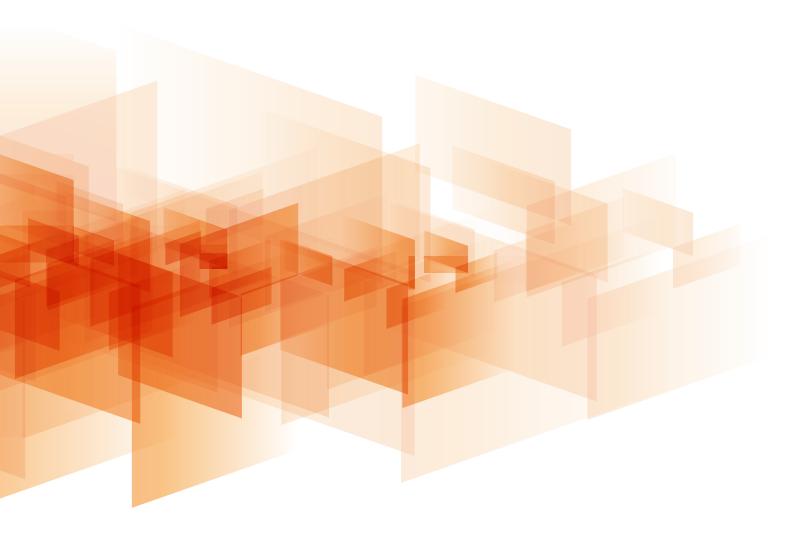
Annual Report on Japan's ODA Evaluation 2024



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What is ODA Evaluation?

ODA evaluation is the task of assessing and analyzing the implementation status and effects of Official Development Assistance (ODA), which the Government of Japan carries out for the purpose of contributing to securing the peace, stability and prosperity of the international community.

ODA evaluation has two objectives. The first is to manage and improve ODA to make it more effective and efficient by feeding back the recommendations and lessons drawn from investigations of the implementation status and effects of ODA, into ODA policy formulation, project formation, implemenation and supervision. The second is to ensure public accountability as well as to promote public understanding and enhance support toward ODA by publishing the evaluation results. With regard to ODA evaluation, the Development Cooperation Charter that was revised in June 2023 states that "in light of the importance of evaluation and improvement not only for maximizing effectiveness and efficiency of cooperation but also for ensuring accountability to the public, ... Japan will appropriately conduct evaluations."

Japan has steadily conducted ODA evaluations since 1975, prior to the enforcement of the Government Policy Evaluations Act (GPEA) in 2002. It has developed its evaluation methodologies based on not only actual practices but also the evaluation criteria of international institutions engaged in ODA, including the Development Assistance Committee of the Organisation for Economic Co-operation and Development (OECD-DAC).

This Annual Report gives an overview of the ODA evaluations (third-party evaluations) conducted by the ODA Evaluation Division, Minister's Secretariat of the Ministry of Foreign Affairs (MOFA) of Japan, separately from evaluations based on the GPEA.

Implementation Framework

In Japan, ODA policies are planned and formulated by MOFA, while the implementation of individual ODA projects is primarily the responsibility of the Japan International Cooperation Agency (JICA). ODA evaluation is conducted through mutual collaboration between MOFA and JICA with each performing different roles.

Currently, MOFA primarily evaluates the policy aspects of ODA by commissioning third parties such as external experts and consultants. JICA, on the other hand, mainly evaluates the individual projects that it is responsible for implementing and supervising.

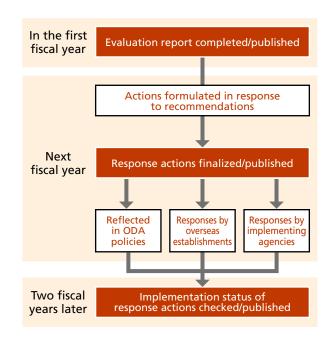
MOFA also assists partner countries in enhancing their evaluation capabilities.

Utilization of ODA Evaluation Results

It is important that the results and recommendations obtained from ODA evaluations be taken seriously by relevant parties such as MOFA, which is responsible for planning and formulating ODA policies, and JICA, which is responsible for implementing individual projects, and that they be utilized for planning and formulating ODA policies as well as implementing and supervising ODA projects.

Accordingly, once evaluations are completed, evaluators report the results and their recommendations directly to MOFA officials. In the next fiscal year, MOFA and JICA work together to formulate specific actions in response to the recommendations. Then, two fiscal years after the evaluation, MOFA checks the implementation status of these response actions and publishes the results in its annual evaluation report.

It is through this process that MOFA improves ODA management and ensures public accountability, which are the objectives of ODA evaluation.



Evaluation Targets

ODA evaluations (third-party evaluations) conducted by MOFA are classified into Country/Regional Assistance Evaluations, which target ODA policies for individual countries or regions, and Thematic/Cooperation Modality Evaluations, which target ODA projects conducted based on specific development themes such as education, health, or the environment, as well as ODA projects conducted through specific cooperation modalities (schemes) such as technical cooperation or grant aid.

Since FY2017, MOFA has also been conducting third-party evaluations of individual grant aid projects in which the maximum amount of aid offered is one billion yen or more. Internal evaluations are conducted for individual projects in which the maximum amount of aid offered is at least 200 million yen but less than one billion yen.

Furthermore, since FY2021, MOFA has been conducting third-party evaluations of individual projects implemented under Grant Assistance for Japanese NGO Projects.

Evaluation Viewpoints/Criteria

MOFA conducts ODA evaluations (third-party evaluations) from two different viewpoints: the extent to which Japan's ODA contributes to economic and social development in partner countries (Development Viewpoints), and the benefits that the evaluated ODA policies have brought to Japan's national interests (Diplomatic Viewpoints). MOFA's ODA Evaluation Criteria are described below.

Evaluation from Development Viewpoints

MOFA has set the evaluation criteria described below as suitable for evaluating Japan's ODA policies based on the six internationally recognized Evaluation Criteria presented by the OECD-DAC (Relevance, Coherence, Effectiveness, Efficiency, Impact, and Sustainability). Under each criterion, specific verification items are provided.

■ Relevance of Policies

How relevant is the ODA policy to Japan's high-level policies, the needs of partner countries, and global priority issues? What advantages does Japan's ODA have compared to that of other donors?

Effectiveness of Results

To what extent are the initial targets and objectives achieved in line with plans? What were the specific outputs, outcomes, and impacts?

Appropriateness of Processes

How appropriate are the process of planning, formulating and implementing the ODA policy, and the implementation structure? Has effective coordination with other donor countries, international organizations, NGOs, and other actors been undertaken?

Evaluation from Diplomatic Viewpoints

■ Diplomatic Importance

In what respect is Japan's ODA important in resolving global priority issues, strengthening bilateral relations, and promoting Japan's security and prosperity?

Diplomatic Impact

How has Japan's ODA contributed to promoting Japan's presence in the international community, strengthening its bilateral relations, and promoting Japan's security and prosperity?

ODA Evaluation Guidelines & Handbook

MOFA has published "ODA Evaluation Guidelines," which set out the basic principles of MOFA's ODA evaluations, and "ODA Evaluation Handbook," which describes the specific evaluation methodologies and procedures. These are prepared mainly to be applied in practical ODA evaluation work, but also offer useful information for anyone interested in ODA and its evaluation.

https://www.mofa.go.jp/policy/oda/evaluation/basic_documents/index.html

Summary of MOFA ODA **Evaluations in FY2023**

A total of six third-party evaluations were conducted in FY2023, consisting of three country assistance evaluations of Japan's ODA to Thailand, Bangladesh, and Egypt, one thematic evaluation of Japan's ODA to forcibly displaced persons and host countries, and two evaluations of individual grant aid projects implemented by MOFA (namely, the evaluation of "Japan's Non-Project Grant Aid for Provision of Japanese Local Products for the Hashemite Kingdom of Jordan (FY2014)" and "Japan's Grant Aid for the Economic and Social Development Programme for the Hashemite Kingdom of Jordan (FY2016)").

Evaluation from Development Viewpoints

Results of the Policy Level Evaluations (Three Country Assistance Evaluations and One Thematic Evaluation)

Relevance of Policies:

The ODA policies for all of the countries evaluated under the country assistance evaluation were aligned with Japan's high-level policies and the development policies and needs of the partner countries, as well as global priority issues. ODA projects were also implemented in a way that leveraged Japan's comparative advantages. Relevance of Policies was rated "highly satisfactory" for Thailand and Bangladesh, and "satisfactory" for Egypt.

Similarly for the thematic evaluation, the refugee-related assistance policy was aligned with Japan's high-level policy and the needs on the ground. The policy was implemented in a pragmatic manner and in a way acceptable to partner countries, leveraging Japan's comparative advantage. Relevance of Policies was rated "satisfactory."

Effectiveness of Results:

It was confirmed that the aid inputs were appropriately allocated for each country evaluated under the country assistance evaluation. In Thailand and Bangladesh, significant outcomes and contributions were confirmed in multiple areas including infrastructure, and Effectiveness of Results was rated "highly satisfactory" and "satisfactory" respectively. In Egypt, although some effects were observed, delays occurred in project implementation due to factors such as COVID-19. Accordingly, Effectiveness of Results was rated "partially satisfactory."

For the thematic evaluation, the primary inputs announced by Japan at international conferences were achieved, and outputs were also generally achieved in individual projects. Therefore, Effectiveness of Results was rated "satisfactory." On the other hand, it was pointed out that assistance of the international community as a whole is still insufficient, and that there is a need to provide assistance toward resolving conflicts and supporting the return of refugees as a part of the humanitarian, development, and peace (HDP) nexus.

Appropriateness of Processes:

For each country evaluated under the country assistance evaluation, it was confirmed that policy formulation processes as well as policy implementation processes including understanding the needs of the partner country, monitoring, and public relations activities, were executed appropriately. Cooperation implementation structures were also confirmed to be appropriate. In Thailand, public relations activities were actively conducted by utilizing social media, and there were cases where ODA projects became joint projects with private companies or local governments. Therefore, Appropriateness of Processes was rated "highly satisfactory." In Bangladesh, there was coordination among various actors, including other donors, international organizations, the private sector, and NGOs, while in Egypt, appropriate coordination and collaboration were in place with other development-related actors. Therefore, Appropriateness of Processes was rated "satisfactory" for both countries.

For the thematic evaluation, both the policy formulation and implementation processes were generally appropriate, with a structure in place to ensure swift response for emergency assistance, as well as coordination with various actors. However, in MOFA, the responsibilities for refugee assistance were spread across numerous divisions, and consultation was not carried out sufficiently with a view to overall refugee assistance in the country concerned. The projects through JICA and NGOs and humanitarian assistance through international organizations were formulated separately, and the monitoring and disclosure of information on international organization projects were insufficient. Therefore, Appropriateness of Processes was rated "partially satisfactory."

Results of the Two Evaluations of Individual Grant Aid Projects (provision of Japanese local products and security equipment)

Relevance of Plans:

For the FY2014 project, the plans were consistent with the needs of the Government of Jordan as well as the diplomatic and development cooperation policies of the Government of Japan. At the time of project implementation, which was three years after the Great East Japan Earthquake in Japan, it was appropriate that the project was adopted as a grant aid to provide equipment produced in the regions of Japan. The FY2016 project was planned in a year with a record number of terrorist incidents in Jordan. Under these circumstances, the project was consistent with the development plans and needs of the Government of Jordan, and with Japan's diplomatic policies toward the Middle East and development cooperation policies toward Jordan. Furthermore, the adoption of the Economic and Social Development Programme, which is characterized by mobility and speed, was also considered to be appropriate. Therefore, the Relevance of Plans was rated "satisfactory" for both projects.

Effectiveness of Results:

For the FY2014 project, appropriate use of the requested equipment after its delivery, as well as efforts to maintain and manage the equipment, were observed. On the other hand, a handover ceremony was not conducted, and some issues were observed with the promotion of Japan's locally produced equipment on the ground. Therefore, Effectiveness of Results was rated "satisfactory." For the FY2016 project, the installation of security equipment at border checkpoints has been continued through Japan's ODA following this project. Therefore, Effectiveness of Results was rated "satisfactory."

	Evaluation Ratings from Development Viewpoints		
Evaluation	Relevance of Policies (Note 1) Relevance of Plans (Note 2)	Effectiveness of Results	Appropriateness of Processes
Evaluation of Japan's ODA to the Kingdom of Thailand	Highly Satisfactory	Highly Satisfactory	Highly Satisfactory
Evaluation of Japan's ODA to the People's Republic of Bangladesh	Highly Satisfactory	Satisfactory	Satisfactory
Evaluation of Japan's ODA to the Arab Republic of Egypt	Satisfactory	Partially Satisfactory	Satisfactory
Evaluation of Japan's ODA to Forcibly Displaced Persons and Host Countries	Satisfactory	Satisfactory	Partially Satisfactory
Evaluation of "Japan's Non-Project Grant Aid for Provision of Japanese Local Products for the Hashemite Kingdom of Jordan (FY2014)"	Satisfactory	Satisfactory	
Evaluation of "Japan's Grant Aid for the Economic and Social Development Programme for the Hashemite Kingdom of Jordan (FY2016)"	Satisfactory	Satisfactory	

Rating standards

Highly Satisfactory:

Satisfactory:

Most verification items produced highly satisfactory evaluation results.

Most verification items produced highly satisfactory evaluation results.

Partially Satisfactory: A number of verification items produced highly satisfactory evaluation results, but there were some issues to be resolved.

