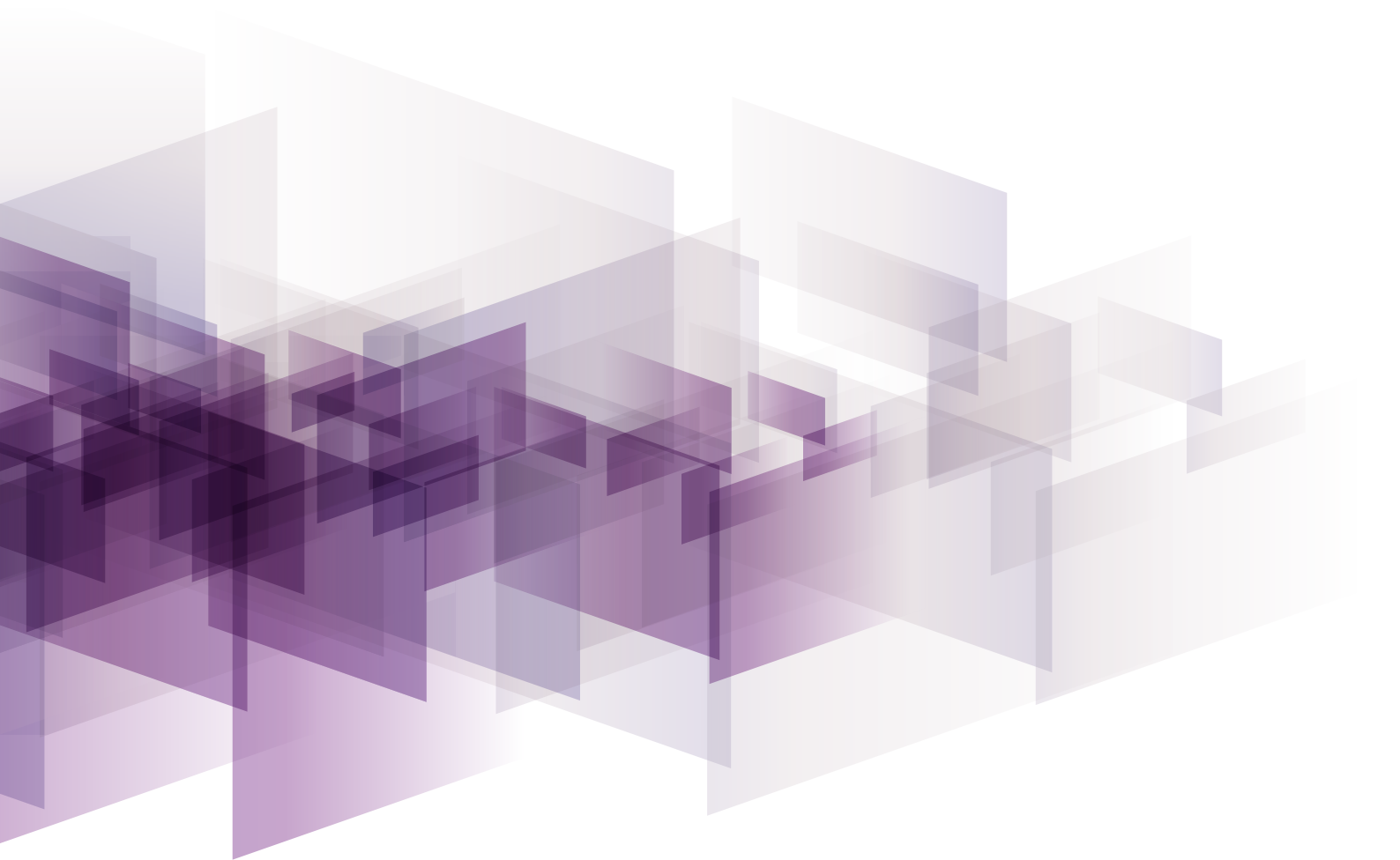







Annual Report on Japan's ODA Evaluation 2025





Ministry of Foreign Affairs of Japan

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What is ODA Evaluation?

Japan promotes development cooperation for the purpose of contributing to securing the peace, stability and prosperity of the international community. Official Development Assistance (ODA) is assistance provided through public funds to achieve this purpose, and ODA evaluation is the task of assessing and analyzing the implementation status and effects of ODA.

ODA evaluation has two objectives. The first is to manage and improve ODA to make it more effective and efficient by investigating the implementation status and effects of ODA. The second is to ensure public accountability as well as to promote public understanding and gain support 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 ODA policies 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.

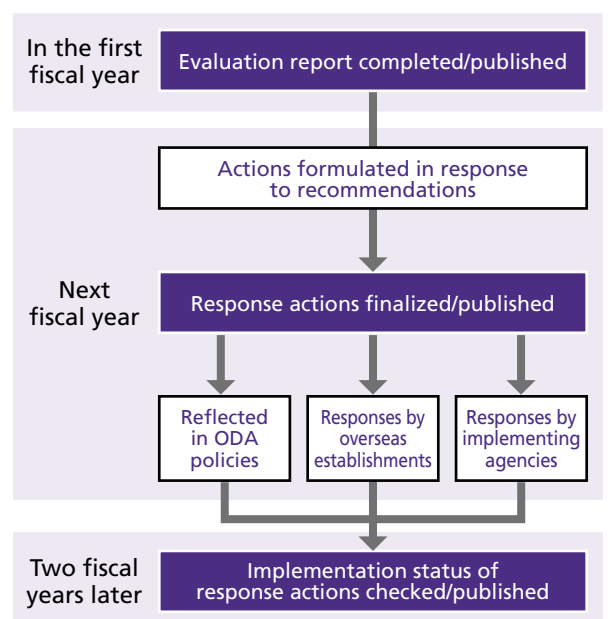
MOFA also cooperates with partner countries in enhancing their evaluation capabilities.

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 ODA projects.

Accordingly, once evaluations are completed, evaluators report the results and their recommendations directly to MOFA officials. In the following 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 manages and improves ODA 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 development cooperation policies for specific countries or regions, and Thematic/Cooperation Modality Evaluations, which target specific themes such as education, health, or the environment, as well as specific assistance modalities (schemes) such as technical cooperation or grants.

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

<ODA Evaluation Reports, MOFA (Internal Evaluations)>

https://www.mofa.go.jp/mofaj/ms/oda/page24_000056.html (in Japanese only)

Furthermore, since FY2021, the Non-Governmental Organizations Cooperation Division of MOFA's International Cooperation Bureau has been conducting third-party evaluations of individual projects implemented under Grant Assistance for Japanese NGO Projects. The evaluation reports are published on MOFA's website, linked below.

<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)

► Evaluation Viewpoints/Criteria

MOFA conducts ODA evaluations (third-party evaluations) from two different viewpoints: the extent to which Japan's ODA contributes to the development of the countries that receive the assistance (Development Viewpoints), and the impacts that the evaluated development cooperation policies have on Japan's national interests (Diplomatic Viewpoints). MOFA's ODA Evaluation Criteria are described below.

1 Evaluation from Development Viewpoints

MOFA has set the evaluation criteria described below as suitable for evaluating Japan's development cooperation 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 the countries that receive assistance, 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 is the process of planning, formulating and implementing the development cooperation policy, and the implementation structure? Has effective coordination with other donor countries, international organizations, NGOs, and other actors been undertaken?

2 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 FY2024

A total of four third-party evaluations were conducted in FY2024, consisting of one regional assistance evaluation (Regional Evaluation of ASEAN Connectivity Support Centered on the “Japan-ASEAN Connectivity Initiative”), one country assistance evaluation (Evaluation of Japan’s ODA to Nepal), one thematic evaluation (Evaluation of Japan’s COVID-19 Related Cooperation), and one evaluation of individual grant project implemented by MOFA (Japan’s Grant Aid for Economic and Social Development Programme for the Republic of Djibouti in FY2018).

