity Development of Human Resources in Fishery Sector for French Speaking African Countries" are being adopted as technical cooperation projects, not just as third country training projects to strengthen the training capacity at the Morocco's side. And, "Fishery Research Vessel Construction Project" (loan assistance) which signed and exchanged the document in January, 2017, has been designed with past grant aids and technical cooperation in Morocco by Japan.

4 Promotion of Information Sharing

Recommendations

Since Japan's Country Assistance Policy for Morocco is an important document which indicates the direction of Japan's assistance to Morocco, it should be translated and disclosed for the relevant people involved.* In addition, it is recommended that a translated version of the Rolling Plan, which indicates the prospects of Japan's assistance to Morocco for the next several years, be disclosed as a means to disseminate the information of Japan's ODA to Morocco. Furthermore, further efforts should be made to organize a meeting of relevant partners from both Morocco and Japan in order to facilitate information sharing of Japan's assistance and to identify the development needs of Morocco.



Status of Follow-up Efforts

- The French version of Country Assistance Policy was published in February, 2016. It is used to disseminate Japan's policies at the meetings between the embassy of Japan and the Government of Morocco, international organizations and other donors. Opportunities to discuss with the Moroccan government are shared among embassy, JICA offices and JETRO offices.
- In order to share information and grasp Morocco's needs, not only people from the embassy of Japan but also JICA and JETRO attend meetings with the Government of Morocco.

*Based on a report made at the Japanese embassy in Morocco following the completion of the field survey, a French-language version of the country assistance policy for Morocco was released in February 2016.

5 Improvement of Efficiency and Transparency of Processes

Recommendations

Efforts need to be made to speed up the project formulation and improve the transparency of the results of project selection.



Status of Follow-up Efforts

- The Government of Japan has explained about the process of projects implementation to the Government of Morocco. Japan has been ensuring transparency by providing required information to the Moroccan government of Morocco.

6 Continuous Efforts to Strengthen Japan's Project Implementation System in Morocco

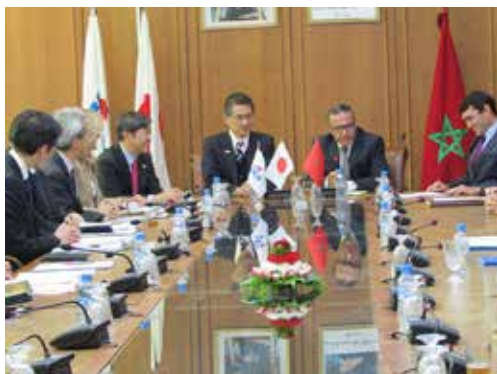
Recommendations

It is recommended that continuous efforts be made in the future to further strengthen Japan's ODA implementation system in Morocco in order to facilitate recommendations (4)Promotion of Information Sharing and (5)Improvement of Efficiency and Transparency Of processes in this evaluation.



Status of Follow-up Efforts

- MOFA has been working on projects of regime enhancement. The embassy has been engaged in other discussions on cooperation in addition to monthly ODA Taskforce meetings and other opportunities.



OCEANOGRAPHIC AND FISHERY RESEARCH VESSEL CONSTRUCTION PROJECT(Signing ceremony for exchange of notes,Jan.16,2017)



Project for Human Resource Development in Fishery Sector for French Speaking African Countries (Closing ceremony,Nov.20,2016)

Evaluation of Japan's Contribution to the Achievement of the MDGs in Environmental Sector

1 Integration of the developmental perspective and the environmental perspective

Recommendations

In the economic and social development field, mainstreaming of environmental perspective mentioned in various initiatives and efforts of including the contents of these initiatives to the Country Assistance Policy and the formulation of individual projects are necessary. At the same time, in the environment field, it is necessary to facilitate the break away from the thinking that environment blocks development, for example, by collaborating with poverty reduction projects and by involving the views of development actors who tend to oppose against the environmental protection.



Status of Follow-up Efforts

- Contribution to SDGs is highly reflected when surveying partner countries' needs and formulating projects, considering not only development but also sustainable environment. MOFA has been cooperating with private companies that are environmentally friendly.

2 Strengthening the planning of country assistance policies for each recipient country in line with its development stage and consideration of an exit strategy

Recommendations

Japan is formulating the Country Assistance Policy and the Rolling Plan for each recipient country and implementing the assistance accordingly. It is also necessary to pay attention to the stage of development of the recipient country and to consider the utilization of human and intellectual assets of the assistance in order to achieve self-reliance of the recipient country.



Status of Follow-up Efforts

- MOFA considers measures to ensure financing, including from other donors, from project designing through implementing process. MOFA has also putting efforts on human resource development and policy/system designs in consideration of sustainable effects after projects are completed.