Unsatisfactory: Most verification items produced unsatisfactory evaluation results.

(Note 1) For policy level evaluations.

(Note 2) For project level evaluations. Based on the results of the Analysis of Third-Party Evaluation of Bilateral Grant Aid Projects Conducted by MOFA and the Proposal of Evaluation Methods carried out in FY2020, the Development and Diplomatic Viewpoints have been combined since FY2021, and verification items related to "Diplomatic Importance" are included in "Relevance of Plans," while those related to "Diplomatic Impact" are included in "Effectiveness of Results."

Evaluation from Diplomatic Viewpoints

In the country assistance evaluations conducted in FY2023, the **Diplomatic Importance** of the ODA was confirmed in view of the geopolitical importance of each partner country, contribution to the development of Thailand and Bangladesh through assistance from Japan, and the importance of Egypt's stability to the stability of the region. **Diplomatic Impact** was also confirmed, such as contribution to the maintenance and promotion of friendly relations with each partner country through Japan's ODA, and to the cultivation of affinity toward Japan. In addition, Japan's ODA also contributed to assistance to neighboring countries through the Third Country Training Program in Thailand, and to ensuring the peace and safety of Japan as well as the safety of Japanese citizens in Bangladesh.

In the thematic evaluation, **Diplomatic Importance** was confirmed in the contribution to promoting a "Free and Open Indo-Pacific (FOIP)", and **Diplomatic Impact** was confirmed in the form of increased Japanese presence and increased positive perception of Japan.

Recommendations and Lessons Learned

Recommendations were made based on the results of the six ODA evaluations conducted in FY2023. Of those recommendations, the following are common to multiple evaluations or applicable to other cases.

Recommendations Common to Multiple Evaluations

Improvement of Publicity and Information Disclosure

Recommendations were made on improving the approach to publicity and information disclosure for multiple projects. It was pointed out, for both the evaluation of Japan's ODA to Egypt and the thematic evaluation, that there is a need to enhance publicity and information disclosure with regard to the relationship between Japan's cooperation projects and schemes, including assistance provided through international organizations.

Flexible Operation of Cooperation Modalities

In the thematic evaluation, recommendations were made on timely and flexible operation of cooperation modalities in both humanitarian and development assistance schemes. The evaluation of Japan's ODA to Egypt recommended improving the flexibility of the operation of the Special Terms for Economic Partnership (STEP) system for ODA loans.

Recommendations/Lessons with Possible Applicability to Other Cases

Implementation of ODA based on the PDCA Cycle

In the evaluation of Japan's ODA to Bangladesh, there was a proposal to introduce program level evaluation that includes creating a Theory of Change (ToC) and establishing indicators for each sector at the program planning stage. The evaluation of Japan's grant aid to Jordan in FY2014 pointed out that it is important to record particularly significant decisions and changes in the contents of the assistance in documents, and to review the retention period of such records so that the lessons can be learned subsequently.

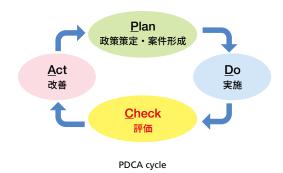
Development of a Structure for Collaboration

In the thematic evaluation, a specific recommendation was made on establishing a structure to facilitate collaboration between various actors and develop systems for such collaboration both in Tokyo and in the field, with a view to strengthening the HDP nexus.

Column

Recommendations and Initiatives Related to Strengthening Publicity of Japan's ODA

In the "Review of Japan's ODA Evaluations from FY 2015 to FY 2021" conducted by MOFA in FY2022, items related to "Information disclosure and promoting understanding of the public and the international community" ranked fourth among the recommendations and lessons learned extracted from the evaluation reports subjected to review. Among these, more than 80% were identified to be related to strengthening the publicity of Japan's ODA. Note 1 In particular, it has been pointed out that there is inadequate awareness among partner countries and other donors of Japan's ODA track record, achievements, and comparative advantage in specific fields. Of the FY2022 and FY2023 ODA project evaluations that are published on p. 27-33 of this report, recommendations on publicity and information disclosure were raised for six evaluations in total.



The <u>Development Cooperation Charter</u> revised in June 2023 states that the public's understanding and support are essential to implement development cooperation. Therefore, in addition to disclosing information on the implementation status and evaluation of development cooperation to the public widely, promptly, and with sufficient transparency, Japan will also actively engage in public relations abroad to make Japan's development cooperation and its achievements better known and understood by the international community including developing countries.

ODA evaluation corresponds to "Check" ("C") in the PDCA cycle for ODA, and the results of evaluation are reflected in policy formulation and project formation by MOFA and JICA. This column provides an overview of the actions and initiatives in response to recommendations and lessons drawn from third-party evaluation, in relation to strengthening the publicity of Japan's ODA.

1. The need for publicity and information disclosure in Japan

With regard to the approach to publicity and information disclosure, it was pointed out in the FY2023 ODA evaluation that the way in which information is disclosed needs to be improved so that the general public can easily understand what kind of assistance Japan is providing to Egypt, and why. By highlighting projects that are of interest to the public, the interconnections among schemes such as ODA loans, grant assistance, and technical cooperation should be communicated in an easy-to-understand manner ("Evaluation of Japan's ODA to the Arab Republic of Egypt"). Furthermore, it was recommended that, "To promote public understanding of ODA's support for refugees and to attract private funds, it is necessary to publicize the overall picture of Japan's efforts, including the support provided through international organizations and their relationship with other Japanese cooperation efforts in an easy-to-understand manner" ("Evaluation of Japan's ODA to Forcibly Displaced Persons and Host Countries").

Similar recommendations have also been made in the past. For example, "it would have been desirable to use effective and attractive public relations with a clear narrative in connection with the overall picture, such as the framework of Middle East diplomacy, human security initiatives including refugee support and humanitarian assistance, and the history of bilateral relations with Jordan," Note 2 and "It is recommended that MOFA more proactively disseminates information on its projects in order to ensure transparency in ODA and to promote public understanding." Note 3

Moreover, it has also been repeatedly pointed out, in particular, that the objectives and contents of assistance under the Grant Aid for the Economic and Social Development Programme implemented by MOFA, are difficult to understand. Note 4

In response to such recommendations, MOFA and JICA are putting effort into disseminating information and publicizing Japan's development cooperation with Egypt in an easy-to-understand manner for the general public. In particular, they use their ODA websites and social media accounts to raise awareness about the interconnections among schemes such as ODA loans, grant assistance, and technical cooperation in Egypt.

Note 1 FY2022 "Review of Japan's ODA Evaluations from FY 2015 to FY 2021"

Note 2 FY2020 "Evaluation of Japan's Individual Grant Aid (Economic and Social Development Programme for the Hashemite Kingdom of Jordan in the Fiscal year2015)"

Note 3 FY2021 "Evaluation of Japan's Grant Aid (Economic and Social Development Program) for the Democratic Socialist Republic of Sri Lanka in JFY 2017"

Note 4 FY2020 "Evaluation of Japan's Individual Grant Aid (Economic and Social Development Programme to the Republic of Mozambique in the Fiscal Year 2017), FY2019 "Evaluation of Japan's ODA to Republic of the Philippines," FY2019 "Evaluation Report of Individual Project under Grant Aid (Japan's Non-Project Grant Aid for Provision of Japanese Next Generation Eco-Friendly Vehicles to Peru in the Fiscal Year 2013)"

As for Japan's ODA to Forcibly Displaced Persons and Host Countries, efforts are made to publicize Japan's support to refugees in cooperation with international organizations as well as Japanese NGOs, corporations, and local governments. JICA has produced pamphlets (in both Japanese and English) about supporting refugees through development cooperation to raise awareness, and plans to boost opportunities for exchanges of opinions with private corporations and NGOs.

An ongoing initiative in Rwanda is the publication of information on Japan's ODA to Rwanda on the website of the Embassy of Japan in Rwanda. The information posted includes photographs and descriptions of handover ceremonies for projects funded by Japan's contributions to international organizations, and information on Grant Assistance for Grassroots Human Security Projects.

As for Jordan, efforts are made to publicize information about individual projects in a way that deepens understanding among the general public. This includes striving to proactively promote the important role that Japan's ODA fulfills in achieving stability in the Middle East region, Japan's support toward Jordan which has seriously addressed its economic and social issues amid difficult circumstances, and Japan's approach in providing refugee support and humanitarian support as a responsible member of the international community.

Domestic publicity of Japan's development cooperation to Laos comprises not only providing project overviews, but also conveying narratives that include the background stories and "people" engaged in projects through interviews and other formats. Furthermore, as 2025 marks the 70th anniversary of diplomatic relations between Japan and Laos, MOFA aims to take this opportunity to disseminate the projects implemented so far and their effects, including activities by JICA's Japan Overseas Cooperation Volunteers. This will be achieved through publicity that organically combines posts on JICA's website and social media accounts, as well as seminars and other publicity events and activities.

As for the Grant Aid for the Economic and Social Development Programme implemented by MOFA, in response to the recommendations, details such as the project objectives, background, contents, beneficiaries, and amounts are included in press releases when Economic and Social Development Programmes are implemented in Peru.

In Mozambique, efforts are made to include specific descriptions, as far as possible, on the significance and importance of projects in press releases from the embassy.

With regard to the Economic and Social Development Programmes, the Development Project Accountability Committee has also pointed out that it is difficult to understand the contents based solely on the name of the scheme. In view of that, efforts have been made to improve the communication of project contents. Since the 2019 edition (published in July 2020) of Development Cooperation Reference Materials published every year, the project name in the list of projects has included the purpose of cooperation after the scheme name, "Economic and Social Development Programme," along with a description of the project contents in parenthesis. In addition, press releases and other materials, including the example of releases by embassies described above, now contain details such as the project objectives, background, contents, beneficiaries, and amounts.

2. The need to strengthen publicity in partner countries

Through the ODA evaluations, government agencies of the partner countries and other donor organizations have provided feedback on the publicity activities on Japan's ODA. Such comments include "that there is a need to enhance publicity" Note 5 and "Japan is doing good things but not enough publicity" Note 6. Furthermore, the "Evaluation of Japan's ODA to the Arab Republic of Egypt" and "Evaluation of Japan's ODA to Forcibly Displaced Persons and Host Countries" in FY2023 point to the need to strengthen publicity and information disclosure regarding the relationship between ODA projects and between cooperation schemes, including support provided through international organizations. The FY2022 "Evaluation of Japan's ODA to Lao People's Democratic Republic" and FY2023 "Evaluation of Japan's ODA to the Kingdom of Thailand" proposed that Japan should prepare to formulate a 'public relations strategy to leverage ODA achievements as diplomatic power (Indo-Pacific Region Version)' and PR guidelines that should incorporate PR activities, budgets and expert PR personnel, in order to actively leverage the outcomes of Japan's ODA projects as Japan's diplomatic strength.

In response to these recommendations, the Embassy of Japan in Türkiye has maintained and strengthened publicity activities using social media tools during milestone events for various ODA projects, such as remarks about ODA projects made by embassy staff on local TV programs, signing ceremonies for exchanges of notes, and site visits by the Ambassador after the implementation of ODA projects. Furthermore, a video was produced featuring Japan's support in the aftermath of the earthquake that hit the southeastern part of Türkiye in February 2023 and posted to social media

Note 5 FY2022 "Evaluation of Japan's ODA to Turkey"

Note 6 FY2022 "Evaluation of Japan's ODA to Lao People's Democratic Republic"

on the first anniversary of the earthquake disaster. With 2024 marking the 100th anniversary of the establishment of diplomatic relations between Japan and Türkiye, there are also plans to conduct site visits (press tours) to promote understanding of ODA initiatives to date.

In Laos, the Embassy of Japan makes every effort to have high-level officials attend events in relation to economic cooperation whenever possible. Efforts are also made to improve the quality of publicity in creative ways, so as to leave a stronger impact on event participants and media audiences, and to make the information more easily accepted by the public. This includes, for example, speaking directly to the public in the Lao language when the Ambassador and embassy officials and staff make their greetings.

While there are budget constraints, Note 7 MOFA ensures materials containing good practices of effective publicity activities are available for reference by the Japanese embassies when they are formulating their yearly publicity plans.

Furthermore, with the growing importance of publicity that harnesses social media tools, it has been pointed out that communication by influencers is becoming increasingly important, Note 8 alongside recommendations Note 9 on the desirability of using social media, press tours, and other activities more efficiently and effectively to strengthen publicity activities. To ensure that the voices of the Japanese people reach not only the government and aid workers, but also the general public in partner countries, it has been pointed out that more impactful publicity should be implemented. This includes developing two-way diplomacy using social media, Note 10 harnessing social media to reach wider age groups including youths, and compiling ODA achievements by theme. Note 11

As an example of publicity using social media, in a press tour was conducted in FY2021 in Bangladesh, inviting members from the national cricket team, one of whom had posted about a test run of the train on the Mass Rapid Transit (MRT) Line-6 (the technical cooperation project that was the subject of the press tour). He posted about the event on his Facebook account and it received 35,000 "Likes" the day after posting, and recorded 45,000 "Likes" and 679 comments in just eight days.

In Thailand, a Thai YouTuber who had previously studied in Japan was invited to observe the KOSEN project (a project for introducing an educational system similar to the Japanese College of Technology to Thailand, facilitated through Japanese ODA loan under the Industrial Human Resources Development Project). The video posted to Facebook later received 53,000 "Likes," was shared 11,000 times, and recorded 1.67 million hits (as of June 10, 2024), attracting much attention among youths in Thailand.