Evaluation from Development Viewpoints

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

- Regarding **Relevance of Policies**, it was confirmed that Japan’s ODA policies for the country and region, and the theme evaluated were aligned with Japan’s high-level policies and the development policies and needs of the partner countries, as well as global priority issues, and that ODA projects were also implemented in a way that leveraged Japan’s comparative advantages.

On the regional evaluation of ASEAN connectivity support, in addition to the aforementioned, ODA policies were consistent with Japan’s foreign policy of a “Free and Open Indo-Pacific (FOIP)” and the priority policies outlined in the Development Cooperation Charter, and it was confirmed that Japan’s comparative advantages, such as comprehensive assistance that effectively combines the physical and non-physical aspects, were verified. Therefore, it was rated “highly satisfactory.” The Evaluation of Japan’s ODA to Nepal and the Evaluation of Japan’s COVID-19 Related Cooperation (thematic evaluation) were rated “satisfactory” for the reasons given at the top of this section.

- Regarding **Effectiveness of Results**, the regional assistance evaluation rated it “highly satisfactory” in view that planned projects are being steadily implemented or have been implemented in the case study countries, alongside the confirmed increase in intra-regional GDP and deepening of international production networks, contribution to long-term human resource development, and benefits to Japanese private companies. In the Evaluation of Japan’s ODA to Nepal, it was confirmed that the inputs for Japan’s assistance were appropriately allocated to priority areas of the country’s needs in line with the Country Development Cooperation Policy and the Rolling Plan, while the expected outputs were achieved. In the thematic evaluation, it was found that wide-ranging cooperation was provided on a global scale, including the provision of vaccines, the development of cold chains, strengthening of testing and epidemic prevention systems, provision of medical equipment, emergency assistance loans, and contributions to international organizations, which provided support in addressing the multifaceted challenges faced by developing countries during the COVID-19 pandemic. Accordingly, both Japan’s ODA to Nepal and COVID-19 related cooperation were rated “satisfactory.”
- Regarding **Appropriateness of Processes**, in the regional assistance evaluation, processes on the Japan-ASEAN Connectivity Initiative, including policy formulation, implementation, and monitoring, stayed close to ASEAN member countries that value ASEAN connectivity, while continuously contributing to “Quality Infrastructure Investment” in both the physical and non-physical aspects. Thus, it was rated “satisfactory.”

Appropriateness of processes was rated “partially satisfactory” in both the country assistance evaluation and thematic evaluation.

In the country assistance evaluation, it confirmed that various initiatives were implemented for information disclosure and publicity, and that the fine-tuned integration of gender and inclusiveness considerations into various projects led to the promotion of participation and benefits for women and socially vulnerable groups. However, it was pointed out that there were some challenges in the appropriateness of the implementation process of ODA and cooperation policies and in Nepal’s aid implementation system, which involved complex factors.

In the thematic evaluation, it was found that appropriate budgets were allocated to each region and country, and that the generous support provided to Asia, in particular, in light of its economic and diplomatic importance and past cooperation records, contributed to controlling the spread of infections. In addition, success in identifying changing needs through close contacts with local governments and other donors, which made it possible to flexibly address challenges with the existing health care systems and on-site issues, was highly evaluated. On the other hand, delays in procurement caused issues in the provision of equipment for grant projects, and other challenges were identified regarding the simplification of procedures when plans were changed and the publicizing of projects. Thus, it was pointed out that there is a need to promote information sharing among relevant Japanese parties and to improve procedures in cooperation projects with international organizations.

Results of One Evaluation of an Individual Grant Project (Economic and Social Development Programme)

- Regarding **Relevance of Plans**, this project, which involves rehabilitating a particularly deteriorated section of Djibouti's National Road 1 ("RN1"), the main artery on the international corridor connecting Djibouti and Addis Ababa, was a top priority issue for Djibouti, and the adoption of modified asphalt in this project was consistent with Japan's policy of implementing "quality infrastructure" in Africa. Moreover, the change from JICA's grant to MOFA's (Economic and Social Development Programme) was an appropriate response that took into consideration the strong desire of the Djibouti side for fast-tracked project implementation. In light of these reasons, relevance of the plan was rated "satisfactory."
- Regarding **Effectiveness of Results**, despite overlapping with the COVID-19 pandemic, this project was completed in 18 months. There was a high level of trust in the quality of construction, and the modified asphalt applied at the Japanese section has become the unified quality standard for all sections on the Djibouti side of the Djibouti-Addis Ababa Corridor. Therefore, the effectiveness of the results of this project was rated "satisfactory."

Evaluation	Evaluation Ratings from Development Viewpoints		
	Relevance of Policies (Note 1) Relevance of Plans (Note 2)	Effectiveness of Results	Appropriateness of Processes
Regional Evaluation of ASEAN Connectivity Support Centered on the "Japan-ASEAN Connectivity Initiative"	Highly Satisfactory	Highly Satisfactory	Satisfactory
Evaluation of Japan's ODA to Nepal	Satisfactory	Satisfactory	Partially Satisfactory
Evaluation of Japan's COVID-19 Related Cooperation	Satisfactory	Satisfactory	Partially Satisfactory
Evaluation of "Japan's Grant Aid for Economic and Social Development Programme for the Republic of Djibouti in FY2018"	Satisfactory	Satisfactory	

Rating standards

Highly Satisfactory: All verification items produced highly satisfactory evaluation results.

Satisfactory: 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 (evaluation for grant projects). 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 terms of **Diplomatic Importance**, the regional evaluation mentioned the importance of Japan's support for ASEAN connectivity with a view to Japan's national interest, and the "prime water effect" of policy collaboration. In the country assistance evaluation, the geopolitical importance of Japan's ODA to Nepal was recognized, alongside its importance from the perspectives of securing stability in the Southwest Asian region and maintaining and strengthening good bilateral relations between Japan and Nepal.

In the thematic evaluation, Japan's COVID-19 related cooperation was highly evaluated for the wide range of assistance provided to low- and middle-income countries to address COVID-19, contributing to the maintenance of global harmony and bilateral relations. It was also appraised for the combination of multilateral cooperation that placed emphasis on equity and bilateral cooperation that made use of strategic approaches, as well as provision of vaccines to Asian countries and assistance to countries where Japanese companies have established operations, which contributed to the recovery of economic activities and the security of the Japanese people.

On **Diplomatic Impact**, the regional evaluation recognized the "prime water effect" leading to economic impacts such as the expansion of the industrial base, as well as the expansion of exchanges at the governmental, private and civilian levels. The Evaluation of Japan's ODA to Nepal recognized the significant contribution of Japan's ODA toward the peace, stability, and prosperity in Nepali society, fostering a broad pro-Japanese sentiment extending from the Government of Nepal to the general public, which has influenced the friendship, exchanges, and movement of people between the two countries.

In the thematic evaluation, Japan's COVID-19 related cooperation was evaluated for its multifaceted diplomatic impact, including improving Japan's international presence and credibility, contributing to the strengthening of bilateral relations with various countries around the world, and ensuring the safety of Japanese people and promoting economic reconstruction.

► Recommendations and Lessons Learned

Recommendations were made based on the results of the four ODA evaluations conducted in FY2024. Of those recommendations, the following are common to multiple evaluations or applicable to other cases.

Recommendations Common to Multiple Evaluations (Recommendations for Subjects of Evaluation)

● Promotion of wide-area cooperation

Promoting wide-area cooperation was proposed in multiple evaluations. It was also recommended that the focus be placed on supporting multi-country infrastructural development and knowledge assistance (dispatching experts, training, etc.), and to promote cooperation with regional organizations (Africa Centers for Disease Control and Prevention (CDC) and ASEAN Centre for Public Health Emergencies and Emerging Diseases (ACPHEED)) and strengthen their capabilities. Furthermore, the importance of taking a wide-area perspective in project formulation was pointed out.

● Importance of human resource development

Common recommendations on the importance of human resource development were also made. These included continued support that combined physical (infrastructure development) and non-physical (human resource development) aspects, strategic human resource development and capacity building, and prioritizing the capacity building of emergency responders in healthcare and medical services in developing countries.