3 Broadening the effects of ODA projects in the environmental sector to wider contexts

Recommendations

MOFA should strengthen the policy impacts by expanding the effects of each ODA project to regional and national level. It is also necessary to utilize the knowledge accumulated in a country where Japan has supported for many years in the assistance to other countries.



4 Effective cooperation with local organizations such as universities and NGOs and capacity building support

Recommendations

It is necessary for Japan to promote capacity building in recipient countries by making better cooperation with local universities and NGOs, both of which are connected deeply to local people and are positive about addressing environmental issues and making social contributions. Effective cooperation seems to lead to a stronger impact on both ODA projects and recipient countries while supporting their autonomous post-ODA development.



Status of Follow-up Efforts

- After examining possibilities and feasibilities at project designing and implementing stage, Japan cooperates with local universities, research institutes and NGOs in the project areas.

5 To recognize the differences from other donors, including emerging donors, and demonstrate the strengths of Japan

Recommendations

Japan is demonstrating its advantages of activities at the site on the natural environment preservation, and is supposed to be possible to keep Japan's presence, selecting a suitable country/region to support and specifying supporting methods. Therefore, understanding statuses and supports of the other donors, proceeding selection and concentration of supports to be able to demonstrate Japan's competitiveness, are necessary.



Status of Follow-up Efforts

- Japan collects information on other donors' activities at project designing and implementing stage and regularly shares information with other donors to examine the possibilities of cooperation. At the project sites, JICA designs projects in consideration of balance and synergy effects with other donors and results that bring effects in wider areas.

Evaluation on Japan's Education Cooperation Policy 2011-2015

1 Recommendations for formulating and mainstreaming Japan's education policies

Recommendations

Placing Japan's future education cooperation policy as a higher policy



Status of Follow-up Efforts

- ODA Taskforce remote seminar for educational assistance has been held in the site, and the new strategies have been explained to embassies and JICA site offices.

2 Recommendations for Japan's education cooperation policies

Recommendations

Effectively disseminating and further strengthening Japan's comparative advantage on practices at the ground level



Status of Follow-up Efforts

- As an effort to use Japan's educational advantages for cooperation in education, MOFA has been cooperating with MEXT in EDU-Port Japan, a public-private platform initiative to disseminate Japanese-style education to the world, along with METI, JICA, JETRO, etc.

Recommendations

Creating synergy effects through programming (of project) and use of loans and multilateral assistance



Status of Follow-up Efforts

- A medium-term cooperation plan in primary math education in Zambia has been formulated. Cooperation combining a number of schemes, cooperating with the other donors, to support the basic arithmetic project by the Ministry of Education of Zambia in this plan, is under consideration.

Recommendations

Fostering common understandings of and interests towards Japan's education cooperation policy through periodic meetings bringing together wide-ranging stakeholders.



Status of Follow-up Efforts

- Continuing to hold meetings of the Networking and Consultative Committee on International Cooperation in Education and Japan Education Forum continuously will increase the understanding and interest concerning the policy, through opinion exchange among relevant ministries and agencies in Japan, Japan's offices of international organizations, NGOs, private sectors, experts, etc.

3 Recommendation for monitoring and evaluating Japan's education cooperation Policies

Recommendations

Implementing a third-party evaluation of Japan's future education cooperation policy at the optimal timing



Status of Follow-up Efforts

- Implementing a third-party evaluation of this matter at the optimal timing is under consideration.

4 Recommendations from diplomatic viewpoints

Recommendations

Effectively disseminating information on Japan's education cooperation policy and its outputs/outcomes



Status of Follow-up Efforts

- Japan Education Forum is annually held to promote the publicizing of its initiatives to the domestic related parties. Also, Prime Minister Abe has stated Japan's efforts of educational cooperation at the international meetings of G7 Summit, TICAD, ESCAP, etc. Japan will effectively keep disseminating good practices at international meetings and bilateral meetings.

Evaluation of Debt Cancellation

1 Stipulation of consistency with higher policies

Recommendations

In order to provide accountability to taxpayers and to ensure appropriate knowledge-sharing amongst the actors involved, it is recommended that a basic policy on debt cancellation is stipulated and that this policy clearly demonstrates its consistency with the Development Cooperation Charter and other aid policies.

2 Improved transparency of the debt cancellation process

Recommendations

The process over debt cancellation is highly confidential, and it is difficult for the general public or the people outside charge to clearly understand the specific steps leading up to debt cancellation. It is therefore recommended that the government communicates to the public the position and criteria on which Japan builds its decision over debt cancellation and what aspects are carefully considered when doing so.