From "Evaluation of Japan's ODA to the Kingdom of Thailand"

Note 7 While there were 149 countries/regions that Japan provided ODA to in FY2022 (based on Chart III Japan's Bilateral ODA by Region (2022), "White Paper on Development Cooperation 2023 / Japan's International Cooperation"), the actual overseas publicity expenditures for ODA amounted to approximately 9 million yen (FY2023 Administrative Project Review Sheet, Policies/Programs VI-1 Economic Cooperation: 0312 Expenses for Developing PR Activity Basis at Overseas Diplomatic Missions).

Note 8 FY2023 "Evaluation of Japan's ODA to the Kingdom of Thailand"

Note 9 FY2022 "Evaluation of Japan's ODA to Turkey"

Note 10 FY2021 "Evaluation of Japan's ODA to the Republic of Malawi"

Note 11 FY2018 "Evaluation of Japan's ODA to Costa Rica and Nicaragua"

In Malawi, there are ongoing efforts to publicize Japan's ODA for the purpose of promoting understanding of Japan, finding Japan enthusiasts, and further, fostering pro-Japanese people. In FY2023, more than four articles per month, including special features, were written and 63 articles of information were disseminated through TV, radio, online media, and other publicity tools. When a post about "The Project for the Improvement of Main Roads in the City of Lilongwe" was shared on the Facebook account of the Embassy of Japan in Malawi, it received 1,000 "Likes" and 240 comments.



In terms of overseas publicity, in addition to the dissemination of information through social media by the respective overseas diplomatic missions, MOFA's budget also covers (1) press tours, (2) production of pamphlets and freestanding banners to be used in events, etc., (3) advertising on Facebook pages, (4) production of videos (including translation to English or the local language in some cases), and other publicity activities. (See Note 7.)

In these ways, Japanese overseas diplomatic missions are disseminating information about ODA projects on their respective websites, <u>Facebook</u>, <u>X</u> (<u>formerly Twitter</u>), <u>and Instagram accounts</u> of the head of mission (Ambassador, Consul General), department in charge of economic cooperation, or department in charge of overall publicity of Japan.

With regard to the overseas publicity of the Economic and Social Development Programme (formerly Non-Project Grant Aid), which aims to promote Japanese-made equipment and support the overseas expansion of Japanese companies, among other objectives, there have been recommendations on the importance of effective publicity of Japan's assistance, Note 12 as well as recommendations to disseminate information to local industry organizations and to consider harnessing the effects of publicity activities through the Nikkei community when implementing grant aid projects to promote Japanese products in the future. Note 13 On the other hand, MOFA has also learned that Economic and Social Development Programmes are well received by Japanese companies, and if used strategically, can be a useful tool in supporting the overseas expansion of Japanese companies. Note 14

In response to such recommendations, the handover ceremony for the Grant Aid for Economic and Social Development Programme held in Sri Lanka in February 2023 was widely publicized to the public. The embassy, the Ministry of Ports, Shipping and Aviation of Sri Lanka, and the Sri Lanka Ports Authority proactively disseminated information through social media and their websites, and the event was also given significant coverage in media reports.

Note 12 FY2023 "Evaluation of Japan's Non-Project Grant Aid for Provision of Japanese Local Products for the Hashemite Kingdom of Jordan (FY2014)"

Note 13 FY2019 "Evaluation Report of Individual Project under Grant Aid (Japan's Non-Project Grant Aid for Provision of Japanese Next Generation Eco-Friendly Vehicles to Peru in the Fiscal Year 2013)"

Note 14 FY2021 "Evaluation of Japan's Grant Aid (Economic and Social Development Program) for the Democratic Socialist Republic of Sri Lanka in JFY 2017"

In closing

One of the chief evaluators who is familiar with the field of development cooperation had reflected that it is also necessary to engage in publicity within Japan that visibly introduces the "faces" of Japanese youths who are working actively on the frontlines of development assistance. 2024 is a milestone year that marks 70 years of Japan's international cooperation. Taking this opportunity, and keeping in mind the importance of "Women, Peace and Security" (WPS) in diplomacy, MOFA has produced a documentary titled "Japanese Women Delivering Hope in a World of Uncertainty" featuring Japanese women playing an active role on the frontlines of international cooperation. During the broadcast period from January to March, the video received more than 1 million hits on YouTube and other channels, and was also aired in about 160 countries and regions via NHK World Japan.



From the pamphlet "Japanese Women Delivering Hope in a World of Uncertainty"

Providing explanations and disclosing information to facilitate understanding of every narrative about— why Japan provides assistance and support to other countries, why it supports a certain country, why support is provided for certain projects and certain fields, and how support is provided — is an important perspective for gaining understanding and support from the public in Japan and the partner countries.

"In Bangladesh, we conducted an evaluation on how a Japanese ODA program had contributed to the electric power sector of the country. The result of the evaluation showed that Japan had contributed significantly to the sector. When I visited Bangladesh 16 years ago, there were many power outages and I was too scared to ride elevators. This time, however, ordinary citizens were using the elevators, and I was also able to use them myself. In the rural areas, while people appeared to be living the same life as 16 years ago, I could see that they were using refrigerators in their homes. This was only made possible due to stable electric power supply. Although it is something that we take for granted in Japan, I felt that we must somehow convey to the Japanese people that such improved comfort in daily life in Bangladesh was realized by stable electricity supply."

MOFA will continue to put efforts into effectively communicating stories such as the episode above described by a chief evaluator in FY2023.



FY2023 MOFA ODA Evaluation Results

The following are summaries of three country assistance evaluations, one thematic evaluation and two individual MOFA grant aid project evaluations conducted in FY2023.

Evaluation of Japan's ODA to the Kingdom of Thailand

Link to the full report

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Consultant	International Development Center of Japan, Inc.
Evaluation Period	FY2018 - FY2022
Period of the Evaluation Study	May 2023 - February 2024
Field Survey Country	Thailand

Background, Objectives, and Scope of the Evaluation

The Kingdom of Thailand located in the center of the Indo-China Peninsula and facing both the South China Sea and the Indian Ocean, occupies an important geopolitical position. Japan and Thailand have close ties in several areas, including politics, economics and culture. In particular, the two countries have strong economic ties. In 2022, the prime ministers of both countries agreed to upgrade the bilateral relations to a 'Comprehensive Strategic Partnership' based on the progress of bilateral ties in several areas. They confirmed their intention to further strengthen cooperation. Meanwhile, although Thailand has become an upper-middle-income countries, there are issues to be addressed for sustainable development, such as human resource development in the industrial sector, capacity building in research and development with a view to increasing the added value of industry, high-quality infrastructure development, promotion of flood control and disaster prevention measures, and measures for energy, the environment, and climate change. In addition, cooperation with Thailand, which is an aid donor country, as a development partner, utilizing the strengths of both countries, will be effective in building a model for development cooperation with upper-middle income countries.

The purpose of this evaluation is to assess Japan's recent Official Development Assistance (ODA) policies and assistance to Thailand based on priority areas, to obtain recommendations and lessons learned for the formulation and implementation of the country development cooperation policy toward Thailand, which is scheduled to be revised in Japanese Fiscal Year 2024, and to fulfill accountability to the public by publicizing the evaluation results.

Summary of Evaluation Results

Development Viewpoints

(1) Relevance of Policies

Japan's ODA policy towards Thailand is consistent with Thailand's development policies and needs, Japan's higherlevel policies, and international priorities, respectively. Japan and major donors and agencies have positioned Thailand as a strategic partner. They have formulated assistance policies in line with Thailand's Five-Year National Economic and Social Development Plan being implemented in accordance with 20-Year National Strategy (2018-2037) and been working together to achieve Thailand's vision of 'a developed country with security, prosperity and sustainability in accordance with the Sufficiency Economy Philosophy'. Furthermore, the planned assistance in Thailand, which plays a central role in the Association of Southeast Asian Nations (ASEAN) and the Mekong region, is highly consistent with Japan's regional policies in that it is related to improving ASEAN connectivity and reducing disparities within the region. In addition, based on Japan's long track record of providing assistance from soft to hard aspects and the mutual trust with Thailand that Japan built as a top donor, Japan's ODA policy leverages its comparative advantage in terms of planning and implementing projects in areas where Japan has knowledge and experience, such as infrastructure development, industrial human resource development, research capacity building, environment and climate change, and social security, as well as in the use of diverse cooperation modality and actors (ODA loan, grant aid, technical cooperation projects, dispatching JICA experts, Japan Overseas Cooperation Volunteers, science and technology, training programs, private partnership programs, Grant Assistance for Japanese NGO Projects, JICA Partnership Program, etc.). Accordingly, the relevance of

policies is evaluated as 'Highly Satisfactory'. (Evaluation Result: Highly Satisfactory)

(2) Effectiveness of Results

It was confirmed that the aid results (inputs) and outputs (results of activities such as the number of people trained and infrastructure constructed) were realized as planned. Once planned, the projects under Japan's ODA have been implemented as planned. This experience can be positively evaluated as contributing to the 'high level of trust in Japan' that was often heard from local aid agencies. As a concrete outcome, the staff of those agencies commented people are very satisfied with the quantitative and qualitative expansion of transportation capacity through hard and soft support for railway stations and subways, and the development of industrial human resources focused on science and technology personnel. Additionally, support is being provided to address new challenges such as digitalization, and Third Country Training Program (training for neighboring countries supportedby Japan and implemented by Thai aid agencies) is expected to become increasingly important in the future. Although there are some issues with monitoring and evaluation, it is generally satisfactory. Comprehensively evaluating these results and their importance, the effectiveness of the results can be evaluated as 'Highly Satisfactory'.

(Evaluation Result: Highly Satisfactory)

(3) Appropriateness of Processes

At the time of this evaluation, Japan's ODA policy is consistent with the needs of Thailand, and the relationship between Thai and Japanese relevant agencies and ministries is well established. Based on these points, it can be judged that the policy formulation process was appropriate. Regarding the aid implementation process, it is appropriate that Japan and Thailand work together to manage the projects, for example, improving procedures to increase the efficiency of ODA request surveys, establishing a Joint Coordination Committee (JCC) during project implementation, and conducting periodic monitoring and evaluation by the JCC. It is appropriate that public relations activities are actively conducted by selecting and utilizing social media with high visibility in the local community. There are some cases where ODA projects have become joint projects with Japanese private companies or local governments, which is a characteristic of Thailand as an upper-middle-income country. The new bilateral initiatives, such as Thailand and Japan working together to implement loan project for neighboring country, could be a model for ODA for other upper-middle-income countries. Therefore, the appropriateness of process can be judged as 'Highly Satisfactory'.

(Evaluation Result: Highly Satisfactory)

*Ratings: Highly Satisfactory; Satisfactory; Partially Satisfactory; Unsatisfactory

Diplomatic Viewpoints

(1) Diplomatic Importance

From the perspective of diplomatic importance, Thailand plays a central role in the stability and development of the ASEAN / Mekong region, and in the realization of the 'Free and Open Indo-Pacific (FOIP)' promoted by the Government of Japan. It is in a geopolitically important position. Japan and Thailand have long had a friendly relationship. Japan's development cooperation has been praised by the Thai government and other aid agencies. The development cooperation implemented in Thailand contributes to Thailand's economic and social development and Japanese private companies operating in Thailand and, by extension, to Japan's economic development. Thus, maintaining and developing the mutual cooperative relationship between Japan and Thailand is extremely important for Japan's national interest.

(2) Diplomatic Impact

From the perspective of diplomatic impact, Japan aid to neighboring countries in Thailand through the Third Country Training Program, in which participants from ASEAN countries receive technical training in Thailand and acquire Japanese knowledge and experiences. It can be said that it is an impact through learning experience. Furthermore, in terms of bilateral relations, many high-level officials and representatives have visited Japan and expressed their gratitude for Japan's development cooperation, which can be said to have contributed to a certain extent to strengthening mutual trust between the two countries. Although Thailand has adopted a diplomatic stance that maintains a balance by avoiding excessive dependence on any particular country, it has been pointed out that the country tends to rely on Japan in important situations. Hence, Japan's development cooperation has an impact on Thailand and neighboring countries, contributing to the maintenance of good bilateral relationship between Thailand and Japan.

Recommendations Based on Evaluation Results

- (1) Considering new ways of development cooperation for upper-middle-income countries that will become emerging donors.
- (2) Improving the public relations approach.
- (3) Improving monitoring and evaluation of Third Country Training Programs.
- (4) Direction of future development cooperation for Thailand: Strengthening support for better governance.



Bang Sue Grand Station, built with Japanese assistance. There is a plaque inside the station indicating that it was constructed with Japan's ODA.

Evaluation of Japan's ODA to the People's Republic of Bangladesh Link to the full report

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	Professor, Faculty of Global Interdisciplinary Science and Innovation, Shizuoka University
Consultant	IC Net Limited
Evaluation Period	JFY 2018 - JFY 2022
Period of the Evaluation Study	April 2023 - February 2024
Field Survey Country	Bangladesh

Background, Objectives, and Scope of the Evaluation

Japan's Ministry of Foreign Affairs (MOFA) conducts country evaluations as part of its policy- and programlevel evaluations of Official Development Assistance (ODA) under the MOFA Organization Order and the Development Cooperation Charter. The country assistance evaluation to the People's Republic of Bangladesh aims to evaluate Japan's recent ODA/cooperation policies and assistance to Bangladesh based on priority areas to obtain recommendations and lessons learned for formulating and implementing Japan's future ODA/cooperation policies toward Bangladesh. The results of this evaluation will be made public to ensure accountability to the Japanese citizens.