Recommendations/Lessons with Possible Applicability to Other Cases

● Cooperation of "physical aspects" and "non-physical aspects" in areas where Japan has a comparative advantage

It was confirmed that Japan's comparative advantage lies in achieving synergistic effects through cooperation between infrastructure construction and rehabilitation ("physical aspects"), particularly in areas where Japan has a strong comparative advantage, and technical cooperation ("non-physical aspects") to strengthen systems and build capacity in the areas of operation, maintenance, and management, as well as in providing assistance in ways that combine both "physical" and "non-physical" aspects of assistance.

● More effective publicity

Specific recommendations were made toward ensuring more effective publicity. These include the following: regarding cooperation with international organizations, monitor activities and results and publicize projects in ways that show clearly that they are Japanese ODA projects; strengthen efforts to promote projects in an easy-to-understand manner in the local language, using videos and other means to publicize the benefits that Japan's ODA projects bring to partner countries; and explain Japan's support to ASEAN and concepts in ways that are in line with ASEAN's strategy document.

FY2024 MOFA ODA Evaluation Results

The following are summaries of the regional assistance evaluation, the country assistance evaluations, the thematic evaluation, and the individual MOFA grant project evaluations conducted in FY2024.

Regional Evaluation of ASEAN-Japan Connectivity Support, Centered on the “Japan-ASEAN Connectivity Initiative”

[Link to the full report](#)

Chief Evaluator	Dr. FUJIMURA Manabu Professor, College of Economics, Aoyama Gakuin University
Advisor	Dr. KIMURA Fukunari Professor Emeritus and Senior Professor, Keio University
Consultant	International Development Center of Japan Inc.
Evaluation Period	Japanese Fiscal Year (JFY) 2020 - 2023
Period of the Evaluation Study	June 2024 - February 2025
Field Survey Countries	Cambodia and Indonesia

Background, Objectives and Scope of the Evaluation

Japan and the Association of Southeast Asian Nations (ASEAN) have been working closely together for peace, stability, development and prosperity in the Asia-Pacific region, and celebrated 50th years of friendship and cooperation in 2023. This evaluation was conducted on Japan's cooperation with ASEAN, targeting cooperation policies and cooperation which support ASEAN's efforts to strengthen connectivity, which were implemented based on the Japan-ASEAN Connectivity Initiative (announced in November 2020).

Summary of the Evaluation Results

● Development Viewpoints

(1) Relevance of Policies

The Japan-ASEAN Connectivity Initiative is a set of ASEAN policies in which infrastructure development/improvement projects are formed and implemented in a way that contributes to physical connectivity, while soft cooperation such as technical cooperation is provided in a way that contributes to institutional and people-to-people connectivity. The Initiative is consistent with Japan's Foreign Policy of Free and Open Indo-Pacific (FOIP) and the priority policies outlined in the Development Cooperation Charter, which is the upper-level policy of Japan's ODA.

Although the Japan-ASEAN Connectivity Initiative is not intended to promote collaboration with other donors, it was confirmed that several projects implemented under the Initiative were designed to promote collaboration or differentiation with other donors while taking into account Japan's comparative advantage. The comparative advantages

of Japanese ODA projects implemented under the Initiative include: comprehensive support that effectively combines hard component (infrastructure construction) and soft component (maintenance and management, human resource development through technical cooperation projects, etc.); highly transparent and sustainable infrastructure development; implementation of projects based on upstream master plan studies; and support for human resource development at multiple levels.

(Rating: Highly Satisfactory)

(2) Effectiveness of Results

The Japan-ASEAN Connectivity Initiative consists of a total of 65 projects in 10 ASEAN member countries: 22 “Land Corridors,” 9 “Sea and Air Corridors,” and 34 “soft cooperation projects that contribute to enhancement of connectivity”. In Cambodia and Indonesia, case study countries for this study, it was confirmed that the planned projects are being steadily implemented or have been implemented. It is also understood that other ASEAN member countries are steadily implementing or have been implementing the projects. As the outcome and the impact, an increase in intra-regional GDP and the deepening of international production networks can also be confirmed. In addition, the steady progress was observed in achieving the goals of the initiative, together with the contribution to the long-term human resource development, benefits to the Japanese private sector, and impact on the planning of policies by other donor agencies.

(Rating: Highly Satisfactory)

(3) Appropriateness of Processes

As evaluated above in this section on the "Appropriateness of Process", process regarding the Japan-ASEAN Connectivity Initiative, including policy formulation, implementation, and monitoring, have continuously contributed to "Quality Infrastructure Investment" in terms of both physical and non-physical aspect, while staying close to ASEAN member countries that value ASEAN connectivity, and providing higher value-added support. On the other hand, it is necessary to organize brief and clear explanation of Japanese contribution to the Master Plan on ASEAN Connectivity (MPAC) 2025 through the Initiative for better recognition of the projects of the Japan-ASEAN Connectivity Initiative.

(Rating: Satisfactory)

*Rating: Highly Satisfactory; Satisfactory; Partially Satisfactory; Unsatisfactory

● Diplomatic Viewpoints

(1) Diplomatic importance: Importance regarding Japan's national interest and the "prime water effect" leading international policy collaboration

In 2019, ASEAN released the ASEAN Outlook on the Indo-Pacific (AOIP), which sets forth the unity and centrality of ASEAN, and since the AOIP shares fundamental principles with the Japan's FOIP, Japan quickly expressed its support for the AOIP. By 2023, the United States, Australia, the European Union, India, South Korea, and even China had announced their support for the AOIP, and it can be understood that Japan's immediate announcement of support for the AOIP served as a catalyst for other countries to support the AOIP (so to speak, a "prime water effect" for policies collaboration). Furthermore, the initiative has contributed to Japan's three national interests, namely: (1) "Ensuring Japan's existence" (2) "Achieving Japan's prosperity", and (3) "Maintaining international order". Thus, support under the ASEAN Connectivity Initiative was important.

(2) Diplomatic impact: the most trusted partner and "prime water effect" leading economic impact

In the Joint Vision Statement for the 50th Anniversary of ASEAN-Japan Friendship and Cooperation, the subtitle is "Trusted Partners". Also, an independent report published by ISEAS (Yusof Ishak Institute), an independent research institute in Singapore, which included the survey results of ASEAN expert (academicians, governmental officials and other experts) reported that "Japan is the most trusted partner" for six consecutive years. It was confirmed by the study in this evaluation, including field study in two case study countries, that the industrial base is expanding, which is an impact of the ODA provided by Japan, and thus it can be concluded the "prime water effect" leading economic impact has been realized. Furthermore, the expansion of exchanges at the governmental, private and civilian levels was also confirmed.

Recommendations

< Development Viewpoints >

1. Planning infrastructure assistance and intellectual assistance for multi-country infrastructure development/ improvement (Symbolic transportation infrastructure; planning for power grid support; training and other intellectual support; etc.)
2. Assistance for institutional improvements in the international transportation network (Digitalization of customs clearance; standardization of systems in multiple countries; etc.)
3. Continuation of the combination of physical assistance and non-physical (human resource development) (Support for field and high-level human resource development and policy research)
4. Addressing the common issues between ASEAN and Japan as collaborative partners (Climate change; natural disasters; public health, aging society; and the use of third-country training scheme; etc.)
5. Clarifying Japan's ODA contribution in a context of ASEAN's strategy for connectivity.

< Diplomatic Viewpoints >

6. Support and respect the unity and centrality of ASEAN (Contribute to maintain and enhance reliability toward Japan)
7. Lead the international community by demonstrating universal values in the FOIP (Promote rule of law and free trade)



The Patimban Port Development Project (Photo: Evaluation Team)

Evaluation of Japan's ODA to Nepal [Link to the full report](#)

Chief Evaluator	NISHINO Keiko Professor, Kwansai Gakuin University
Advisor	TANAKA Masako Professor, Sophia University
Consultant	IC Net Limited
Evaluation Period	FY 2019 - FY 2023
Period of the Evaluation Study	April 2024 - February 2025
Field Survey Country	Nepal

Background, Objectives, and Scope of the Evaluation

Nepal is located between India and China, and geopolitically important. The establishment of democracy as well as the stability and prosperity of Nepal are important for Japan to ensure stability in the entire Southwest Asia region, which is politically and economically significant.