3 Structural understanding of the effects and implementation of monitoring

Recommendations

Debt cancellation does not possess a measure of its own to analyze and monitor its effects. Therefore, it is recommended that certain indicators are prepared to observe its effect so as to help understanding the developmental effects provided to the given recipient. Moreover, to prevent habitual default on the part of the debtors, it would also be useful to identify the reasons why the debtor country had accumulated its debt to an unsustainable level. It must be emphasized that solving the fundamental problem, underlying debt cancellation is just as important.

4 Establishing a mechanism to ensure the recipients commitment to poverty reduction expenditure

Recommendations

Debt cancellation is a distinct form of aid in that it demands the debtors to commit to certain reform measures as an exchange to the debt treatment. If debt cancellation is to be defined as a form of development assistance, its expected effect materializes only after the newly formed financial surplus is used for poverty reduction. This is when a financial effect is translated to a developmental effect. However, it is difficult to actually prove this supposed cause-and-effect relationship. Therefore if debt cancellation continues to be conducted as a part of ODA policy, it is recommended that Japan, together with other donors, establishes an innovative effective mechanism to encourage the recipient to commit to poverty reduction expenditure.

Status of Follow-up Efforts

- In the White Paper on Development Cooperation 2016, basic policy and process of Japanese government for debt cancellation and past results are written under the item of "Efforts for Debt Issues", and they are also published on the website.

Status of Follow-up Efforts

- Debt cancellation of ODA loans has not been implemented for yen-loan debt since 2013. Japan confirmed those countries' financial situations, repayment capacities, economy and finance reform programs and poverty reduction efforts, referring to the reports from IMF and World Bank when signing Exchange of Notes concerning ODA loans to Myanmar and Cote d'Ivoire where debt cancellation was applied in 2013.

Evaluation of the Feedback Mechanism of Japan's ODA

1 Prioritizing the Objectives and Formulating a Medium-term Evaluation Plan for the Policy-level ODA Evaluations as Third-party Evaluations

Recommendations

To maximize benefits that could be driven from policy-level ODA evaluations conducted by third parties, while there are constraints in time, finance, and human resources, the evaluation team recommends that the main objective of the evaluations would be to “feedback to the formulation of ODA policies,” while refining the scope and items of evaluations and improving the quality, thereby aiming to further improve accountability. The formulation of a medium-term evaluation plan may be an effective measure to raise awareness among the relevant divisions in the International Cooperation Bureau of MOFA of the utilization of evaluation results and to adjust the timing of ODA evaluations at the policy level.



Status of Follow-up Efforts

- In July 2016, MOFA held a meeting between relative parties to discuss how to utilize the recommendations.
- When selecting the evaluating projects for FY 2017, MOFA made medium-term evaluation plan reflecting relative parties' opinions and requests. MOFA will also consider the appropriate scale and budget for the each project.

2 Further Improvement in Evaluability and Accountability by Strengthening the Usage of the “Objective Framework (Logic Model)”

Recommendations

Formulating an “Objective Framework” at the policy formulation stage and verifying the achievements of policy implementation by evaluators based on the “Objective Framework” can improve evaluability and strengthen accountability for the result performance compared to the plan. This, in turn, is expected to help improve the quality of recommendations and evaluation results that can help the feedback to ODA policy formulations. Additionally, creating an “Objective Framework” of Country Assistance Policy and policy/initiative of each field and major issue at stage of formulating policy, by visualization, positioning a project to cooperation project, and which cooperation project relating to which political objective, will be clear.



Status of Follow-up Efforts

- ODA Evaluation Division, which implements ODA policy evaluation, proposes utilization of logic model that enhances quality of ODA and setting index to International Cooperation Bureau, which is in charge of policy making.
- MOFA proceeds reorganizing of Rolling Plans for each partner country. In the revised rolling plans, the relations between programs and projects will be defined more clearly.

3 Improvement of Verification at the assistance Program Level Coordination with JICA's Operations Evaluations and the Effective Usage of the Evaluation Results

Recommendations

In order to raise the quality and accuracy of assessment and improve the evaluability of the “effectiveness of results” in the policy level ODA evaluation, cooperation between the policy level ODA evaluation and the project-level ODA evaluation is necessary. With JICA's collaboration, it is necessary to effectively utilize the accumulated results of project evaluations conducted by JICA and to improve the verification of the “effectiveness of results” at Japan's Assistance Program level. Through these, specifying/enhancing indexes to verify achievements of major fields will be expected.



Status of Follow-up Efforts

- The revised ODA Evaluation Guidelines 10th edition (June 2016) defines that “Effectively using data/information of project evaluation results implemented by JICA, enhancing verification on Japan's Assistance Program level, will be desirable.” MOFA has been discussing this issue with relative parties. Since FY2017, MOFA started inviting JICA staff from the evaluation division to share information on program-level evaluation.