In principle, the targets of the Bangladesh country assistance evaluation were Japan's ODA/cooperation policies for Bangladesh over the past five years (JFY 2018-2022) and assistance based on the policies. The projects to evaluate were selected after coordination between MOFA and the evaluation team.

In other words, in addition to the projects listed in the latest Rolling Plan for Bangladesh (2020), the "projects completed in FY 2018" and the projects adopted in "FY 2021 and FY 2022," which are not listed in the said Rolling Plan, shall be considered as evaluation target projects. Furthermore, in light of the constraints in the evaluation period and evaluation resources, the projects of high importance among the evaluation target projects above were selected as "major projects," and the status of the realization of inputs, outputs, and outcome were particularly checked in detail.

Summary of Evaluation Results

Development Viewpoints

(1) Relevance of Policies

The projects implemented during the evaluation period were highly consistent with Japan's higher-level policies (the Development Cooperation Charter and the Country Development Cooperation Policy for Bangladesh), the development needs of the country and its people as expressed in Perspective Plan of Bangladesh and Five-Year Plan, the Millennium Development Goals (MDGs)/Sustainable Development Goals (SDGs), and other international priority issues. Interviews with implementing agencies and other donors clearly confirmed Japan's comparative advantage in implementing projects.

(Evaluation Result: Highly Satisfactory)

(2) Effectiveness of Results

Undoubtedly, Japan is a major donor and its ODA has contributed to the social and economic development of Bangladesh. This contribution is particularly significant in infrastructure, power, and transportation. In human development, interviews with donors confirmed Japan's considerable contribution to the education and health sectors. The performance of projects in other areas described in the Rolling Plan is generally favorable.

In terms of evaluation items, inputs for Bangladeshi assistance were appropriately allocated to areas of need, and outputs were generally appropriate by achieving the expected results. Moreover, the outcomes (goals of each project) were generally in line with the expectations.

(Evaluation Result: Satisfactory)

(3) Appropriateness of Processes

The Country Development Cooperation Policy for Bangladesh and other aid policies are formulated through extensive discussions with the partner country and relevant stakeholders, and the process is appropriate. The policy implementation process is also appropriate regarding the degree to which the needs of the partner country are understood and regarding the implementation of detailed monitoring at the project level. There are no particular problems with the aid implementation structure, and there is good communication and coordination among various aid actors, including donors, international organizations, the private sector, and nongovernmental organizations (NGOs). Furthermore, consideration and ingenuity are given to the partner country's characteristics and peculiarities in project implementation.

(Evaluation Result: Satisfactory)

^{*}Ratings: Highly Satisfactory; Satisfactory; Partially Satisfactory; Unsatisfactory

Diplomatic Viewpoints

(1) Diplomatic Importance

Japan's assistance to Bangladesh is highly relevant to the MDGs/SDGs and is of great importance to the international community. Japan's assistance over the past 50 years has contributed to Bangladesh's development, and its bilateral relationship with Bangladesh is extremely close, as Japan is regarded as the largest bilateral development partner. Moreover, the Government of Bangladesh's tough stance against terrorism has helped ensure the safety of Japanese residents in the country. Japan's technical cooperation implemented in recent years has also contributed to the safety of the people in both countries.

(2) Diplomatic Impact

Japan's continuous support of Bangladesh has led to benefits in the form of Bangladesh's support and solidarity with Japan in the international community. Furthermore, the exchange of human resources between the two countries at various levels through the implementation of diverse projects, coupled with the success of the projects, has fostered a sense of familiarity and friendship with Japan in Bangladesh. Furthermore, ODA projects in Bangladesh have contributed to ensuring the peace and security of Japan and the safety of Japanese citizens and have a ripple effect on the Japanese economy.

Recommendations and Lessons Learned, **Based on the Evaluation Results**

Recommendations

(1) Accelerate economic growth that benefits all citizens and low-income groups in particular, by continuing to expand and improve the quality of economic infrastructure, and supporting the upgrading and diversification of industry and employment associated with economic growth.

- (2) Spread the results of strengthening administrative capacity and systems at the central level throughout the country by strengthening commitment and ownership in central ministries and the foundation for local deployment (systems and budgetary allowances).
- (3) Scrutinize and strengthen the monitoring of project activities in the direction of contributing to gender equality at the project-formulation stage so that the activities can more actively contribute to the reduction of gender disparities through the empowerment of women. In particular, strengthen women's empowerment in employment and governance.
- (4) It is both meaningful and possible to introduce programlevel evaluation. In the actual evaluation, it would also be effective to consider sector programs in which other donors participate rather than limiting the program's scope to cooperation programs in Japan's "Rolling Plan." In the future, further methodology development is desirable; for example, by creating Theory of Change (ToC) for each sector at the program planning stage, confirming the position of each project in the sector, and establishing indicators.

Lessons Learned

- (1) Improved durability of facilities through quality infrastructure construction and quality maintenance capabilities
- (2) Comprehensive economic empowerment support for women that is accessible to beneficiaries
- (3) Synergy effects of connecting urban and rural roads
- (4) Synergy effects of collaboration between Japanese NGOs and JICA projects
- (5) Increasing farm income through loans and technical assistance to small farmers



National Power Transmission Development Project which constructed transmission facilities in the entire Bangladesh (Source: JICA, ODA visualization website)

Evaluation of Japan's ODA to the Arab Republic of Egypt

Link to the full report

Chief Evaluator	INADA Juichi
	Professor of Political Economy, School of Economics, Senshu University
Advisor	KUMON Yasuyuki
	Visiting Researcher, Institute for International Monetary Affairs
Consultant	Waseda University
Evaluation Period	FY2018 - FY2022
Period of the Evaluation Study	June 2023 - February 2024
Field Survey Country	Egypt

Background, Objectives, and Scope of the Evaluation

Egypt is home to the Suez Canal, which occupies a crucial position in international maritime trade. Located at a geopolitical strategic point between Asia, Africa, and Europe, Egypt plays an important political and economic role for the peace and security of the entire Middle East and Africa region. Therefore, because Japan values foreign trade and energy security, Egypt is an extremely important partner.

Based on a review of Japan's Official Development Assistance (ODA) policies and the assistance provided thereunder to Egypt in the period FY2018–2022, this evaluation aims to discuss recommendations and lessons learned for the formulation and implementation of Japan's future ODA policy toward Egypt as well as to ensure public accountability.

Summary of Evaluation Results

Development Viewpoints

(1) Relevance of Policies

Verification Item 1: Consistency with Japan's High-Level **Development Policies**

Japan's assistance policy toward the Arab Republic of Egypt has fundamentally been to support the building of a foundation for sustainable national development. The priority areas of assistance in the Country Assistance Program for the Arab Republic of Egypt (2008) (realization of sustainable growth and employment creation, poverty reduction and improvement of living standard, and promotion of regional stabilization) and in the Country Development Cooperation Policy for the Arab Republic of Egypt (2020) (promoting sustainable economic growth, social inclusion, education and human resource development, and regional cooperation) are both consistent with this basic policy.

Verification Item 2: Consistency with Egypt's **Development Policy and Needs**

Japan's assistance policy toward Egypt is consistent with the medium- and long-term goals and priority policies set forth in the Sustainable Development Strategy: Egypt Vision 2030 (SDS2030), namely, the three main pillars of the environment, economy, and society. At the same time, cooperation with and support to the private sector, trade, and governance are relatively low. The main goal of Japan's assistance is to support the building of a foundation for sustainable national development. This goal is in line with the development needs of the Egyptian side, in particular, the need to promote economic growth.

Verification Item 3: Consistency with International Priority Issues and Relationship with Assistance from Other Donors

SDS2030 corresponds to the Sustainable Development Goals (SDGs) and can be recognized as consistent with international development goals. Implementing agencies are working with the Ministry of Planning and Economic Development to formulate and monitor SDS2030 to identify and respond to policy needs. Japan has participated in donor meetings and similar forums in Egypt through the Economic Cooperation Section of the Embassy of Japan in Egypt, the JICA Egypt office, and the Japan Bank for International Cooperation (JBIC) Dubai office, and it is also working with the Organisation for Economic Cooperation and Development (OECD) member countries and some Middle East donor agencies.

Verification Item 4: Japan's Comparative Advantages

Japan's comparative advantage in equipment is losing its effectiveness because of the advance of emerging countries. The operational method needs to be improved to ensure smooth implementation of the Special Terms for Economic Partnership (STEP), under which Japan provides technology in which it has a competitive edge through ODA loans. However, in the education field, Japan's comparative advantage is being demonstrated by its unique support-including the Egypt-Japan Education Partnership (EJEP), which is highly appreciated in Egypt.

(Evaluation Result: Satisfactory)

(2) Effectiveness of Results

Verification Item 1: Achievements of Japanese Assistance in Priority Areas (Inputs)

Japan's assistance has made a significant contribution to Egypt in terms of the amount of aid provided.

Verification Item 2: Achievement and Contribution from Japan's ODA for Each Development Issue (Outputs)

While progress has been made on each development issue and some outputs are becoming visible, delays have occurred because of factors such as COVID-19, and efficiency and sustainability remain as challenges in some areas.

Verification Item 3: Effectiveness of Assistance in Priority Areas (Outcome/Impacts)

Although some effects have been observed, outcomes/impacts cannot be confirmed because most projects are still ongoing. (Evaluation Result: Partially Satisfactory)

(3) Appropriateness of Processes

Verification Item 1: Appropriateness of the Formulation Process of the Country Development Cooperation Policy for Eavpt

Japan's ODA policy toward Egypt was generally developed through an appropriate process.

Verification Item 2: Appropriateness of the Implementation Process of Japan's ODA to Egypt

The implementation process of Japan's ODA to Egypt which consisted of developing and operating a basic implementation system; identifying needs; and implementing individual projects based on Japan's priority areas of assistance to Egypt, monitoring and evaluation, and publicity, was appropriate.

Verification Item 3: Coordination/Collaboration in the Elaboration Process of the Country Development **Cooperation Policy to Egypt**

Appropriate coordination and collaboration were in place with other development related actors.

(Evaluation Result: Satisfactory)

Diplomatic Viewpoints

(1) Diplomatic Importance

Egypt's geopolitical importance to the international community is significant. Located in the northeastern part of the African continent, the country is at a strategic point connecting countries in Africa, the Middle East, and Europe. Additionally, Egypt was the first country to sign a peace treaty between an Arab country and Israel after several wars, so it plays an important role in the Middle East peace process. Moreover, because it is surrounded by unstable countries and regions, Egypt's stability is crucial to regional stability.

(2) Diplomatic Impact

Although Japan's ODA policies and the assistance provided thereunder to Egypt in the period FY2018-2022 had a certain degree of success in strengthening exchanges between the Egyptian and Japanese governments at the summit level, enhancing Japan's presence in Egypt, and promoting friendly relations, some issues remain regarding strengthening economic relations between the two countries and expanding Japanese private companies into Egypt.

Recommendations Based on Evaluation Results

- (1) Provide continuous support to the areas of Japan's comparative advantage
- (2) Devise ways of disclosing information
- (3) Scrutinize debt sustainability to avoid fueling foreign currency shortages
- (4) Create an environment for Japanese companies to enter the Egyptian market through all-Japan support, including Other Official Flows (OOF)
- (5) Enhance operational flexibility so that the Special Terms for Economic Partnership (STEP) condition of ODA loans is easy to use for Japanese companies and their counterparts



Grand Egyptian Museum (GEM) Entrance

^{*}Ratings: Highly Satisfactory; Satisfactory; Partially Satisfactory; Unsatisfactory

Evaluation of Japan's ODA to Forcibly Displaced Persons and Host Countries Link to the full report

Chief Evaluator	OHNO Izumi
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Advisor	OHASHI Masaaki
	Professor Emeritus, Keisen University
Consultant	International Development Center of Japan Inc.
Evaluation Period	FY2015 - FY2022
Period of the Evaluation Study	June 2023 - February 2024
Field Survey Country	Uganda, Bangladesh

Background, Objectives, and Scope of the Evaluation

Japan's assistance to forcibly displaced persons and host countries has been provided based on the "Humanitarian Aid Policy of Japan" formulated in July 2011, and with the perspective of "Humanitarian-Development-Peace Nexus (HDP nexus)," which was not specified at the time the policy was formulated. Japan's refugee assistance policies are also illustrated in its speeches and announcements at relevant international conferences. This evaluation aims to evaluate Japan's ODA policies and implementation in regard to refugee supports (including for internally displaced persons (IDPs) and host countries), and produce recommendations to improve the planning and implementation of future assistance in this area.