This evaluation aimed to evaluate Japan's Official Development Assistance (ODA) and cooperation policies and assistance to Nepal over the past five years (FY 2019–2023) and obtain recommendations and lessons learned for formulating and implementing Japan's next Country Development Cooperation Policy for Nepal, which is scheduled to be revised in FY 2026. The results of this evaluation will be made public to ensure accountability to the people of Japan and promote public understanding and support.

Summary of the Evaluation Results

● Development Viewpoints

(1) Relevance of Policies

Japan's ODA and cooperation policies toward Nepal are highly consistent with Japan's high-level policies and international priorities. They are also well aligned with Nepal's development policy needs. However, addressing the challenges and needs of strengthening governance after the country's transition to federalism will require further consideration. The relationship between Japan's assistance to Nepal and the aid policies of other donors is highly consistent, as they play complementary roles, especially in addressing priority issues such as reconstruction and rehabilitation after the 2015 earthquake and the mitigation and prevention of coronavirus disease 2019 (COVID-19)'s impact. Japan's comparative advantage in implementing each aid project has been confirmed.

(Rating: Satisfactory)

(2) Effectiveness of Results

Japan's assistance to Nepal accounts for 18.16% of the total assistance from major donor countries, excluding India and China, and has contributed significantly to Nepal's social and economic development. At the micro level, Japan's projects have been implemented in line with the Country Development Cooperation Policy for Nepal and Rolling Plans. Regarding evaluation items, the inputs for Japan's assistance to Nepal were appropriately allocated to priority areas of

the country's needs. Moreover, outputs were appropriately produced by achieving the expected results. Although delays were observed in some projects because of organizational restructuring, dismantling, and personnel changes following the transition to federalism in Nepal, as well as the impact of the COVID-19 pandemic, the desired outcomes were achieved and completed through partial changes in project designs and extensions of cooperation periods. It is difficult to objectively verify the impact of projects owing to the lack of clear indicators. However, the sustainability of key projects after the completion has been confirmed to some extent.

(Rating: Satisfactory)

(3) Appropriateness of Processes

Japan's Country Development Cooperation Policy for Nepal was appropriately formulated and implemented, with various initiatives to promote transparency, information disclosure, and publicity. The policy implementation process was also appropriate, as gender and inclusiveness considerations were well integrated into various projects based on Nepal's characteristics and features, leading to the promotion of participation and benefits for women and socially vulnerable groups. However, some challenges were identified in the implementation process of ODA and cooperation policies and Nepal's aid implementation system, which involved complex factors. While effective collaboration and solidarity with diverse stakeholders led to tangible results in various sectors, there was room for improvement in some processes.

(Rating: Partially Satisfactory)

*Rating: Highly Satisfactory; Satisfactory; Partially Satisfactory; Unsatisfactory



Slope stabilization done by the Project for the Rehabilitation of Sindhuli Road after the 2015 earthquake (Photo: Evaluation Team)

● Diplomatic Viewpoints

(1) Diplomatic Importance

Japan's assistance to Nepal, which is located between China and India, is geopolitically important. The establishment and sustainable development of democracy in Nepal, following its transition through elections, is also crucial for securing stability in the Southwest Asian region. Moreover, Japan's assistance to Nepal is significant for maintaining and strengthening good bilateral relations between the two countries. Furthermore, in the medium- to long-term, if Nepal's connectivity with northeastern India and Bangladesh is improved and assistance is provided for industry development in related regions as well as legal and institutional reforms, it is expected to benefit not only Japanese companies in Nepal, but also Japan's industries.

(2) Diplomatic Impact

It can be inferred that Japan's assistance to Nepal has had a certain effect on the Government of Nepal's support for Japan's position in the international community. Over the years, this support has also helped foster a broad pro-Japanese sentiment extending from the Government of Nepal to the general public, which has influenced the friendship, exchanges, and movement of people between the two countries. Moreover, Japan's assistance to Nepal has contributed greatly to the peace, stability, and prosperity in Nepali society, and to peace and stability in the Southwest Asian region across Asia. On the other hand, the ripple effect on economic relations between the two countries is limited, and more assistance is needed before significant economic impacts are realized.

Recommendations and Lessons Learned

Recommendations

- (1) Formulate Japan's next Country Development Cooperation Policy for Nepal in line with Nepal's 16th Plan and needs and continue support in three priority areas.
- (2) Strengthen cooperation among ODA schemes within the Japan's Assistance Programs and with various stakeholders (partners) and improve knowledge management.
- (3) Promote strategic human resource development, capacity building and the active participation of pro-Japanese knowledgeable and supportive groups and implementing agencies.

Lessons Learned

- (1) Synergistic effects can be achieved through cooperation of grant aid ("hard support") and technical cooperation ("soft support") in areas where Japan has a comparative advantage.
- (2) It is effective to dispatch individual experts to advise implementing agencies.
- (3) Comprehensive disaster recovery and reconstruction assistance through ODA not only enhances the resilience of affected areas, but also improves social inclusion and sustainability, contributing to diplomatic effects.
- (4) To enhance the significance of ODA, it is important and necessary to strengthen the concept of sector programs in the priority areas of each Country Development Cooperation Policy and to clarify how each project contributes to addressing development issues and to the development of the sector concerned, as well as the path to realizing the benefits of the project.



Kavre Palanchok Agricultural Group (Photo: Evaluation Team)



Houses reconstructed with Japan's assistance (Photo: Evaluation Team)

Evaluation of Japan's ODA to COVID-19 Related Cooperation

[Link to the full report](#)

Chief Evaluator	Prof. NISHINO Keiko Professor, Integrated Center for UN and Foreign Affairs Studies, Kwansai Gakuin University
Advisor	Prof. YAMAMOTO Taro Professor Emeritus, Nagasaki University / Doctor, Asama General Hospital
Consultant	Foundation for Advanced Studies on International Development
Evaluation Period	FY 2019 - FY 2023
Period of the Evaluation Study	June 2024 - February 2025
Field Survey Country	Target regions include countries around the world with a track record of cooperation. Case study countries are Viet Nam and Malawi.

Background, Objectives and Scope of the Evaluation

In response to the COVID-19 pandemic, assistance was provided through bilateral cooperation and international organizations with the aim of achieving universal health coverage (UHC) based on the concept of "Leave no one's health behind." In May 2022, a global health strategy was formulated based on the track record of cooperation until that time. The strategy emphasized building a global health architecture and strengthening prevention, preparedness, and response (PPR) to public health emergencies. This evaluation was conducted to comprehensively evaluate Japan's support in response to COVID-19 using ODA between fiscal year (FY) 2019 and 2023, and to obtain recommendations and lessons regarding Japanese cooperation in global health, including measures against infectious diseases. The evaluation results have also been published to fulfill the obligation of accountability to the public.

Summary of the Evaluation Results

● Development Viewpoints

(1) Relevance of Policies

To respond to the needs of emergency assistance, the implementation of cooperation was prioritized over policy formulation as much as possible. Nevertheless, Japan's projects in response to COVID-19 were consistent with the Development Cooperation Charter, which is the national high-level policy, and were consistent with the policies and needs of developing countries, as well as international priority issues. Japan's comparative advantages were put to good use, such as the combination of diverse modalities, results from many years of cooperation, and the strong reputation of Japanese-manufactured medical equipment. Based on the above, the relevance of policies is rated as "Satisfactory".