4 Recommendations regarding the ODA Evaluation Guidelines

Recommendations

In the ODA Evaluation Guidelines, it is necessary to indicate more concrete points in the following areas: refinement of the scope and items of the ODA evaluations, clarification of the evaluators' status and qualifications required for evaluators for third-party evaluations, strengthening the analyses on the effectiveness of results based on the Objective Framework formulated at the policy formulation stage and appropriateness of the processes, standardization of quantitative analyses, improvement in the evaluation from diplomatic viewpoints, and improvement in evaluation quality by diversifying information sources.



Status of Follow-up Efforts

- MOFA has been examining evaluation tools for evaluation from diplomatic viewpoint aiming for more improved ODA evaluation system. The results from third-party evaluation, conducted based on followed the 10th ODA Evaluation Guidelines, in FY 2016 will be reflected.

5 Strengthening Feedback and Utilization of recommendations from the Policy-level ODA Evaluations

Recommendations

With the aim of utilizing the evaluation results, the evaluation team recommends to formulate useful reference materials, which summarize the points of concerns extracted from the cross-sectional analyses of the past ODA evaluation results, and to organize feedback seminars that promote the sharing of evaluation results with relevant people.



Status of Follow-up Efforts

- Policy making parties are encouraged to utilize the results from past ODA evaluations posted on website. MOFA will continue releasing information on website reflecting users' voices. ODA evaluation division has given detailed feedback to relative parties of International Cooperation Bureau of MOFA and JICA at the meetings of each project. Since FY2015, chiefs of third party evaluation teams have given the evaluation results and the feedbacks directly to the executives of the policy making department aiming for better utilization of recommendations. ODA Evaluation Division keeps checking the follow-up situation of past evaluation projects to make sure the recommendations are utilized among relative parties.

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List of Past ODA Evaluation Studies Conducted by MOFA

For reference, this chapter lists ODA evaluations conducted by MOFA in the last decade, chronology of ODA evaluation, abbreviations and acronyms used in this report and related websites. The evaluation reports by MOFA before FY2004 can be found on the MOFA website (<http://www.mofa.go.jp/policy/oda/evaluation/index.html>).

MOFA (FY2004-FY2016)

FY2004

Evaluation Category	Title of Evaluation Study	Evaluator
Country Assistance Evaluation	Country Assistance Evaluation of Laos	Third-party
	Country Assistance Evaluation of Uzbekistan and Kazakhstan	Third-party
	Country Assistance Evaluation of Bangladesh	Third-party
	Country Assistance Evaluation of Ethiopia	Third-party
Priority Issue Evaluation	Mid-Term Evaluation on Japan's Contribution to the Achievement of the MDGs in the Area of Education	Third-party
	Mid-Term Evaluation on Japan's Contribution to the Achievement of the MDGs in the Area of Health	Third-party
	Evaluation of Japan's Anti-Personnel Mine Action Assistance Policy	Third-party
Sector Program Evaluation	Morocco-UNICEF Country Programme Evaluation	Joint evaluation with other donor (UNICEF)
	Evaluation of the Bridge Construction Program for Tegucigalpa and on Main Highways in Honduras	Recipient government/agencies
Aid Modality Evaluation	“Review of Adjustment Lending -Overview of Structural Adjustment Loans and Sector Adjustment Loans”	Third-party
	Evaluation of Grant Assistance for Japanese NGO Projects Modality	Joint evaluation with NGOs
	Program Assistance: The Democratic Republic of Timor-Leste	Joint evaluation with other donor (USAID)
	Evaluation of Grassroots Human Security Grant Aid for Bolivia	Recipient government/agencies

FY2005

Evaluation Category	Title of Evaluation Study	Evaluator
Country Assistance Evaluation	Country Assistance Evaluation of Cambodia	Third-party
	Country Assistance Evaluation of Kenya	Third-party
	Country Assistance Evaluation of Tanzania	Third-party
	Country Assistance Evaluation of Senegal	Third-party
Priority Issue Evaluation	Evaluation of Japan's ODA Contribution to Poverty Reduction	Third-party
	Evaluation of Japan's Peacebuilding Assistance Policy	Third-party
Sector Program Evaluation	GOJ-GOB Programme Level Evaluation: Japanese Assistance to LGED Related Sectors (Japan-Bangladesh Joint Evaluation)	Joint-evaluation with recipient country
	Viet Nam-Japan Joint Evaluation on the Japan's ODA Program for the Transport Infrastructure Development in the Red River Delta Area of Viet Nam	Joint-evaluation with recipient country
	Evaluation Study on Japan's ODA to the Education Sector in the Philippines	Joint evaluation with NGOs
	Evaluation on Japan's ODA for Mongolia: “To Construct General Education School Buildings” Projects and Program “Grant Assistance for Grassroots Human Security Projects”	Recipient government/agencies
Aid Modality Evaluation	Evaluation of Japan's Grant Assistance for Grassroots Human Security	Third-party
	Review of General Budget Support (PRBS in Tanzania and PRSC in Viet Nam)	Third-party
	Evaluation of the Non-Project Grant Aid Program in Zambia	Recipient government/agencies