Summary of Evaluation Results

Development Viewpoints

(1) Relevance of Policies

Japan's refugee-related assistance policy has been generally consistent with its high-level policy (as outlined by the former Development Cooperation Charter (2015)), needs on the ground, and international priorities such as the Sustainable Development Goals (SDGs) and the Global Compact on Refugees (GCR). In cases where there are restrictions on refugee assistance in the policies of host countries, there seem to be some consistency issues with Japan's policy. However, even in such cases, Japan has implemented the policy pragmatically, and in a way acceptable to partner countries. Furthermore, the policy reflects Japan's comparative advantages, such as the utilization of diverse cooperation modalities through international organizations, JICA, and NGOs, as well as human resource development and capacity building. (Evaluation Result: Satisfactory)

(2) Effectiveness of Results

Japan has fulfilled its commitment by making the primary inputs expressed at international conferences during the evaluation period. While showing a certain presence internationally in terms of both the volume and timing of inputs, Japan has also generally achieved outputs in individual projects, and has collectively contributed to ensuring the lives, dignity, safety, and self-reliance of refugees and displaced persons, as well as stabilizing the host communities and the society they have returned to. However, the contribution of

the international community as a whole is still insufficient to address the growing refugee crisis. It is required to support the "P (Peace)" of the HDP nexus, such as addressing the causes of refugee outbreaks and supporting their return. Political and diplomatic intervention is also necessary in this regard. (Evaluation Result: Satisfactory)

(3) Appropriateness of Processes

The policy formulation and implementation processes were generally appropriate. There is a structure to effectively understand local needs and ensure timely assistance based on the coordination mechanisms with other donors. Moreover, Japan's diverse aid modalities have been a facilitating factor for implementing the HDP nexus, and efforts have been made to collaborate with various actors. However, some issues were identified. In MOFA, the responsibilities for schemes are spread across numerous divisions, and no coordination forum has been established for sufficient consultation with a view on overall refugee assistance in the country concerned. The projects through JICA and NGOs, and humanitarian assistance through international organizations are formulated separately. The assistance through supplementary budget contributions to international organizations — often utilized in refugee assistance — cannot fulfill the HDP nexus alone due to the short implementation period. The monitoring and disclosure of information on international organization projects are insufficient.

(Rating: Partially Satisfactory)

Diplomatic Viewpoints

(1) Diplomatic Importance

While burden sharing is emphasized internationally, it is important for Japan to fulfill this responsibility as a member of the international community to enhance its diplomatic presence. Moreover, the support for refugees contributes to regional stability around the partner countries, and the stability in Asia, the Middle East, and Africa will contribute to Japan's foreign policy of promoting a "Free and Open Indo-Pacific" (FOIP). This will lead to a stable energy supply for Japan and the protection of investment by Japanese companies.

(2) Diplomatic Impact

In this evaluation, stakeholders in all of the field survey sites expressed appreciation for Japan's support. In the questionnaire survey of Japan's diplomatic missions, 15 of 21 respondents

^{*}Ratings: Highly Satisfactory; Satisfactory; Partially Satisfactory; Unsatisfactory

provided specific responses and examples regarding the effects of "increased Japanese presence and understanding/support for Japan's position" and "ripple effects, such as increased positive perception of Japan, impact on peace, security and prosperity of Japan, and economic development." For example, in 2021, the Ugandan Parliament passed a resolution expressing gratitude for Japan's cooperation over the years, including refugee-related assistance. In Ethiopia, Japan's contribution to refugee assistance led to the establishment of personal connections between the Embassy of Japan and the governor of the target region, which in turn led to favorable support from government officials when a Japanese company expanded its business in the area.

Recommendations Based on Evaluation Results

Refugee-related assistance enters a new phase; the HDP nexus and contributions utilizing Japan's characteristics should be further strengthened

Refugee-related assistance has entered a new phase. While the international community's responsibility to support forcibly displaced persons continues to expand with increasing global humanitarian needs and the prolonged refugee situations, humanitarian funds allocated to individual refugee crises are decreasing. Japan should work to strengthen the HDP nexus, taking advantage of Japan's strengths, such as diverse schemes and development assistance know-how.

(1) Clarifying the HDP nexus for Japan and providing more strategic support

To put the HDP nexus into practice, it is necessary to clarify what the HDP nexus should aim for, select cooperation modalities, and formulate support content with the aim in mind. Therefore, when the Humanitarian Aid Policy of Japan is revised in the future, the phrase "smooth transition" should be updated or supplemented, and the term "HDP nexus" and what kind of assistance it refers to should be clearly stated. Similarly, Japan's cooperation with individual countries should be more specific and strategic. In doing so, it is important to reflect refugee-related assistance to Rolling Plans and Country Development Cooperation Policies, to adopt contributions to international organizations through supplementary budget for projects in line with the HDP nexus, to link emergency assistance to longer-term schemes, and to support "P (peace)" in refugee generating countries.

(2) Collaboration among diverse actors to strengthen the HDP nexus, and the development of a structure for such collaboration

To promote a strategic HDP nexus, MOFA, Japan's diplomatic missions, and JICA should establish a structure to consider support strategies jointly, based on the full picture of refugee assistance and exchange information both in Tokyo and in the field. Particularly at the field level, it is appropriate to assign personnel in charge of refugee support to promote the coordination between multilateral and bilateral aid and the partnership with NGOs.

(3) Timely and flexible operations of cooperation modalities

For humanitarian and development assistance schemes, it is appropriate to consider measures such as the establishment

of funds to enable speedy contributions, flexible extensions and changes in project contents, and provision of additional budget for JICA's existing projects to support refugees.

(4) Emphasis on livelihood support

The reduction of humanitarian funding and food aid is a pressing issue for many refugee operations. Japan should make use of its many years of experience in development cooperation in the agricultural sector and vocational training to contribute to improving the livelihoods and self-reliance of refugees. In doing so, it is necessary to give due consideration to the needs of those particularly vulnerable, instead of treating all refugees the same.

(5) Visualizing and publicizing Japan's refugee assistance, especially assistance through international organizations

To promote public understanding of ODA's support for refugees and to attract private funds, it is necessary to publicize the overall picture of Japan's efforts, including the support provided through international organizations and their relationship with other Japanese cooperation efforts in an easy-to-understand manner.

(6) Human resource development, appointment, and deployment related to refugee assistance and HDP nexus

Japan should support the building of career paths for personnel with experience in JICA Overseas Cooperation Volunteers (JOCVs), international organizations, NGOs, and so forth, and appoint them to official positions in charge of refugee assistance. Furthermore, Japanese embassies and JICA should encourage the promotion and career development of talented local human resources nurtured through Japanese ODA projects.

(7) Continuing and strengthening refugee admissions in Japan

Refugee admission in Japan should be continued and strengthened through methods possible within the current system, such as third country resettlement and the expansion of the JICA's program to accept refugee students, which is considered good practice. At the same time, MOFA should also continue to examine how accepting refugees in Japan should be with the other ministries/parties concerned.



Women's Development Center established with Japan's support through an NGO. Refugee and host community women together undergo training in hairdressing (Uganda).

Evaluation of "Japan's Non-Project Grant Aid for Provision of Japanese Local Products for the Hashemite Kingdom of Jordan (FY2014)" Link to the full report

Chief Evaluator	KUWANA Megumi
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Consultant	Ingerosec Corporation
Evaluation Period	FY2014
Period of the Evaluation Study	July 2023 - February 2024
Field Survey Country	Jordan

Background, Objectives, and Scope of the Evaluation

This evaluation was conducted on the "Non-Project Grant Aid for Provision of Japanese Local Products for the Hashemite Kingdom of Jordan (FY2014)" (hereinafter referred to as "2014 Non-Project Grant Aid for Provision of Japanese Local Products") (grant amount: 1 billion JPY), which was implemented by the Ministry of Foreign Affairs of Japan (hereinafter referred to as "MOFA"). The purpose of this project-level evaluation was to obtain recommendations from the evaluation results that can be used for similar projects in the future and to fulfill accountability to the public.

The 2014 Non-Project Grant Aid for Provision of Japanese Local Products was implemented with the aim of reducing the financial burden on the Government of Jordan, which has increased due to the acceptance of a large number of Syrian refugees, by providing medical equipment produced in the regions of Japan except Tokyo metropolitan area or in the areas affected by the Great East Japan Earthquake. It also aimed to raise awareness of the locally produced Japanese medical equipment, to create continuous demand, thereby to contribute to revitalization of the local economy and reconstruction of the disaster areas.

Summary of Evaluation Results

(1) Relevance of Plans

In response to the Syrian crisis, the Government of Jordan has positioned healthcare sector as one of the priority areas in the national development objectives and the Syrian refugee response plans, and this project was in line with the needs expressed in those plans. In addition, the Government of Japan has been promoting cooperation utilizing Japan's advanced medical technology as part of its support to the Middle East region to ensure peace and stability. The Country Assistance Policy for Jordan positioned "reduction of poverty and minimizing social disparities," including assistance in the healthcare sector, as one of the Priority Areas. This project was consistent with the diplomatic and development cooperation policies of the Government of Japan.

Furthermore, at the time of the implementation of this project, three years after the Great East Japan Earthquake, the Government of Japan was promoting the strengthening of the foundations of the Japanese economy by capturing the vitality of overseas growth markets and the overseas expansion of Japanese companies through public-private partnerships. It was appropriate that this project was selected as a Non-Project Grant Aid for Provision of Japanese Local Products which provides equipment produced in Japan.

In the planning stage, although a change to the contents of the grant aid were agreed upon between the two governments during the period between the time of request and signing of the Exchange of Notes (hereinafter referred to as "E/N"), no records of the related discussions were kept, and it was not possible to confirm the specific history of the change. However, the work during the planning stage of this project was carried out without delay in accordance with the standard implementation structure of the Economic and Social Development Programme (formerly known as Non-Project Grant Aid (hereinafter referred to as "Non-Project Grant Aid")) and in line with its standard workflow. (Evaluation Result: Satisfactory)

(2) Effectiveness of Results

During the implementation and monitoring stages of this project, the works were carried out without any problems in accordance with the standard workflow, and the payment was implemented as planned in terms of both amount and timing. The requested equipment selected by the intergovernmental committee was procured through competitive bidding and delivered to four hospitals in Jordan under the condition that the main manufacturing sites were regions outside Tokyo metropolitan area or the "specific disaster area" of the Great East Japan Earthquake. In addition to the initial operational training at the time of delivery, additional trainings were provided by the local agent, and other proactive efforts were made to ensure proper use and maintenance of the equipment. On the other hand, local media coverage was limited to the E/N signing, and there was no media coverage on the equipment delivery due to the fact that the handover ceremony was not held.

In this project, warranty periods of up to three years were set for some of the equipment requiring high level of maintenance. In addition, even after the warranty period expired, the maintenance contracts with the local agents were renewed through the Jordanian Ministry of Health (MOH) budget. All of the delivered equipment has been in good working order to date and is used on a daily basis, especially in government hospitals that accept patients from low- and middle-income groups.

(Evaluation Result: Satisfactory)

*Ratings: Highly Satisfactory; Satisfactory; Partially Satisfactory; Unsatisfactory

Recommendations Based on Evaluation Results

(1) Conducting Handover Ceremony and Effective Publicity

In this project, the E/N signing was reported in both English and Arabic in the local press, but the equipment handover ceremony was not held and was not reported in the local press at any time during the implementation stage. However, the completion of the equipment delivery was in 2018, before the outbreak of COVID-19, which indicates the possibility to hold a handover ceremony.

In the Grant Aid for the Economic and Social Development Programme (formerly Non-Project Grant Aid), which has promotion of Japanese equipment and overseas expansion of Japanese companies as one of the objectives, it is important to effectively publicize Japan's assistance. In order to enhance the publicity effects of such assistance, it is advisable to ensure that handover ceremonies are held. As the case of this project, in cases where multiple procurements are made, a handover ceremony could be held for each package.

(2) Preservation of Document Records

In this project, there was a significant change in the contents of the assistance between the time of the request and the E/N signing. Normally, no official records are required for discussions prior to the E/N signing, and records of daily discussions with the partner government via telephone or email are destroyed after a certain period of time. Therefore, the history of the change and the evidence of the agreement regarding the contents of this project could not be confirmed through this evaluation survey. However, in order to conduct effective third-party evaluations, it is desirable to record the details of the agreement and its background as much as possible in writing documents, especially for critical decisions and changes, and to review the retention period of such records.

In addition, when implementing ODA based on the Plan-Do-Check-Act (PDCA) cycle, it is important to record lessons learned about successes, areas for improvement, and areas for reflection, and to track them even after several years have passed since the implementation of the project, so that they can be used in the implementation of future projects.



Angiography systems, Fluoroscopy machine

Evaluation of "Japan's Grant Aid for the Economic and Social Development Programme for the Hashemite Kingdom of Jordan (FY2016)" Link to the full report

Chief Evaluator	KUWANA Megumi
	Professor, Faculty of International Studies, Kindai University
Consultant	Ingerosec Corporation
Evaluation Period	FY2016
Period of the Evaluation Study	July 2023 - February 2024
Field Survey Country	Jordan

Background, Objectives, and Scope of the Evaluation

This evaluation was conducted on the "Grant Aid for the Economic and Social Development Programme for the Hashemite Kingdom of Jordan (FY2016)" (hereinafter referred to as the "2016 Economic and Social Development Programme") (grant amount: 1 billion JPY), which was implemented by MOFA. The purpose of this project-level evaluation was to obtain recommendations from the evaluation results that can be used for similar projects in the future and to fulfill accountability to the public.

The 2016 Economic and Social Development Programme was implemented with the aim of improving the capacity of Jordan in the security sector through the provision of equipment manufactured in Japan, thereby contributing to Jordan's socio-economic development and the overseas expansion of Japanese companies through support for the stabilization of Jordan.

Summary of Evaluation Results

(1) Relevance of Plans

The year 2016, when this project was implemented, was a record year for the number of terrorist incidents in Jordan, and it was the time when tension over security measures in the country increased significantly. As the threat of conflict and terrorism in neighboring countries such as Syria and Iraq spread to Jordan, the Government of Jordan made national security based on the Construction one of the priority areas in the development objectives, and strengthened the efforts to improve border security measures. This project, planned under these circumstances, was consistent with the Government of Jordan's development plans and needs with regard to security measures.