(Rating: Satisfactory)

(2) Effectiveness of Results

In response to the multifaceted challenges faced by developing countries during the COVID-19 pandemic, wide-ranging cooperation has been provided on a global scale, including the provision of vaccines, the development of cold chains, strengthening of testing and epidemic prevention

systems, provision of medical equipment, emergency assistance loans, and contributions to international organizations. The results have been evaluated as being highly effective. In Malawi, as part of a Japanese cooperation project, medical and testing equipment were provided and vaccination information management systems were strengthened. These provisions have been utilized in response to other infectious diseases following COVID-19, contributing to the enhancement of the country's pandemic response capability. In Viet Nam, long-standing cooperation has led to the construction of a foundation for a resilient and inclusive health system, which has increased the effectiveness of COVID-19-related support. This pandemic has led to significant progress in the country's infectious disease response capabilities, leading to enhanced PPR for future public health emergencies. Based on the above, the effectiveness of results is rated as "Satisfactory".

(Rating: Satisfactory)

(3) Appropriateness of Processes

Appropriate budgets were allocated to each region and country. Generous support was provided to Asia, in particular, in light of its economic and diplomatic importance and past cooperation records. This contributed to controlling the spread of infections in that region, where the number of infected people was high. In future pandemics, when determining bilateral input, in addition to economic and diplomatic relations and past cooperation records, it will be important to place greater emphasis on the magnitude and urgency of the need as the basis for decision-making. It is also highly evaluated that, when providing cooperation, close contacts were maintained with local governments and other donors, which made it possible to deal with on-site issues flexibly. On the other hand, delays in procurement caused an issue in the provision of equipment for grant aid projects. However, this was due to disruptions to logistics services during a crisis, a lack of administrative capacity in the partner government, and different regulatory responses in each country, which were unavoidable in some respects. In the "Last One Mile Support" program, Emergency Grant Aid was provided frequently alongside international organizations, and a rapid response was achieved. However, some issues were identified regarding the simplification of procedures when plans were changed and the publicizing of projects. While there was effective interproject collaboration in Viet Nam, in other

countries, collaboration was limited because promptness was prioritized despite a lack of local personnel. When considering how to provide assistance in future pandemics, it will be necessary to promote information sharing among relevant Japanese parties and to improve procedures with international organizations while learning from successful cases. Based on the above, the appropriateness of processes is rated as "Partially Satisfactory".

(Rating: Partially Satisfactory)

*Rating: Highly Satisfactory; Satisfactory; Partially Satisfactory; Unsatisfactory

● Diplomatic Viewpoints

(1) Diplomatic Importance

Japan provided a wide range of assistance to low- and middle-income countries, contributing to the maintenance of global harmony and bilateral relations. In multilateral cooperation, emphasis was placed on equity, and in bilateral cooperation, support was provided mainly in Asia, making use of strategic approaches. In particular, Japan's provision of vaccines to Asian countries and assistance to countries where Japanese companies have established operations, such as Viet Nam, contributed to the recovery of economic activities and the security of the Japanese people. Japan's support in response to COVID-19, which combined multilateral equity and bilateral strategy, deserved recognition from a diplomatic viewpoint.

(2) Diplomatic Impact

When providing assistance in response to the COVID-19 pandemic, Japan worked toward achieving UHC and played a leading role in COVAX (COVID-19 Vaccines Global Access), contributing to improving its international presence and credibility. In addition, Japan's assistance has contributed to strengthening bilateral relations with various countries around the world, just as the provision of vaccines in Viet Nam

became a symbolic example of deepening friendship between the two countries. Cooperating in measures against infectious diseases has had various diplomatic impacts, such as ensuring the safety of Japanese people and promoting economic reconstruction.

Recommendations

1. Recommendations for the direction of support in the health and medical care sector

- (1) Give priority to the capacity building of emergency responders in healthcare and medical service in developing countries.
- (2) Establish an information gathering structure at all times to prepare for emergencies.
- (3) Build strategic partnerships in the health and medical care sector.
- (4) Promote cooperation with regional organizations (Africa CDC and ASEAN Centre for Public Health Emergencies and Emerging Diseases (ACPHEED)) and strengthen their capabilities.

2. Recommendations regarding specific strategies for assistance during pandemics

- (1) Give more importance to timing than quantity and improve the system to make cooperation possible without missing opportunities.
- (2) Promote further utilization of accumulated knowledge and networks of local staff.
- (3) Simplify the procedure to be able to respond flexibly in emergencies in cooperation with international organizations.
- (4) Monitor activities and outcomes in cooperation with international organizations and conduct PR to highlight Japanese assistance.



Ben Tre CDC, visited during field research in Viet Nam
(Photo: Evaluation Team)



Cold room provided to the central pharmaceutical warehouse in Malawi
(Photo: Evaluation Team)

Evaluation of Japan's Grant Aid for Economic and Social Development Programme for the Republic of Djibouti in FY2018 [Link to the full report](#)

Chief Evaluator	INADA Juichi, Professor, Department of Economics, Senshu University
Consultant	Global Group 21 Japan, Inc.
Evaluation Period	April 2024 to January 2025
Field Survey Country	Djibouti

Background, Objectives and Scope of the Evaluation

This project-level evaluation was conducted on Japan's Grant Aid for Economic and Social Development Programme for the Republic of Djibouti in FY2018" (grant amount: 3.9 billion yen), which was implemented by the Ministry of Foreign Affairs of Japan (MOFA), with the main objectives of deriving recommendations and lessons learned from the evaluation results to be used in the planning and implementation of future ODA, and fulfilling accountability to the public. The evaluated project was implemented with the objectives of facilitating smooth traffic flow and improving safety by rehabilitating a particularly deteriorated section (approximately 20 km) of Djibouti's National Road 1 (hereinafter referred to as "RN1"), the main artery on the international corridor connecting Djibouti and Addis Ababa, thereby contributing to economic and social development necessary for the country's sustainable growth.

Summary of the Evaluation Results

(1) Relevance of the Plan

Development of the national road network, including corridor roads, has remained one of Djibouti's priority areas from the time of project planning to the present. The rehabilitation of RN1 was a top priority issue for Djibouti, with a high level of urgency. Japan regards Djibouti as a strategic partner, and this project was positioned in the priority areas of Japan's Country Assistance Policy for Djibouti. The adoption of modified asphalt in this project was consistent with Japan's policy of implementing "quality infrastructure" in Africa. The implementation structure was appropriate, in line with the standard implementation structure of Grant Aid for Economic and Social Development Programmes. This project was planned in accordance with the "Principles for securing the appropriateness of development cooperation" in Japan's Development Cooperation Charter (2015). Eight months after the request, this project was changed from JICA grant aid to MOFA grant aid (Grant aid for Economic and Social Development Programme). This was an appropriate response that took into consideration the strong desire of the Djibouti side for fast-tracked project implementation. Thereafter, the project was carried out in accordance with the standard workflow for grant aid (Grant Aid for Economic and Social Development Programme). For these reasons, the relevance

of the project plan is assessed as 'Satisfactory'.
(Rating: Satisfactory)

(2) Effectiveness of Results

Despite overlapping with the COVID-19 pandemic, this project was completed in 18 months. There is a high level of trust in the quality of the construction, and the modified asphalt applied at the Japanese section has become the unified quality standard for all sections on the Djibouti side of the Djibouti-Addis Corridor. The resulting road is accommodating anticipated cargo volumes as well as contributing to smoother traffic and improved safety, as set out in the project objectives. This project conforms to the "Principles for securing the appropriateness of development cooperation" in Japan's Development Cooperation Charter (2015) and was implemented appropriately in line with the standard work implementation flow for grant aid (Grant Aid for Economic and Social Development Programme). Some sections of the improved road suffered damage from heavy rains following completion, but at that time the Embassy of Japan requested countermeasures from the Djibouti side. For these reasons, the effectiveness of results for this project is evaluated as 'Satisfactory'.