FY2006

Evaluation Category	Title of Evaluation Study	Evaluator
Country Assistance Evaluation	Country Assistance Evaluation of Zambia	Third-party
	Country Assistance Evaluation of Bhutan	Third-party
	Country Assistance Evaluation of Viet Nam	Third-party
	Country Assistance Evaluation of Madagascar	Third-party
	Country Assistance Evaluation of Morocco	Third-party
Priority Issue Evaluation	Evaluation of Japan's ODA for Agriculture and Rural Development	Third-party
	Evaluation on Japan's Assistance for Forest Conservation and its Contribution to Global Issues	Third-party
	Evaluation on Japan's Support for Regional Cooperation—A Case Study of Central America—	Third-party
Sector Program Evaluation	Evaluation Study on Japan's ODA to the Health Sector in Thailand	Joint evaluation with NGOs
	Evaluation on Japan's ODA to the Education Sector in the Independent State of Samoa	Recipient government/agencies
	Evaluation on Japan's ODA to the Road and Bridge Sector in Sri Lanka	Recipient government/agencies
Aid Modality Evaluation	Evaluation on Japan's Development Studies	Third-party
	Country-Led Evaluation on Japan's Grant Assistance for Grassroots Human Security Projects (Afghanistan)	Recipient government/agencies
Other Evaluation	Fact-Finding Survey on Evaluation Capacity Development (ECD) in Partner Countries	Collaboration with DAC

FY2007

Evaluation Category	Title of Evaluation Study	Evaluator
Country Assistance Evaluation	Country Assistance Evaluation of Indonesia	Third-party
	Country Assistance Evaluation of Sri Lanka	Third-party
	Country Assistance Evaluation of China	Third-party
	Country Assistance Evaluation of Tunisia	Third-party
	Country Assistance Evaluation of Nicaragua	Third-party
	Country Assistance Evaluation of Mongolia	Third-party
Priority Issue Evaluation	Evaluation of Japanese Educational Cooperation Policy "Basic Education for Growth Initiative (BEGIN)"	Third-party
	Evaluation of Japanese Assistance to Africa through the TICAD Process	Third-party
Sector Program Evaluation	USAID-Japan Joint Evaluation on "The US-Japan Partnership for Global Health"	Joint evaluation with other donors (United States)
	Evaluation of Japanese Development Assistance to Malaysia Project	Recipient government/agencies
	Evaluation of Japan's ODA on Consolidation of Peace and Security in Africa in Relation to The Fourth Tokyo International Conference on African Development (TICAD IV)	Recipient government/agencies
	Evaluation of Japanese Cooperation in El Salvador's Eastern Region	Recipient government/agencies

FY2008

Evaluation Category	Title of Evaluation Study	Evaluator
Country Assistance Evaluation	Country Assistance Evaluation of Mozambique	Third-party
	Country Assistance Evaluation of Ecuador	Third-party
	Country Assistance Evaluation of Pacific Island Countries	Third-party
	Country Assistance Evaluation of Romania/Bulgaria	Third-party
	Country Assistance Evaluation of Turkey	Third-party
Priority Issue Evaluation	Evaluation of Japan's Assistance in Response to Tsunami Disaster	Third-party
	Evaluation of Japan's ODA in the Health Sector	Third-party
	Evaluation of "Initiative for Japan's ODA on Water" and "Water and Sanitation Broad Partnership Initiative (WASABI)"	Third-party
Sector Program Evaluation	Evaluation of Japan's Assistance to the Education Sector in Laos	Third party (joint evaluation with NGOs)
	Evaluation on "Japan's ODA for Improvement of Management Capacity of Operation and Maintenance Regarding Water Supply in Egypt" and "Japan's ODA for Water Supply development in Egypt"	Recipient government/agencies
	Evaluation of Japan's ODA on Consolidation of Peace in Timor-Leste	Recipient government/agencies

FY2009

Evaluation Category	Title of Evaluation Study	Evaluator
Country Assistance Evaluation	Country Assistance Evaluation of Bangladesh	Third-party
	Country Assistance Evaluation of Ethiopia	Third-party
	Country Assistance Evaluation of India	Third-party
	Country Assistance Evaluation of Brazil	Third-party
	Country Assistance Evaluation of Ghana	Third-party
Sector Program Evaluation	Evaluation of Japan's ODA for the Education Sector in Afghanistan	Recipient government/agencies
	Evaluation of Japan's ODA in Guatemala's Health and Water Sectors	Recipient government/agencies
Other Evaluation	Evaluation of Multilateral ODA: The United Nations Trust Fund for Human Security	Third-party
	Review of Japan's ODA Evaluations Between FY2000-2007	Third-party