Japan, which relies on imports of more than 80% of its crude oil from the Middle East, aims to build a multi-layered relationship with the region, including security as well as economic cooperation, and supports Jordan to maintain stability as a moderate faction in the region toward the Middle East peace process. This project, implemented as an assistance that contributes to peace and stability in Jordan, was in line with Japan's diplomatic and development cooperation policies toward the Middle East region and Jordan. Furthermore, the adoption of the Economic and Social

Development Programme, which is characterized by mobility and rapidity, was appropriate under the circumstances of the time, when there was an urgent need to strengthen the security measures.

(Evaluation Result: Satisfactory)

(2) Effectiveness of Results

During the implementation and monitoring stages of this project, the work was carried out without any problems in accordance with the standard workflow, and the payment was implemented as planned in terms of both amount and timing. After the equipment request was finalized at the intergovernmental committee, the System Integrator (Sler) was selected through competitive bidding to formulate the Requirements Definition (R/D) for the system development. Then, the system was developed after consultation with the implementing agency/end-user. A contract was then signed with the supplier of the system and equipment, and the security equipment was smoothly delivered to the target sites.

Due to budgetary constraints, the maintenance contract has not been renewed after the warranty period, and the technical team of implementing agency/end-user has been handling the maintenance of the hardware equipment. To date, no major equipment problems have occurred, and the equipment has been operating without problems at the three target sites. The provision of equipment has strengthened the monitoring system and improved the work efficiency of the officers in charge.

Although no information on this project was reported locally due to the confidential nature of the security measures, the quality of security equipment of the supplier for this project is widely recognized in Jordan. In addition, from the viewpoint of ensuring consistency in border facilities, Japan's presence in the security sector in Jordan is high, and Japan is playing an important role, as the Government of Jordan has continued to install security equipment at border checkpoints with support by Japanese ODA following this project.

(Evaluation Result: Satisfactory)

 $^{{\}tt *Ratings: Highly Satisfactory; Satisfactory; Partially Satisfactory; Unsatisfactory}$

Recommendations Based on Evaluation Results

(1) Support for Maintenance Costs

The equipment delivered under this project requires annual maintenance fee of 10-15% of the equipment cost. Due to the budget constraints of the implementing agency/end-user, the maintenance contract with the local agent has not been renewed. It is recognized that the technical team of the implementing agency/end-user is capable to deal with hardware problems related to the equipment itself, but a support contract with the supplier is necessary to deal with software problems.

While Japan's ODA emphasizes the encouragement of selfhelp efforts by partner countries, in cases such as this project, where the objective is to reduce the financial burden on the partner country, there is room for consideration of including maintenance costs in the budget of grant aid for a certain period, without limit of the one-year warranty period.

(2) Review of Procurement Guidelines

Procurement under the Economic and Social Development Programme is carried out in accordance with the "Guidelines for Implementation of Procurement Procedures for Non-Project Grant Aid (September 2005)". However, nearly 20 years have already passed after the formulation of the guidelines, and the name of the scheme has been changed. Therefore, it is time to revise the guidelines and inform all parties concerned.

Note: In the interest of confidentiality of security measures, photographs related to this project shall not be published.



Other ODA Evaluations

Evaluations Based on the Government Policy Evaluations Act (GPEA)

Since the enforcement of the Government Policy Evaluations Act (GPEA) in 2002, each ministry or agency of the Government of Japan is required to conduct self-evaluations of the policies under its jurisdiction.

MOFA conducts ex-post evaluations of its overall economic cooperation policies, ex-post evaluations of pending and unfinished projects, Note 1 and ex-ante evaluations of projects exceeding a certain monetary value Note 2 based on the GPEA and its Order for Enforcement.

► MOFA Website

https://www.mofa.go.jp/mofaj/gaiko/oda/shiryo/index_hyouka05.html (in Japanese only)

- Note 1 "Pending projects" include projects for which the Loan Agreement has not yet been signed or loan disbursement has not yet begun five years after the policy was determined, etc. "Unfinished projects" include projects for which loan disbursement has not yet been completed ten years after the policy was determined, etc.
- Note 2 Ex-ante evaluations are implemented for grant aid projects in which the maximum amount of aid offered through an Exchange of Notes (E/N) is one billion yen or more and ODA loans in which the maximum amount offered through an E/N is 15 billion yen or more.

Evaluations by Other Ministries and Agencies

Other than MOFA, each ministry or agency also conducts ODA-related evaluations as part of evaluations of policymaking, policy enforcement, and project implementation in areas under their jurisdiction based on the GPEA. The following shows representative examples from the respective ministries and agencies. For details, please refer to the website of each respective ministry or agency linked below.

Financial Services Agency (FSA)

Training program for financial officials in emerging countries (supervisory seminars) https://www.fsa.go.jp/common/budget/kourituka/03_R5/03_R5.html (in Japanese only)

(See Project 1, Program 30 "Expenditures Required for Technical Cooperation Extended to Emerging Countries" (Training Projects) in the Review Sheet for Projects Implemented in FY2022.)

▶ Ministry of Internal Affairs and Communications (MIC)

Systematic development and provision of official statistics

https://www.soumu.go.jp/menu_yosan/jigyou5/kizon/kizon_r5_7-3.html (in Japanese only)

(See Administrative Review Sheet for Projects Implemented in FY2022: "0180 Operation of United Nations Statistical Institute for Asia and the Pacific (SIAP)")

► Ministry of Finance (MOF)

Promote a wide variety of international cooperation, including financial support and intellectual assistance, to help developing countries stably develop their economies and societies

https://www.mof.go.jp/about_mof/policy_evaluation/mof/fy2023/evaluation3/index.html (in Japanese only) (See p. 236-255 of the full version. The policies/programs include non-ODA projects.)

▶ Ministry of Education, Culture, Sports, Science and Technology (MEXT)

Promotion of international exchange and cooperation to contribute to the development of a prosperous international community

https://www.mext.go.jp/a_menu/kouritsu/detail/block30_00123.htm (in Japanese only)

See Administrative Review Sheet for Projects Implemented in FY2022 (reviewed in FY2023), Policy 13: Promotion of International Exchanges and Cooperation that Contribute to the Development of a Prosperous International Community (0470 – 0503) (Reference) (The policies/programs include non-ODA projects)

▶ Ministry of Health, Labour and Welfare (MHLW)

Participation in and Contribution to the International Community https://www.mhlw.go.jp/wp/seisaku/hyouka/keikaku-kekka.html#hyouka (in Japanese only) (See the preliminary analysis table for policy evaluation.)

▶ Ministry of Agriculture, Forestry and Fisheries (MAFF)

Establishment of comprehensive food security

https://www.maff.go.jp/j/budget/review/r5/f/04_05f.html (in Japanese only)

See Administrative Review Sheet for Projects Implemented in FY2022 and Projects Started in FY2023, Project Name "0078 Contributions to Cooperation in the Agricultural, Forestry and Fishery Industries through International Organizations (Agricultural and Forestry Fields)." (The policies/programs include non-ODA projects.)

► Ministry of Economy, Trade and Industry (METI)

Projects for the development of emerging markets, based on the utilization of technical cooperation https://www.meti.go.jp/information_2/publicoffer/review2023/html/1-2saisyu.html (in Japanese only)

▶ Ministry of Land, Infrastructure, Transport and Tourism (MLIT)

Promotion of international cooperation in the field of transportation https://www.mlit.go.jp/page/kanbo05_hy_003141.html (in Japanese only) (The policies/programs include non-ODA projects.)

► Ministry of the Environment (MOE)

International coordination and cooperation related to global environmental conservation http://www.env.go.jp/guide/seisaku/index.html (in Japanese only) (See the preliminary analysis table for policy evaluation. The evaluation includes non-ODA projects.)

Evaluations by the Japan International Cooperation Agency (JICA)

JICA evaluates individual projects (external evaluations by third-party evaluators or internal evaluations by JICA overseas offices depending on the aid amount) with the three aid schemes of technical cooperation, ODA Loans, and grant aid (under JICA's jurisdiction). It also conducts comprehensive and cross-sectoral evaluations with specific themes (e.g., by region, issue, or aid modality), impact evaluations for evidence-based project implementation, and process analyses focused on the achievement of results from projects.

When conducting evaluations, JICA aims to promote the utilization of evaluation results to further improve projects from the perspective of "learning," while also striving to ensure accountability by securing the objectivity and transparency of evaluations as well as publishing the evaluation results.

JICA Website

Project evaluations

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

Initiatives to Enhance the Evaluation Capacities of Partner Countries and Promote **Understanding of Japan's ODA**

Evaluations by Governments and Agencies in Partner Countries

Each year, MOFA commissions partner governments, government agencies, private consultants, or professional evaluators in a partner country to conduct an evaluation on a development program in an area such as health, transportation, or disaster prevention. These evaluations aim to enhance the partner country's evaluation capacities, improve ODA management, ensure accountability, and promote understanding of Japan's ODA in the partner country.

In 2023, the Evaluation of Japan's ODA Loans to the Infrastructure Development Planning Sector in India was implemented in India.

ODA Evaluation Workshop

MOFA has been holding ODA Evaluation Workshops since 2001, inviting government officials and experts from the Asia Pacific region.

ODA Evaluation Workshops are meant to facilitate understanding of ODA evaluation methods and challenges in the Asia Pacific region, and enhance evaluation capacities particularly for developing countries. Moreover, through improving the evaluation capacities of evaluators in developing countries, these workshops not only aim to enhance assistance efficiency for donor countries, but also improve ownership, transparency, and development efficiency in developing countries.

In FY2023, the 19th ODA Evaluation Workshop was convened in an online format, as it was in FY2021 and FY2022.



Follow-up ODA Evaluation Results

MOFA has formulated specific actions in response to the respective recommendations made in each ODA evaluation.



Actions in Response to Recommendations of Evaluations in FY2023

The following are the actions in response to the recommendations raised in the six ODA evaluations conducted in FY2023.

Evaluation of Japan's ODA to the Kingdom of Thailand

Recommendation 1: Considering New Ways of Development Cooperation for Upper-Middle-Income Countries that will **Become Emerging Donor Countries**

Japan has provided support, via Thailand, to its neighboring countries in addressing their social issues, leveraging on the cooperative relations and experiences with Thailand so far. By doing so, it provides support to Thailand as an emerging donor country. In addition, Japan is considering collaborative efforts with the Thailand International Cooperation Agency (TICA) and Neighbouring Countries Economic Development Cooperation Agency (NEDA), as well as reviewing support that contributes to the capacity building of these organizations.

On the other hand, Japan continues to work toward resolving the issues which Thailand is facing as a newly industrializing country, such as declining birthrates and aging society, increasing the added value of its industries, and addressing disparities between the urban and rural regions. These experiences will be leveraged in providing support to neighboring countries, as well as in addressing Japan's social issues through accepting the volunteers dispatched from Thailand, and other initiatives.

Recommendation 2: Improving the Public Relations Approach

The Ministry of Foreign Affairs, JICA, and the local ODA Task Force have been cooperating in conducting press tours for local media and publicizing through websites and social media (Facebook, video streaming, etc.). Further reviews will be conducted on how to effectively enhance Japan's visibility through publicity.

Furthermore, in order to ensure effective publicity that generates widespread awareness and interest, Japan puts creative effort into the selection of information disseminators, such as by seeking cooperation from influencers and other individuals of high social standing. In cooperation with the local media, efforts will be made to carry out publicity not only in Japan, but also locally.

Recommendation 3: Improving Monitoring and Evaluation of Third Country Training Program

In light of the recommendations from the country evaluation, conducting a thematic evaluations on the training programs in third countries is currently under consideration with Thailand. Efforts will be made to disseminate information through these initiatives.

Recommendation 4: Direction of Future Development Cooperation to Thailand: Strengthening Support for Better Governance

From the viewpoint of contributing to support across the region, regardless of the income level of Thailand, Japan has continued with, and is reinforcing, training for public officials that contributes to strengthening governance.

Toward the realization of good governance not only in Thailand, but across the Mekong region, Japan is considering implementing collaborative projects in cooperation with Thailand and its neighboring countries. On the other hand, full consideration is given to the intentions of Thailand and its neighboring countries, and attention paid to ensuring that the cooperative relations are of equal partners.

Evaluation of Japan's ODA to the People's Republic of Bangladesh

Recommendation 1: Accelerate economic growth that benefits low-income groups and all citizens, by continuing to expand and improve the quality of economic infrastructure, and supporting the upgrading and diversification of industry and employment associated with economic growth.

We will consider including the strengthening of industrial bases (diversification and adding higher value), the enhancement of urban functions and environments, and the overcoming of social vulnerabilities, among other measures, into the priority areas of Japan's Country Development Cooperation Policy for Bangladesh, with the intention of promoting the growth of the economy as a whole, in a manner that benefits low-income groups. As for support measures to contribute to these areas, we will implement steady support within each assistance program.

Recommendation 2: Spread the results of strengthening administrative capacity and systems at the central level throughout the country by strengthening commitment and ownership in central ministries and the foundation for local deployment (systems and budgetary allowances).

In providing support for boosting the administrative capabilities of local governments, including capacity building of the central government, effective support will be provided taking the recommendation into consideration, with a view to strengthening governance and enhancing the transparency and efficiency of administrative procedures.

Recommendation 3: Scrutinize and strengthen the monitoring of project activities in the direction of contributing to gender equality at the project-formulation stage so that the activities can more actively contribute to the reduction of gender disparities through the empowerment of women. In particular, strengthen women's empowerment in employment and governance.