(Rating: Satisfactory)

*Rating: Highly Satisfactory; Satisfactory; Partially Satisfactory; Unsatisfactory

Recommendations and Lessons Learned

Recommendations

(1) Cooperation and Collaboration with JICA in Project Follow-up

Although this project has implemented road rehabilitation through grant aid (Grant Aid for Economic and Social Development Programme), in order to ensure project sustainability, the Embassy of Japan in Djibouti should conduct follow-up (understanding the situation on-site, etc.) in cooperation with JICA in the future. The maximum effect of this project will be realized when all north and south sections are completed (scheduled for 2028). At least until then, the Embassy should endeavor to grasp the overall development status of the Djibouti-Addis Corridor by the Djibouti Road Agency (ADR) along with the status of this project. This will enable the Embassy to consider the appropriateness of extending specific support and to provide advice and

recommendations to the Djibouti side. As such, the Embassy and JICA should build upon the cooperative relationship they already have in other projects to inspect the project site as necessary and share information.

(2) Monitoring to Ensure Sustainability of Project Effects (Measures for Sections Affected by Heavy Rain)

Heavy rains in August 2022 caused damage to culverts and other project structures, and the Djiboutian side is considering measures to address the issue. In order to ensure the sustainability of the project's effects, it is important for the Japanese side to monitor progress by regularly checking in with ADR. It is also necessary to continue to closely monitor the maintenance and management system for this project in the future.

(3) Close Consultation and Strengthened Collaboration with Other Donors

This project rehabilitated a part of the Djibouti-Addis Corridor, which is supported by several donors including the World Bank. Starting with this project, funding for the Djibouti side of the Djibouti-Addis Corridor has been secured gradually, with the entire section expected to be rehabilitated in 2028. In light of such unfolding developments, it is important to share information and cooperate as necessary with development finance institutions such as the World Bank and the African Development Bank (AfDB), which are not usually closely linked to MOFA projects, as well as emerging donors such as Saudi Arabia and China, in order to ensure the project's effects are sustained. Doing so will also further raise awareness of Japan's cooperation, including this project, in the local donor community, thus enhancing its diplomatic effects.

(4) Emphasis on a Broader Regional Perspective in Project Formulation

The Djibouti-Addis Corridor, of which this project rehabilitated a section, has the potential to contribute to the promotion of logistics not only between Djibouti and Ethiopia, but also between South Sudan and other countries in the future. Strengthening connectivity in the East African region as such is also an important issue for Djibouti. From this perspective, it is essential to design and assess regional projects for Djibouti, including those involving Ethiopia, such as transportation, water supply, and electricity projects. For transportation and trade-related projects in particular, cooperation with neighboring countries is essential to One-Stop Border Posts (OSBPs) and the like. When planning new projects, it will be necessary to observe the trends of other regional projects, such as the Horn of Africa Initiative, and consider how to position projects within this context.

(5) Promoting More Effective Public Relations

Residents around the project area were aware of Japan's cooperation, which was largely due to the contributions of ADR staff working in the region. On the other hand, ADR was not aware of "quality infrastructure" advocated by Japan. Although the completion ceremony and other events were reported in local newspapers, the project is located in a remote area on the border with Ethiopia and so is mostly unseen by the general public in Djibouti. Considering that the project is extremely important for Djibouti and was positioned as a "quality infrastructure" project by Japan, more active public relations activities could have been carried out. For example, efforts should be strengthened to appeal the benefits of Japan's ODA projects in the local language in the recipient country through promotional videos and YouTube, etc., with an increased budget for this purpose. One idea is to have external evaluators produce field survey videos that can be used for public relations as a component of future evaluation work.

Lessons Learned

(1) The Importance of Close Cooperation Between MOFA and JICA in Emergency Situations

This project was initially considered as a road rehabilitation project through JICA's grant aid project. However, given the urgency of the situation, it was deemed appropriate to implement under MOFA's grant aid (Grant Aid for Economic and Social Development Programme). Procedures leading up to the E/N were expedited, and the project was completed about four months earlier than initially expected, which is considered to have had a significant diplomatic effect not only with regard to Djibouti but also Ethiopia. In addition, the quality standards of the Japanese construction section (modified asphalt) were adopted as the quality standards for the entire Djibouti-Addis Corridor on the Djibouti side. This can be said to have contributed to spreading awareness of the high quality of Japan's infrastructure support. As such, in the event of projects requiring urgency, the close cooperation of MOFA and JICA is necessary to be able to respond flexibly in the future, as was achieved this time.



National Road 1 (RN1) (Photo: Evaluation Team)

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 projects in which the maximum amount of aid offered through an Exchange of Notes (EN) is one billion yen or more and ODA loans in which the maximum amount offered through an EN 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)

High-Level Policy Dialogue for financial officials in emerging countries

<https://rssystem.go.jp/project/f182b478-4440-4170-a905-cce9ffdc4898> (in Japanese only)

(See Project 1, "Expenditures Required for Technical Cooperation Extended to Emerging Countries" (Training Projects) in the Review Sheet for Projects Implemented in FY2023.)

▶ Ministry of Internal Affairs and Communications (MIC)

Systematic development and provision of official statistics

<https://rssystem.go.jp/project/4dfd9964-467d-4bb0-b2c2-c26723d1d87c?activeKey=basic-information> (in Japanese only)

(See Administrative Review Sheet for Projects Implemented in FY2023: "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/fy2024/evaluation3/2024hyouka.pdf (in Japanese only)

(See p. 276-297 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://rssystem.go.jp/project?policyIds=9f78212d-f7f6-48e9-9bf3-ac874c41e1b5&fiscalYear=2024> (in Japanese only)

See Policy 13: Promotion of International Exchanges and Cooperation that Contribute to the Development of a Prosperous International Community (The policies/programs include non-ODA projects)

▶ Ministry of Health, Labour and Welfare (MHLW)

Contribution to the International Community in areas such as health and labor through participation in and cooperation with the activities of international organizations

https://www.mhlw.go.jp/wp/seisaku/jigyuu/24jisseki/dl/XI-1-1_01.pdf (in Japanese only)

(Reference: Policy Objective XI-1-1: FY2024 Ex-post Evaluation Report for Policy Objectives for Evaluation-Related Work Recognized as Effectively Equivalent to Policy Evaluation | MHLW)

▶ Ministry of Agriculture, Forestry and Fisheries (MAFF)

Establishment of comprehensive food security

<https://rssystem.go.jp/project/eb8293a0-508c-4651-a484-ceba89593cd6?activeKey=basic-information> (in Japanese only)

See 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://rssystem.go.jp/project/b760956b-7ed1-45e4-a712-d3cd63948226> (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)

(589 Promotion of international cooperation in the field of transportation) (The policies/programs include non-ODA projects.)

▶ Ministry of the Environment (MOE)

International coordination and cooperation related to global environmental conservation

<https://www.env.go.jp/content/000247657.pdf> (in Japanese only)

(FY2024 Policy Evaluation Ex-ante Analysis Table: Objective 2-2, International Cooperation and Collaboration on Global Environmental Conservation) (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 grants (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 2024, the "[Evaluation on the Project for Improvement of Water Supply System in Honiara and Auki](#)" was implemented in Solomon Islands.

▶ 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. Most recently, the [19th ODA Evaluation Workshop](#) was convened in FY2023 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 FY2024

The following are the actions taken in response to the recommendations from the six ODA evaluations conducted in FY2024.

Regional Evaluation of ASEAN Connectivity Support Centered on the “Japan-ASEAN Connectivity Initiative”

Recommendation 1: Planning infrastructure assistance and intellectual assistance for multi-country infrastructure development/ improvement

Japan has been implementing transportation infrastructure projects that benefit multiple countries in Southeast Asia. Currently, in Laos, for example, Japan is implementing road and bridge maintenance management centered on National Road No. 9, which connects Laos with Thailand and Viet Nam, improvement of Vientiane International Airport, and support for upgrading the grid code and strengthening the enforcement system with future regional benefits in mind. Enhancing regional connectivity through such support contributes not only to further economic development in the region but also to Japan's national interests, including strengthening the operational base of Japanese companies expanding into the region, and Japan will continue such support. Furthermore, from the perspective of facilitating the regional trade of goods and linking it to regional economic revitalization, Japan considers support in the customs field to be important. In addition to the ongoing “Project for Strengthening Customs Efficiency for Enhancing Mekong Connectivity,” Japan will consider other future support while taking into account the needs of partner countries.