FY2010

Evaluation Category	Title of Evaluation Study	Evaluator
Country Assistance Evaluation	Country Assistance Evaluation of Bolivia	Third-party
	Country Assistance Evaluation of Egypt	Third-party
	Country Assistance Evaluation of Malaysia	Third-party
	Country Assistance Evaluation of the Philippines	Third-party
	Country Assistance Evaluation of Uganda	Third-party
Priority Issue Evaluation	Evaluation of Assistance for Peace-Building (Timor-Leste)	Third-party
Aid Modality Evaluation	Evaluation of "the Grant Assistance for Japanese NGO Projects"	Third-party
Sector Program Evaluation	Evaluation of Japan's ODA in Bangladesh's Transport Sector	Recipient governments/agencies
	Evaluation of Japan's ODA in Senegal's Water Sector	Recipient governments/agencies
Other Evaluation	Evaluation of the Implementation of the Paris Declaration Case Study of Japan	Third-party

FY2011

Evaluation Category	Title of Evaluation Study	Evaluator
Country Assistance Evaluation	Country Assistance Evaluation of Thailand	Third-party
	Country Assistance Evaluation of Peru	Third-party
	Evaluation of Assistance for the Transition to a Market-oriented Economy In Three Central Asian Countries (Republic of Kazakhstan, Kyrgyz Republic, Republic of Uzbekistan)	Third-party
Priority Issue Evaluation	Evaluation of Aid for Trade	Third-party
Aid Modality Evaluation	Evaluation of Training and Dialogue Programs	Third-party
	Evaluation of Japan's Grant Assistance for the Food Aid Project (KR)	Third-party
	Evaluation of Grant Aid for Fisheries	Third-party
Sector Program Evaluation	Evaluation of Japan's Cooperation in the Education (Vocational Training) Sector in Senegal	Third-party
	Evaluation of Japan's ODA to Education Sector in Mozambique	Recipient governments/agencies

FY2012

Evaluation Category	Title of Evaluation Study	Evaluator
Country Assistance Evaluation	Country Assistance Evaluation of Nepal	Third-party
	Country Assistance Evaluation of Cuba	Third-party
	Evaluation of Assistance to the Palestinian Territories	Third-party
	Country Assistance Evaluation of the Republic of Malawi	Third-party
Priority Issue Evaluation	Evaluation of Japan's Assistance for Policies and Institutions that Promote Gender Equality	Third-party
	Evaluation of Triangular Cooperation	Third-party
Aid Modality Evaluation	Evaluation of Japan Disaster Relief Team	Third-party
Sector Program Evaluation	Evaluation of Assistance to the Health Sector in Cambodia	Third-party

FY2013

Evaluation Category	Title of Evaluation Study	Evaluator
Country/Regional Assistance Evaluation	Country Assistance Evaluation of Lao PDR	Third-party
	Country Assistance Evaluation of Sri Lanka	Third-party
	Country Assistance Evaluation of Colombia	Third-party
Priority Issue Evaluation	Evaluation of the Assistance under the Initiative for Disaster Reduction through ODA	Third-party
Aid Modality Evaluation	Evaluation of Grant Aid for Poverty Reduction Strategy	Third-party
Sector Program Evaluation	Evaluation of Assistance for the Urban Transportation Sector in Viet Nam	Third-party
	Evaluation of Japan's ODA to the Health Sector in Viet Nam	Recipient governments/agencies
Other Evaluation	Evaluation of Assistance to the African Millennium Villages Initiative	Third-party
	Evaluation of "Human Resource Development in the area of Development" and "Supporting Development Education"	Third-party

FY2014

Evaluation Category	Title of Evaluation Study	Evaluator
Country/Regional Assistance Evaluation	Evaluation of Japan's Assistance for the Mekong Region	Third-party
	Country Assistance Evaluation of Pakistan	Third-party
	Country Assistance Evaluation of Kenya	Third-party
Priority Issue Evaluation	Evaluation of Cooperation for Legal and Judicial Reform	Third-party
	Evaluation of Humanitarian Assistance in Case of Emergency	Third-party
	Evaluation of Japan's Contribution to the Achievement of the MDGs in the Health Sector	Third-party
Aid Modality Evaluation	Review of Grand Aid for Countries with Relatively High Income	Third-party
Sector Program Evaluation	Evaluation of Japan's Official Development Assistance (ODA) to the Rural and Agriculture Sector in Thailand	Recipient governments/agencies
Other Evaluation	Evaluation of the JICA Partnership Program	Third-party
	Review of Japan's ODA Evaluations from FY 2003 to 2013	Third-party