Gender mainstreaming, including efforts to address gender disparity, is promoted as a cross-sectoral initiative. Basically, consideration is given to incorporating the perspective of gender mainstreaming at all stages of a project (planning, implementation, monitoring and evaluation). In addition, the utilization of past cooperation assets and identification of projects that contribute to cross-sectoral issues will be actively promoted.

Recommendation 4: It is both meaningful and possible to introduce program-level evaluation. In the actual evaluation, it would also be effective to consider sector programs in which each donor participates rather than limiting the program's scope to cooperation programs in Japan's "Rolling Plan." In the future, further methodology development is desirable; for example, by creating Theory of Change (ToC) for each sector at the program planning stage, confirming the position of each project in the sector, and establishing indicators.

MOFA's ODA Evaluation Handbook will be revised to provide an example of program-level evaluation from this Evaluation of Japan's ODA to Bangladesh. In the ODA evaluation to be conducted by MOFA in the future (third-party evaluations), program-level evaluation is also encouraged in cases where such evaluation is feasible and meaningful. To deepen understanding among stakeholders of Theory of Change (TOC), which was recommended as a program-level evaluation tool, effort is put into further developing evaluation methods through the review of educational materials, training, and other means.

Evaluation of Japan's ODA to the Arab Republic of Egypt

Recommendation 1: Provide continuous support to areas of Japan's comparative advantage

In addition to the cooperation provided thus far on the "hardware" side, such as the provision of equipment and facility construction, expanding cooperation in the "software" aspect will also be taken into consideration in the future, including involvement in operation, maintenance and management, institution building, and human resource development. Furthermore, newly emerged social values and solutions will be utilized in co-creation, and Japan will continue to pursue the cooperation that leverages its knowledge and strengths so as to produce sufficient development outcomes.

Specifically, (1) with regard to Japanese-style education, "Tokkatsu" activities would be enhanced in both the aspects of quantity and quality through support for the operational systems and human resource development on Egypt's side, in order to further expand "Tokkatsu" in a sustainable manner in the Egypt-Japan School (EJS) and regular Egyptian schools; (2) support would be provided toward strengthening academic networks between Japan and Africa in the field of science and technology innovation, with a view to developing the Egypt-Japan University of Science and Technology (E-JUST), which was ranked among the highest in Egypt, into a Center of Excellence for science and technology in whole Africa; and, (3) even after the opening of the Grand Egyptian Museum (GEM), support would be provided toward the smooth and sustainable management of GEM as a cultural heritage and tourism hub through support in both management and academic/historic site restoration aspects. In addition, Japan would consider providing support that allows the accumulation of knowledge related to historic site restoration to be utilized in third countries.

Recommendation 2: Devise ways of disclosing information

We will make efforts to disseminate and publicize information in an easy-to-understand manner to the general public by utilizing MOFA's and JICA's ODA web pages and social media accounts while keeping in mind the interconnections between projects under multiple schemes, such as ODA loans, grant aid, and technical cooperation for Egypt. Japan continues to take advantage of opportunities such as the 70th anniversary of Japan-Egypt development cooperation (2024) and the expected opening of the Grand Egyptian Museum (GEM), to proactively publicize details of the wide range of Japan-Egypt development cooperation, alongside other information such as the benefits to the people of Egypt and Japan, and the positive reception Japan's development cooperation has had from local communities.

Recommendation 3: Scrutinize debt sustainability to avoid fueling foreign currency shortages

In considering the provision of ODA loans and OOF (non-ODA government funding known as "Other Official Flows"), stringent reviews will be conducted within the Government of Japan (Ministry of Finance, Ministry of Economy, Trade and Industry, Ministry of Foreign Affairs), while taking into consideration Egypt's macroeconomic outlook including IMF's evaluation of Egypt's debt sustainability, as well as information on Egypt's domestic situation from the local embassy and JICA.

Recommendation 4: Create an environment for Japanese companies to enter the Egyptian market through all-Japan support, including Other Official Flows (OOF)

While continuing to utilize information from local Japanese companies, Egyptian government officials, international donors, and other stakeholders, we as all-Japan will consider how to provide support toward improving the business environment and systems that impede the expansion of Japanese companies into the country, as well as the approach to providing the support required for private-sector development.

Specifically, Japan will regularly engage in consultations with ministers, secretaries, and other senior officials from the Government of Egypt (General Authority for Investment and Free Zones and Ministry of Planning, Development and International Cooperation) going forward, while also involving the Embassy of Japan, JICA, Japan Bank for International Cooperation (JBIC), Nippon Export and Investment Insurance (NEXI), Japan External Trade Organization (JETRO) in Egypt, and the local Japan Business Association (JBA), and continue to promote initiatives to improve the investment environment. It will refine cooperation between the relevant Japanese organizations, strive to understand the needs of Japanese companies, utilize opportunities for financial cooperation such as ODA and OOF, and put creative effort into outreach initiatives to contribute to improving the investment environment for Japanese companies.

Recommendation 5: Enhance operational flexibility so that the STEP condition is easy to use for Japanese companies and their counterparts

Based on the objectives of the STEP for leveraging the excellent technologies and knowhow of Japanese companies, Japan will consider possible ways of further improving the system.

Evaluation of Japan's ODA to Forcibly Displaced Persons and Host Countries

Recommendation 1: Clarifying the Humanitarian-Development-Peace (HDP) Nexus for Japan and providing more strategic support

When revising the "Humanitarian Aid Policy of Japan" in the future, the direction of Japan's Humanitarian-Development-Peace (HDP) Nexus will be better clarified. Furthermore, when reviewing the national development cooperation policies of countries that accept large numbers of refugees, considerations are given to the possibility of including goals that incorporate the HDP Nexus, and to include them when it is deemed strategically desirable to do so. If the HDP Nexus is included in the revised national development cooperation policy, follow-up actions are taken to determine if there are projects in the Rolling Plan that incorporate the HDP Nexus, and at the same time, to engage with governments and organizations that are participating in the HDP Nexus Multistakeholder Pledge. Based on the above, Japan continues to undertake reviews toward contributing to international organizations that maintain a strong awareness of the HDP Nexus in their work.

Within JICA, the Office for Peacebuilding takes the lead in establishing HDP Nexus norms and formulating assistance strategies (for example, deepening and promotion of the KAERU model), strengthens dialogue with the relevant project departments and offices, and contributes to the development of project plans at the local site. At the headquarters level, effort is made to exchange opinions and share information regularly with MOFA's Humanitarian Assistance and Emergency Relief Division; at the local level, revitalize the ODA Task Force in the respective countries, contribute to international organizations, and produce synergistic effects with JICA projects. With regard to peace ("P"), there are future plans to review measures for strategic project formation in refugees' home countries and in refugees' host countries through baseline surveys by JICA and other means.

Recommendation 2: Collaboration among diverse actors to strengthen the HDP nexus, and the development of a structure for such collaboration

As there are several overlapping divisions in MOFA and JICA Headquarters that handle refugees and the HDP Nexus, Japan facilitates cooperation between diverse actors and establishes systems for such cooperation, through the renewed recognition of the responsible parties among the stakeholders. In addition, one or two countries from Africa that accept a large number of refugees from third countries will be selected, and personnel be appointed to take charge of refugee-related cases in the overseas diplomatic mission and JICA office in these countries.

JICA dispatches, or plans to dispatch advisors to assist refugees and displaced persons and promote the Nexus in multiple countries to contribute to strengthening cooperation at the local level.

Recommendation 3: Timely and flexible operations of cooperation modalities

Japan continues to review the utilization of funds such as the United Nations' Country-Based Pooled Funds (CBPF) and Central Emergency Response Fund (CERF), with a view to facilitating flexible contributions.

In providing assistance, etc. through NGOs, Japan continues to conduct reviews on the approach to system operation, based on recommendations related to the period and budget.

In JICA, examples that enable swift and effective assistance have been confirmed so far. These are achieved by utilizing various schemes for cooperative aspects that contribute to assisting refugees and displaced persons in existing cases. Japan continues to consider swift implementation methods.

Recommendation 4: Emphasis on livelihood support

From the perspective of the HDP Nexus, consideration is given to projects that support the livelihoods of refugees and contribute to strengthening their resilience. In addressing protracted refugee crises, supporting capacity building for refugees themselves and securing their livelihoods help to reduce the burden on the host countries, while at the same time, nurture human resources who contribute to the recovery of their home countries after they return. Therefore, JICA positions the provision of support for improving livelihoods as a highly important area of assistance. While JICA has been providing assistance to increase rice production through technology dissemination to rice farmers, the target beneficiaries including refugees, it plans to continue addressing it as a priority issue going forward.

Recommendation 5: Visualizing and publicizing Japan's refugee assistance, especially assistance through international organizations

Efforts will be made to publicize Japan's refugee assistance in cooperation with international organizations and Japanese NGOs, companies, and local governments that are providing assistance to refugees. JICA has produced pamphlets on refugee assistance through development (in both Japanese and English) and strives to raise awareness using such materials. It also works to boost opportunities for exchanges of opinions with private companies and NGOs.

Recommendation 6: Human resource development, appointment, and deployment related to refugee assistance and HDP nexus

When recruiting human resources for posts that are responsible for humanitarian assistance in JICA and MOFA, recruitment notices will be sent out widely to JICA, international organizations such as United Nations High Commissioner for Refugees (UNHCR) and NGOs. JICA, in cooperation with United Nations Volunteers (UNV), secures the quota for returnees of Japan Overseas Cooperation Volunteers (JOCV) in UNV. In recent years, it is strengthening efforts to dispatch personnel to fill posts related to assistance for refugees and displaced persons.

Recommendation 7: Continuing and strengthening refugee admissions in Japan

With regard to the number of refugees accepted through third-country resettlement in the future, as well as the approach to the acceptance system for refugees, reviews are conducted under the Liaison and Coordination Council for Refugee Issues. We will continue to provide attentive support through the Japanese Initiative for the future of Syrian Refugees (JISR).

Evaluation of "Japan's Non-Project Grant Aid for Provision of Japanese Local Products for the Hashemite Kingdom of Jordan (FY2014)"

Recommendation 1: Conducting Handover Ceremony and Effective Publicity

With regard to the Economic and Social Development Programmes (formerly known as Non-Project Grant Aid) that will be implemented in future and for which multiple procurements will be carried out, it will be considered to explore the implementation of multiple handover ceremonies at each stage, for example, upon deliveries to the beneficiary organization or facility. In addition to issuing press releases to facilitate coverage by the local press after the completion of the handover ceremonies, efforts will be made to maximize the publicity effect by posting scenes from the ceremonies on the social media accounts of the embassy.

Recommendation 2: Preservation of Document Records

With regard to discussions with governments of the partner countries prior to the Exchange of Notes (E/N), there are no official records as no official documents are exchanged. For similar cases in the future, when significant changes arise in the contents of assistance, for example, efforts will be made to maintain records. The retention period of the said documents will also be reviewed, keeping in mind the implementation of ex-post evaluation. When following up on a project, efforts will be made to thoroughly record the embassy's findings and lessons learned.

Evaluation of "Japan's Grant Aid for the Economic and Social Development Programme for the Hashemite Kingdom of Jordan (FY2016)"

Recommendation 1: Support for Maintenance Costs

While paying attention to the points raised, we will encourage implementing organizations to establish a system, including securing operation and maintenance costs, in order to encourage partner countries to take ownership in similar projects in the future.

Recommendation 2: Review of Procurement Guidelines

Work is ongoing to update the Procurement Guidelines.

The Implementation Status of Response Actions Taken for the Recommendations of Evaluations in FY2022

The following is the implementation status of response actions taken for the recommendations obtained from third-party evaluations in FY2022 (as of May 2024). (Link to the FY2022 evaluation reports)

Evaluation of Japan's ODA to Lao People's Democratic Republic

Recommendation 1: Strengthen public relations to leverage the results of Japan's ODA projects as diplomatic power

In addition to communication through websites and social media accounts by the embassy and JICA Laos Office, local media such as newspapers and radio, as well as the social media accounts of local media, continue to be effective tools. However, as the local media of Laos are public media, adjustments are made to ensure balanced coverage and publication. For this reason, in addition to continuously and proactively pursuing opportunities to increase publication frequency, the embassy and JICA Laos Office coordinate the attendance of senior government officials from Japan at events related to economic cooperation, as far as possible. In addition, creative efforts are made to improve the quality of publicity and make it more impactful for event attendees and media audiences, as well as more easily accepted by the public, for example, by having the Ambassador and embassy officials and staff deliver greetings and messages directly in the Lao language. While there are budgetary constraints, Japan will consider and implement more effective public relations while taking reference from the ODA evaluation results.

While there are budgetary constraints to implementing new local publicity activities, when conducting training in Japan as part of an ongoing development cooperation project (support for unexploded ordnance removal), publicity in Japan was enhanced by having the International Development Journal publish articles about efforts such as the introduction of Japanese technology.

MOFA has schemes for press tours, creating videos and banners, etc. as a means of such PR activities, not only in Laos, and will continue to consider ways to further enhance PR activities in Japan and locally.

Furthermore, in addition to publicity at project milestones, JICA's domestic publicity activities are structured to convey not only project overviews but also stories that include the people involved in the projects and their backgrounds, narrated through interviews. As the year 2025 marks the 70th anniversary of the establishment of diplomatic relations between Japan and Laos, JICA plans to take the opportunity to organically combine posts on websites and social media, with seminars and other means of communicating about the activities of JICA's JOCV as well as past projects and their effects.