Recommendation 2: Assistance for institutional improvements in the international transportation network

In strengthening connectivity in developing countries, besides supporting infrastructure development, Japan has also provided assistance for the development of institutions that leverage Japan's knowledge and experience, earning recognition as a “trusted partner” from various countries. Particularly in terms of support for “standardization and commonization,” Japan has implemented technical cooperation projects such as the “Project for Capacity Enhancement in Developing State Management Tools for Construction Project” in Viet Nam, which led to the creation of cost estimation guidelines for civil engineering works in the country and the incorporation of standard safety management plans into ministerial ordinances. From the perspective of further solidifying Japan's reputation as a “trusted partner,” Japan will continue to consider support that contributes to the standardization and commonization of systems in related countries.

Recommendation 3: Continuation of the combination of physical assistance and non-physical (human resource development)

While taking into account policies such as the ASEAN Comprehensive Connectivity Initiative, Japan will continue cooperation that combines infrastructure development (physical assistance) through ODA loans and Grants with support for human resource development, including technical cooperation involving JICA's Knowledge Co-Creation Program and grant for accepting international students. For long-term advanced human resource development support, Japan will implement long-term training, including at Japanese graduate schools, as well as the JICA Development Studies Program, among other initiatives.

Recommendation 4: Addressing the common issues between ASEAN and Japan as collaborative partners

Japan is providing assistance for ASEAN on challenges in areas such as climate change, disaster risk reduction, and digital, which are priority policies in the Development Cooperation Charter revised in 2023, while leveraging Japan's knowledge and technology. Japan also implements third-country assistance in collaboration with countries such as Thailand, Malaysia, Singapore, and Indonesia on common challenges faced by Japan and ASEAN countries. Furthermore, from the perspective of supporting ASEAN's organizational development to enable it to address the challenges it faces, for example in the field of infectious diseases, Japan is currently establishing and building the capacity of the ASEAN Centre for Public Health Emergencies and Emerging Diseases through technical cooperation. Japan is also implementing regional projects that contribute to disaster risk reduction in collaboration with the ASEAN Secretariat and the Mekong River Commission. Through such support, Japan will work together with ASEAN countries to address common regional challenges.

Recommendation 5: Clarifying Japan's ODA contribution in a context of ASEAN's strategy for connectivity

Japan will implement support for ASEAN connectivity while maintaining close interactive communication with the ASEAN side. Through this approach, Japan will seek to firmly understand ASEAN perspectives and needs, including various policy documents

formulated by ASEAN (such as MPAC2025 and its successor documents). At the same time, Japan will strive to foster mutual understanding by clearly explaining its views on Japanese assistance that is tailored to these strategic documents. Moreover, Japan will promote mutual understanding with ASEAN countries by strengthening and expanding networks through personnel exchanges and human resources development and will strive to engage in effective and proactive external communication and public relations.

Recommendation 6: Support and respect the unity and centrality of ASEAN

Japan will implement assistance for ASEAN while respecting ASEAN's principles and fundamental positions, such as unity and centrality, as well as ASEAN's needs and ownership.

Recommendation 7: Lead the international community by demonstrating universal values in the FOIP (Promote rule of law and free trade)

Recognizing that the Free and Open Indo-Pacific (FOIP) and the "ASEAN Outlook on the Indo-Pacific (AOIP)" adopted by ASEAN leaders share fundamental principles, Japan will promote ODA that contributes to the realization of a FOIP in areas such as maritime cooperation, connectivity, SDGs, and the economy, including various initiatives outlined in the new plan for a FOIP announced in 2023. Japan will continue and strengthen its efforts while bearing in mind, in particular, that the ASEAN-Japan Comprehensive Connectivity Initiative is aligned with "Multi-Layered Connectivity," which is the third pillar in the aforementioned plan and also a priority area for Japan-ASEAN Cooperation on AOIP.

Evaluation of Japan's ODA to Nepal

Recommendation 1: Formulate Japan's next Country Development Cooperation Policy for Nepal in line with Nepal's 16th Plan and needs and continue support in three priority areas.

Since the revision of the next Country Assistance Policy for Nepal is scheduled for 2026, MOFA, JICA, and the local ODA Task Force will consider the necessity of continuing support for the three priority areas of the current Country Assistance Policy, taking into account the priority goals of Nepal's 16th Five-Year Development Plan (2025-2029) and Nepal's needs, and formulate an effective support policy.

Recommendation 2: Strengthen cooperation among ODA schemes within the Japan's Assistance Programs and with various stakeholders (partners) and improve knowledge management.

In implementing ODA projects in Nepal, Japan will continue to strengthen coordination between schemes within each assistance program of the Rolling Plan and coordination with other donors to maximize development outcomes. Japan will also utilize opportunities including bilateral political consultations on development cooperation and local ODA Task Forces, strive to share knowledge among project stakeholders on both the Japanese and Nepalese sides, and continuously consider more strategic approaches to project implementation.

Recommendation 3: Promote strategic human resource development, capacity building and the active participation of pro-Japanese knowledgeable and supportive groups and implementing agencies.

For strategic human resource development and capacity building in ODA implementing agencies, Japan will continue cooperation that leverages Japan's knowledge and strengths while considering past good practices and Nepal's support needs. Additionally, through initiatives such as returning trainee alumni associations, Japan will encourage active participation in ODA projects by Japan-experts and pro-Japan personnel, including those from the Project for Human Resource Development Scholarship (JDS) and JICA long-term training participants, and will conduct effective project implementation and follow-ups to foster further affinity for Japan.

Evaluation of Japan's ODA to COVID-19 Related Cooperation

Recommendation 1: Give priority to the capacity building of emergency responders in healthcare and medical service in developing countries.

Under the Health Sector Project Strategy (JICA Global Agenda), Japan is engaged in human resource development for strengthening surveillance systems as part of the "Cluster Strategy for Strengthening of Capacity for Infectious Disease Control and Testing." Furthermore, in the "Cluster Strategy for Strengthening Health Service Delivery," which was formulated in April 2025, human resource development in the health sector is positioned as one of the priority areas as a strategy for improving the quality and quantity of health and medical services toward achieving resilient, equitable, and sustainable UHC. Japan will advance cooperation with each country under these strategies. In its implementation of projects in each country, Japan has been promoting information sharing and coordination with other donors, and will continue to strive for effective cooperation, including necessary coordination as appropriate.

Recommendation 2: Establish an information gathering structure at all times to prepare for emergencies.

At overseas missions, Japan will build connections with local health authorities at all times and establish a system that enables information gathering at the local level.

Japan will review information-sharing methods from the perspective of making effective organizational use of the knowledge gained from the pandemic during the next time of emergency.

JICA is working to establish a system that enables information gathering through the use of networks across ongoing technical cooperation projects, dispatched individual experts, and local staff at JICA offices, and will continue to strengthen this system. However, JICA will pay attention to the need to exercise care when handling local information obtained from the governments of partner countries and cooperating institutions, based on long-standing cooperation and trust relationships. JICA will also review methods for sharing practical knowledge that it gained during the COVID-19 pandemic internally.

Recommendation 3: Build strategic partnerships in the health and medical care sector.

Regarding the development and production of vaccines, medicine, and diagnostic equipment, the initiative of research and development institutions and the private sector, as well as collaboration based thereon, beyond the scope of ODA, are important. Through communication with a wide range of stakeholders, Japan will strive to create opportunities that can promote not only joint research utilizing ODA, but also strengthen networks among both countries' research institutions and promote information exchange and dialogue, including among both countries' private-sector companies.