FY2015

Evaluation Category	Title of Evaluation Study	Evaluator
Country/Regional Assistance Evaluation	Country Assistance Evaluation of Viet Nam	Third-party
	Evaluation of Japan's Assistance for Pacific Island Countries	Third-party
	Evaluation of Assistance for the South Caucasus	Third-party
	Country Assistance Evaluation of Morocco	Third-party
Priority Issue Evaluation	Evaluation of Japan's Contribution to the Achievement of the MDGs in Environmental Sector	Third-party
	Evaluation on Japan's Education Cooperation Policy 2011-2015	Third-party
Aid Modality Evaluation	Evaluation of Debt Cancellation	Third-party
Sector Program Evaluation	Evaluation of Japan's ODA to the Disaster Risk Reduction Management (DRRM) Sector in the Republic of the Philippines	Recipient government/agencies
Other Evaluation	Evaluation of the Feedback Mechanism of Japan's ODA	Third-party

FY2016

Evaluation Category	Title of Evaluation Study	Evaluator
Country/Regional Assistance Evaluation	Country Assistance Evaluation of the United Republic of Tanzania	Third-party
	Country Assistance Evaluation of the Republic of Paraguay	Third-party
Priority Issue Evaluation	Evaluation of Japan's Assistance in the Pollution Control Field	Third-party
Aid Modality Evaluation	Evaluation of Grant Aid for Promotion of Japanese Standards	Third-party
Sector Program Evaluation	Evaluation of Assistance in the Industrial Human Resources Development Sector in Thailand	Third-party
Sector Program	Evaluation of Japan's Official Development Assistance to the Uruguayan Forestry Sector	Recipient government/agencies

Chronology of ODA Evaluation

	MOFA	JICA	International Community
1975		Ex-post evaluation began (former OECF)	
1981	Economic Cooperation Evaluation Committee established in the Economic Cooperation Bureau	Evaluation Reviewing Committee established	Predecessor of DAC Network on Development Evaluation established
	Ex-post evaluation began	A section specializing in ex-post evaluation established in former OECF	
1982	Publication of Annual Evaluation Report on Japan's Economic Cooperation began	Ex-post evaluation began	
1984	ODA Evaluation Division established in Economic Cooperation Bureau		
1988		Section specializing in project evaluation established	
1991		Publication of Ex-Post Evaluation Report on ODA Loan Projects began (former OECF)	DAC advocated the five DAC Criteria
1992	ODA Charter adopted by the Government of Japan		
1995		Began publishing Annual Evaluation Reports	
1999	Medium-Term Policy on ODA formulated		
2000	Report on Reform of Japan's ODA Evaluation System submitted to the Foreign Minister		Millennium Development Goals (MDGs) adopted
2001	GPEA enacted (implemented in 2002)	Ex-ante evaluation began	
	External Advisory Committee for ODA Evaluation Feedback established		
2002	Fifteen Specific Measures for ODA Reform announced	Former OECF set up the Ex-post Evaluation of ODA Loan Project Feedback Committee	
2003	Ex-ante evaluation started under Government Policy Evaluation Act(GPEA)		DAC Network on Development Evaluation established
	ODA Charter revised		
2005	New Medium-Term Policy on ODA formulated		Paris Declaration adopted at the Second HLF in Paris
2008		New JICA established	Accra Action Plan adopted at the third HLF in Accra
		External Experts Advisory Committee on Evaluation established	
2010	ODA Review (final report) announced		DAC Development Evaluation External Advisory Meeting on ODA Quality Standards formulated
	External Advisory Meeting on ODA Evaluation terminated	External Experts Advisory Committee on Evaluation reorganized into Advisory Committee on Evaluation	
2011	ODA Evaluation Division relocated from International Cooperation Bureau to Minister's Secretariat		Busan Partnership for Effective Development Co-operation established at the fourth HLF in Busan
	"Annual Evaluation Report on Japan's Economic Cooperation" renamed "Annual Report on Japan's ODA Evaluation"		
2013		Examples of standard indicators by development issues for Grant Aid projects published	
2014			First high-level meeting of the Global Partnership for Effective Development Co-operation (GPEDC) held
2015	Development Cooperation Charter formulated		2030 Agenda for Sustainable Development adopted
2016	Sustainable Development Goals (SDGs) Promotion Headquarters established and SDGs implementation guiding principles formulated by the Government of Japan		