Recommendation 2: Strengthen intellectual support for fiscal stability

In addition to dispatching a debt management advisor who provides advice on debt management to the Ministry of Finance, experts are also dispatched to provide advice on improving tax administration capacity aimed at increasing revenue, alongside ongoing technical cooperation to strengthen the public investment management function of the Ministry of Planning and Investment.

Apart from continued participation as a member of the Round Table Process (RTP) on governance and macroeconomics, Japan has also continued with its proactive involvement in the Round Table Implementation Meeting (RTIM), which discusses the overall direction of development with donors under the leadership of the Minister of Planning and Investment. For example, while other donors such as the World Bank and Asian Development Bank (ADB) propose increasing tax rates on tobacco, alcohol, and luxury goods as well as raising value-added tax (VAT), Japan, while understanding fully the importance of these points, took a different perspective from other donors and brought up the importance of managing public investments (reducing inefficient spending, prioritizing expenditures). Japan plans to continue to provide cooperation on financial stabilization through JICA. The embassy and JICA Laos Office will continue participating in the RTP, taking into account the knowledge and views obtained through the field work of experts dispatched in these cooperative projects.

The JICA Laos Office, led by the debt management advisor, is also holding individual consultations with the World Bank, ADB, International Monetary Fund (IMF), and other organizations. In addition to the advisors' activities, it is also engaged in consultations with the respective donors about cooperation in the aspect of revenue, such as the areas of customs and finance. Japan will continue to cooperate and collaborate with other aid agencies and strengthen support for fiscal stability.

On the other hand, Japan plans to play an active role as a member rather than as a contact point or coordinator, while respecting the existing framework of donor meetings in the RTP as well as the work of the Co-Chairs of the Governance and Macroeconomics Sector Working Groups. (Japan fulfills a coordinating role in the health, infrastructure, and other Sector WGs.)

Recommendation 3: Strategically pursue substantial synergies with Chinese aid

The JICA Country Analysis Paper (JCAP) published in March 2024 analyzes the direction of cooperation based on the development conditions in Laos, development trends of major donors such as ADB, and Japan's initiatives to date. The JCAP document is available through the following link.

https://www.jica.go.jp/english/overseas/laos/_icsFiles/afieldfile/2024/09/24/jcap_la_en.pdf

In the next Country Development Cooperation Policy to be reviewed in the future, Japan will continue to take these points into consideration.

Evaluation of Japan's ODA to the Republic of Tajikistan

Recommendation 1: Strengthen the monitoring of Grant Aid Projects through International Organizations

The Embassy of Japan in Tajikistan and JICA Tajikistan Office have organized information on the current status of aid projects that are ongoing or scheduled to be implemented in cooperation with international organizations. With regard to ongoing projects, periodic reports on the progress status are received from the international organizations, and no particular problems have arisen. With regard to projects implemented by the embassy and completed in recent years, and which have residual funds, procedures were completed in cooperation with the responsible division of the Ministry of Foreign Affairs of Tajikistan (FY2015 The Project for Strengthening Border Security in Khatlon Region (UN cooperation/implemented by UNODC), FY2016 The Project for Strengthening Disaster Risk Reduction and Response Capacities (UNDP cooperation), FY2021 Strengthening community resilience to climate-induced disasters through nature-based solutions in Tajikistan (UNDP cooperation)). Furthermore, as there may be confusion due to the large number of border control projects that have been implemented by the embassy and JICA to date, mapping was carried out for renovated facilities, etc.

International organizations are regularly requested to provide reports with an awareness of outcomes and impacts. With regard to the grant aid projects implemented in Tajikistan through international organizations, quarterly reporting and official exchanges of opinions are carried out within the steering committee. Individual persons-in-charge pay attention to supervising projects through information sharing, and put effort into sharing issues and concerns.

Recommendation 2: Complementarity between Japanese projects and health system reform in the health sector

By carrying out close monitoring such as regularly checking on the progress of ongoing projects with the Ministry of Health and Social Protection, the JICA Tajikistan Office maintains relationships of trust that are vital to the smooth implementation of projects.

In addition, the JICA Tajikistan Office participates actively in monthly donor meetings and seminars conducted by donors to share information with other donors about JICA's projects and strategies. In particular, as multiple donors such as the World Bank, World Health Organization (WHO), and U.S. Agency for International Development (USAID) participate in the primary health care (PHC) sector, JICA engages in exchanges of opinions with other donors and coordination of the target facilities to support in the implementation of the Project for Improving Quality of PMC. In such ways, it works together with all donors to contribute to governmental reform of the healthcare system.

Evaluation of Japan's ODA to the Republic of Türkiye

Recommendation 1: Continue cooperation in connection with disaster risk reduction

As a part of cooperation toward recovery and reconstruction, (1) grant aid cooperation of 5 billion yen was implemented with the aim of removing debris and supplying medical equipment and heavy machinery (3.8 billion yen of the 5 billion yen is in preparations for implementation); (2) 80 billion yen in ODA loans was provided to support the recovery and reconstruction of areas affected by disaster; (3) in collaboration with such financial assistance, technical cooperation that leverages Japan's knowledge is implemented, such as (a) support for the formulation of reconstruction plans, (b) technical support to strengthen the quake resistance of public buildings, and (c) capacity building support for the management of earthquake waste, including the removal of debris.

Recommendation 2: Strengthen cooperation in connection with climate change countermeasures

Technical cooperation (dispatch of experts) to reduce greenhouse gas emissions and improve energy efficiency in the steel manufacturing sector (project implementation period: April 2024 – October 2025) will be implemented. In addition, country-based training in waste management technology will be carried out from FY2024 to FY2025.

Recommendation 3: Promote people-to-people exchanges (training in Japan)

Japan continues to implement technical cooperation activities such as training in Japan and seminars conducted by returning trainee alumni. In addition, in July 2023, Japan hosted a visiting delegation that includes the mayors of the areas affected by the February 2023 Türkiye -Syria earthquakes, through the local government association that conducts technical cooperation, during which it shared experiences of the Great Hanshin Earthquake. JICA Kansai Center also puts effort into maintaining the network of trainees who have returned to their home countries by conducting follow-up surveys on training in the disaster readiness field.

Recommendation 4: Expand and promote triangular cooperation programs with Türkiye

A third-country training in the sewage sector was conducted in February 2023 for Azerbaijan (scheduled to be continued in FY2024). In addition, there are plans to conduct a third-country training in disaster readiness in the autumn of 2024 in cooperation with the Turkish Cooperation and Coordination Agency (TIKA), by inviting administrative officials from the Afghanistan National Disaster Management Authority to Türkiye.

Recommendation 5: Strengthen public relations activities in Türkiye

In addition to carrying out publicity by utilizing social media at the milestone points of each ODA project, such as remarks made by embassy officials on TV, signing ceremonies of Exchanges of Notes, and site visits by the Ambassador after the implementation

of ODA projects, a video was also produced to summarize Japan's assistance in the aftermath of the earthquake that hit the southeastern part of Türkiye in February 2023. This was posted on social media on the first anniversary of the earthquake disaster. Through those efforts, we have continued and strengthened publicity activities. Furthermore, as 2024 marks the 100th anniversary of the establishment of diplomatic relations between Japan and Türkiye, there are plans to conduct a tour (press tour) to promote understanding of Japan's ODA initiatives to date.

Recommendation 6: Reconsider revising the schedule of the Development Cooperation Policy

With the announcement and enforcement of Türkiye's 12th Development Plan in November 2023, there are plans to revise Japan's Development Cooperation Policy for Türkiye in FY2025.

Recommendation 7: Examine methods of enhancing expertise in the JICA Türkiye Office

Procedures in highly specialized fields were implemented, including procurement procedures for ODA loans via visits from international cooperation specialists from the Procurement Management Section of JICA's Infrastructure Engineering Department, and verifications conducted by specialized departments. Visits to Japan by national staff (local staff) are also used as an opportunity to conduct training, alongside online training. In addition, ongoing efforts are made to facilitate smooth communication while disseminating information about these efforts on the Türkiye side.

Evaluation of "Japan's Grant Aid for Economic and Social Development Programme to Cuba in JFY 2016" and "Japan's Grant Aid for Economic and Social Development Programme to Cuba in JFY 2017"

Recommendation 1: Continuous operation of equipment through procurement of spare parts

Japanese senior government officials are calling upon the Government of Cuba to give priority to allocating foreign currency to the procurement of replacement parts.

In light of the constraints to parts procurement within the Government of Cuba, Japan will continue to review feasible measures to ensure the continued effectiveness of this project.

Recommendation 2: Study of waste reduction and securing a new final disposal site based on the experience of neighboring countries

Japanese senior government officials are encouraging the Government of Cuba to maximize the use of knowledge gained in the same field through the Knowledge Co-Creation Program of JICA.

Furthermore, measures are reviewed to enable Cuba to make use of the knowledge and experience gained through technical cooperation toward improving waste management capabilities, which JICA is implementing or has implemented, in neighboring countries Note.

Note Projects that can serve as role models

- Technical Cooperation Project on Advisor for Marine Plastic Litter Management in the Caribbean Region (2021-2024)_
- Project on Integrated Solid Waste Management for Municipalities in El Salvador (2005-2009)
- Project for Formulation of Western Province Solid Waste Management Master Plan in Sri Lanka (2019-2023)

Recommendation 3: Consideration of assistance to help improve the situation surrounding Cuba's balance of international payments

Technical cooperation projects are being implemented to share Japan's knowledge and experiences in policymaking, toward the formulation of policies for revitalizing small and medium enterprises which form an important pillar in Cuba's economic reforms.

Japan will continue to consider what it can do to provide comprehensive support to improve Cuba's balance of international payments, while closely monitoring its debt repayment situation.

Editor's Note

Everyone makes mistakes. No matter how hard we try, there are times when we fail. We must acknowledge this fact honestly, learning from reality with humility, and applying the lessons drawn to the future. Easier said than done.

The world is getting smaller, and both people and things are intertwined in complex ways. Issues are becoming increasingly complicated, serious, and urgent. The individuals involved in the issues have their own values and circumstances. Their interests clash.

To resolve the issues, we must acknowledge each other's values and circumstances, and overcome conflicting interests. This requires "bridges" that connect individuals.

To build the bridges, first, determine the facts about what is happening and what is the situation? Then, make value judgements on the facts that have been ascertained.

Determining facts and making value judgements are different. To unravel intertwined issues, it is vital to separate the two. It would be dangerous to mix them up.

In reality, it is not always possible to draw a single conclusion from the facts. We may not be able to fully substantiate the evidence, or to separate it from the value judgements. However, putting effort into determining facts is the first step toward building bridges.

After determining the facts, value judgements are not straightforward. A single fact may have several outcomes depending on a "value". When we aim for 10 and achieve 7, what are our thoughts on the 7 that we have achieved and the 3 that we have not reached? Furthermore, do we aim once again for 10, or are we content with 7? The experience of grappling with the difficulties together for an answer helps to deepen mutual understanding, and makes our bridges stronger.

One of the sections in the Development Cooperation Charter revised last year states that "Japan's approach of building reciprocal relationships with developing countries in which both sides learn from each other as equals are good traditions of Japan's development cooperation." Our predecessors have already built bridges.

We learn from reality with humility, and apply the lessons drawn to the future. By repeating this process honestly, we can improve ourselves, win the trust of those around us, and gain more friends who will join hands with us. Easier said than done.

We humbly present the record of our trial-and-error efforts to build bridges over the past year.

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Related Websites

- ▶ Official Development Assistance (ODA), MOFA https://www.mofa.go.jp/policy/oda/index.html
- ► ODA Evaluation, MOFA https://www.mofa.go.jp/policy/oda/evaluation/index.html
- ▶ ODA Evaluation Guidelines/Handbook, MOFA https://www.mofa.go.jp/policy/oda/evaluation/basic_documents/index.html
- ▶ ODA Evaluation Reports, MOFA (Third Party Evaluations) https://www.mofa.go.jp/policy/oda/evaluation/year/
- ▶ ODA Evaluation Reports, MOFA (Internal Evaluations)
 https://www.mofa.go.jp/mofaj/ms/oda/page24_000056.html (in Japanese only)
- ▶ Third-party Evaluations of Grant Assistance for Japanese NGO Projects https://www.mofa.go.jp/mofaj/gaiko/oda/shimin/oda_ngo/shien/j_ngo_musho.html (in Japanese only)
- Annual Reports on Japan's ODA Evaluation, MOFA https://www.mofa.go.jp/policy/oda/evaluation/index.html
- ► Evaluations Based on the Government Policy Evaluations Act, MOFA https://www.mofa.go.jp/mofaj/gaiko/oda/shiryo/index_hyouka05.html (in Japanese only)
- Development Cooperation Charter https://www.mofa.go.jp/policy/oda/page24e_000410.html
- White Paper on Development Cooperation, MOFA https://www.mofa.go.jp/policy/oda/page_000017.html
- Country Development Cooperation Policies, MOFA https://www.mofa.go.jp/policy/oda/assistance/index2.html
- ▶ Project Evaluations, Japan International Cooperation Agency (JICA) https://www.jica.go.jp/english/our_work/evaluation/index.html
- Network on Development Evaluation, Development Assistance Committee of the Organisation for Economic Cooperation and Development (OECD-DAC) https://www.oecd.org/dac/evaluation/
- Sustainable Development Goals (SDGs) https://www.mofa.go.jp/policy/oda/sdgs/index.html
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- Sustainable Development Goals (SDGs) Promotion Headquarters https://japan.kantei.go.jp/98_abe/actions/201806/_00038.html

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