List of Abbreviations and Acronyms

ADB	Asian Development Bank
ASEAN	Association of Southeast Asian Nations
DAC	Development Assistance Committee
DRRM	Disaster Risk Reduction and Management
E/N	Exchange of Notes
EvalNet	Network on Development Evaluation
FAO	Food and Agriculture Organization of the United Nations
GGP	Grant Assistance for Grassroots and Human Security Projects
GNI	Gross National Income
GPEA	Government Policy Evaluations Act
GPEDC	Global Partnership for Effective Development Co-operation
HLF	High Level Forum
ICT	Information and Communications Technology
ILO	International Labor Organization
IMF	International Monetary Fund
JCM	Joint Crediting Mechanism
JICA	Japan International Cooperation Agency
MDBs	Multilateral Development Banks
MDGs	Millennium Development Goals
MOPAN	Multilateral Organisation Performance Assessment Network
NGOs	Non-governmental Organizations
ODA	Official Development Assistance
OECD	Organisation for Economic Co-operation and Development
OECF	Overseas Economic Cooperation Fund
PDCA	Plan, Do, Check, Act
PPP	Public Private Partnership
SDGs	Sustainable Development Goals
TICAD	Tokyo International Conference on African Development
UHC	Universal Health Coverage
UNAIDS	Joint United Nations Programme on HIV/AIDS
UNDAC	United Nations Disaster Assessment and Coordination
UNDP	United Nations Development Programme
UNICEF	United Nations Children's Fund
UNODC	United Nations Office on Drugs and Crime
USAID	United States Agency for International Development
WHO	World Health Organization

Related Websites and References

Websites	URL
MOFA: Japan's ODA	http://www.mofa.go.jp/policy/oda/index.html
MOFA: Japan's ODA Evaluation	http://www.mofa.go.jp/policy/oda/evaluation/index.html
MIC Administrative Evaluation Bureau	http://www.soumu.go.jp/english/aeb/index.html
JICA Evaluation	http://www.jica.go.jp/english/our_work/evaluation/index.html
OECD-DAC Network on Development Evaluation	http://www.oecd.org/dac/evaluation/
Multilateral Organisation Performance Assessment Network	http://www.mopanonline.org/
SDGs (UN Sustainable Development Goals) Promotion Headquarters	http://www.japan.kantei.go.jp/97_abe/actions/201706/9article1.html
MDGs(UN Millennium Development Goals)	http://www.mofa.go.jp/policy/oda/mdg/index.html
The 2030 Agenda for Sustainable Development	http://www.mofa.go.jp/policy/oda/page22e_000793.html
UNDP (United Nations Development Programme)	http://www.undp.org
FAO (Food and Agriculture Organization of the United Nations)	http://www.fao.org
WHO (World Health Organization)	http://www.who.int
UNAIDS (Joint United Nations Programme on HIV/AIDS)	http://www.unaids.org
IMF (International Monetary Fund)	http://www.imf.org
World Bank	http://www.worldbank.org
ADB (Asian Development Bank)	http://www.adb.org
AfDB (African Development Bank)	http://www.afdb.org
USAID (US Agency for International Development)	http://www.usaid.gov
DFID (UK Department for International Development)	http://www.dfid.gov.uk
ICAI (Independent Commission for Aid Impact)	http://icai.independent.gov.uk/
AFD (French Development Agency)	http://www.afd.fr/lang/en/home
BMZ (Germany's Federal Ministry for Economic Cooperation and Development)	http://www.bmz.de/en/index.html
DEval (German Institute for Development Evaluation)	https://www.deval.org/en/home.html
AECID (Spanish Agency for International Development Cooperation)	http://www.aecid.es/EN
JES (The Japan Evaluation Society)	http://evaluationjp.org/english/index.html
SIAP (United Nations Statistical Institute for Asia and the Pacific)	http://www.unic.or.jp/info/un_agencies_japan/siap/?lang=en
AAR Japan Association for Aid and Relief, Japan	http://www.aarjapan.gr.jp/english/
BHN Association	http://www.bhn.or.jp/official/english
REBORN KYOTO	http://www.reborn-kyoto.org/en/

References	URL
Development Cooperation Charter	http://www.mofa.go.jp/policy/oda/page_000138.html
Japan's ODA White Paper	http://www.mofa.go.jp/policy/oda/page_000017.html
Country Assistance Policies	http://www.mofa.go.jp/policy/oda/assistance/index2.html
ODA Evaluation Guidelines (8th Edition)	http://www.mofa.go.jp/policy/oda/evaluation/basic_documents/pdfs/guidelines2013.pdf
Annual Report on Japan's ODA Evaluation (former Annual Evaluation Report on Japan's Economic Cooperation)	http://www.mofa.go.jp/policy/oda/evaluation/index.html
Japan's ODA Data by Country	http://www.mofa.go.jp/policy/oda/data/index.html

Annual Report on Japan's ODA Evaluation 2017

Edited and published by the Ministry of Foreign Affairs

Minister's Secretariat

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