Recommendation 4: Promote cooperation with regional organizations (Africa CDC and ASEAN Centre for Public Health Emergencies and Emerging Diseases (ACPHEED)) and strengthen their capabilities.

In coordination with relevant ministries and agencies, Japan has begun dispatching experts to ACPHEED, and will provide technical cooperation and other assistance. For the Africa CDC, Japan will enhance relationships by coordinating with relevant Japanese institutions through opportunities such as TICAD 9. Japan will also consider possibilities for future cooperation and collaboration, including support for further capability-strengthening, through communication with the Africa CDC.

Recommendation 5: Give more importance to timing than quantity and improve the system to make cooperation possible without missing opportunities

Delays caused by logistical disruptions are not limited to what can be addressed through ODA system improvements. In light of that, for MOFA's grant, a method that enables local procurement of equipment for small-scale projects (grassroots method) is already in operation. Japan will respond appropriately by selecting the optimal method based on procurement equipment and project scale, taking into account individual circumstances. (Note that this will not be conducted for the purchase of consumables as it is difficult to verify project effectiveness.)

Recommendation 6: Promote further utilization of accumulated knowledge and networks of local staff.

In many countries, local staff have been responsible for specific sectors for a long time, accumulating specialized knowledge in those areas and building networks with their counterparts in the governments of partner countries. Through training and sharing of sectoral knowledge for local staff, Japan will aim to build the capacity of local staff and strive to ensure they can actively utilize their capabilities, such as when formulating new projects or advancing projects at the implementation stage.

Recommendation 7: Simplify the procedure to be able to respond flexibly in emergencies in cooperation with international organizations.

Regarding the utilization of Emergency Grants, Japan will continue to work with stakeholders to enable rapid support in emergency situations, while also considering the perspective of accountability to the public on ODA budget execution.

Recommendation 8: Monitor activities and outcomes in cooperation with international organizations and conduct PR to highlight Japanese assistance.

Japan will work to strengthen monitoring of Emergency Grant activities in partnership with international organizations. Regarding public relations, Japan will continue to conduct effective activities in the future, while taking into consideration the circumstances at the time of the COVID-19 pandemic, whereby there were more constraints than ordinary times.

Evaluation of Japan's Grant Aid for Economic and Social Development Programme for the Republic of Djibouti in FY2018

Recommendation 1: Cooperation and Collaboration with JICA in Project Follow-up

Even after the completion of this project, Japan continues to provide support to the implementing agency, the Djibouti Road Agency (ADR), through JICA technical cooperation and training programs. The Embassy of Japan will work in coordination with the JICA Djibouti Office to gather information on the status of the development of the Djibouti-Addis Corridor by ADR and the status of this project.

Recommendation 2: Monitoring to Ensure Sustainability of Project Effects (Measures for Sections Affected by Heavy Rain)

Japan will continue to confirm ADR's countermeasures and maintenance management system for damage caused by heavy rain to culverts and other infrastructure.

Recommendation 3: Close Consultation and Strengthened Collaboration with Other Donors

Japan will utilize the donor consultation meetings that the World Bank has been regularly holding since December 2024 to share information with donors about the Djibouti-Addis Corridor.

Recommendation 4: Emphasis on a Broader Regional Perspective in Project Formulation

Japan contributes to strengthening connectivity in the East African region by providing technical support for the maintenance management of Djibouti's main roads and improving urban transportation through the currently ongoing Project for the Construction of a Bridge on the Palmeraie Road. Additionally, in areas other than transport and traffic, Japan forms and implements regional projects, including those in the health sector. Japan will continue to consider new projects while closely monitoring developments in neighboring countries.

Recommendation 5: Promoting More Effective Public Relations

In 2024, Japan created a [promotional video](#) introducing this project as an example of support in the infrastructure sector, which was published on websites and social media. MOFA, JICA, and the local ODA Task Force will continue to work together to promote ODA projects in Djibouti through websites and social media.

► The Implementation Status of Response Actions Taken for the Recommendations of Evaluations in FY2023

The following is the implementation status of response actions taken for the recommendations obtained from third-party evaluations in FY2023 (as of May 2025). ([Link to the FY2023 evaluation reports](#))

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

In the basic policy of the "Country Development Cooperation Policy for Thailand," which was updated in September 2024, "promoting cooperation to address modern challenges and lead regional development based on comprehensive and strategic partnership" continues to be the major goal. JICA conducts regular consultations with both the Thailand International Cooperation Agency (TICA) and the Neighbouring Countries Economic Development Cooperation Agency (NEDA) regarding the progress of collaborative projects and future direction of partnership. Regarding the resolution of challenges faced by Thailand as an upper-middle-income country and support for neighboring countries utilizing this experience, Japan is advancing efforts through technical cooperation and Third Country Training Programs. As for volunteers dispatched by Thailand (Friends From Thailand), a cumulative total of five volunteers have been accepted since FY2022, and since February 2024, one volunteer has been active in Kushiro City. The activities of the tourism volunteer who was accepted in FY2023 and dispatched to Hokuto City contributed to attracting tourists from Thailand and, through domestic media coverage, served as an opportunity to increase local governments' interest in hosting foreign tourists.

Recommendation 2: Improving the Public Relations Approach

The Embassy of Japan in Thailand regularly disseminates information about ODA-related events and ODA maps on its Facebook page. In FY2024, a [local press tour](#) was held, inviting influencers and other press representatives to observe major ODA projects in Thailand. The number of media reports following the press tour reached nearly 20, effectively raising awareness among the Thai public of Japan's ODA achievements.

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

Japan is conducting a thematic evaluation of Third Country Training Programs jointly with TICA in FY2025. After consulting with TICA, Japan will share the findings of the evaluation externally.

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

Toward Thailand's accession to the OECD, Japan is holding repeated discussions with the OECD and the Ministry of Foreign Affairs of Thailand on topics such as "improving efficiency and transparency of public institutions." In addition, Japan is currently discussing measures to achieve better governance in neighboring countries with Thai government officials, including TICA. From FY2025, Japan plans to implement the Third Country Training Program "Enhancement of Sustainable Business Environment to Upgrade Investment Competitiveness for Mekong and South Asian Countries."

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.

With the Interim Government that took office in August 2024, Japan has confirmed a policy of regarding the enhancement of industrial capacities (diversification and value addition), strengthening of functions and improvement of environment for

urban areas, and overcoming of social vulnerabilities as important cooperation areas. In addition to following up on ongoing projects, Japan works to consider and formulate new projects. Specifically, Japan has conducted surveys for an ODA loan (Phase 2) aimed at flood management and livelihood improvement in the Haor region, which has a high poverty rate and is vulnerable to climate change, and is formulating an ODA loan project that provides financial support upon achievement of policy actions toward industrial diversification and improvement of the investment environment (including service enhancement in special economic zones, startup promotion, and strengthening of industrial human resource development) and the strengthening of climate change countermeasures. Furthermore, in the Japan study program for young administrative officials, Japan takes into consideration the improvement of policy formulation capabilities in these areas when selecting candidates.

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 all projects, Japan conducts project planning with greater awareness of promoting gender mainstreaming than before, and incorporates feedback into the next initiatives and formulation of subsequent projects from the perspective of reducing gender gaps at each implementation stage, up to project evaluation. For example, in an ODA loan related to food safety, Japan created an action plan that consolidates measures that contribute to gender mainstreaming across the facility design, construction, and implementation stages. In ongoing technical cooperation for strengthening microinsurance provision capacity, Japan conducts monitoring and evaluation using survey methods that incorporate gender perspectives, and reflects outcomes such as cross-sectoral gender considerations and expansion of women's benefit ratios in ongoing activities and plans for subsequent projects. In addition, Japan strives to improve the rate of women's participation in its training programs through country-based training on gender-based violence countermeasures.

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.

Japan will promote gender mainstreaming, including reducing gender gaps, as a cross-sectoral initiative. In principle, Japan will consider incorporating gender mainstreaming perspectives at all stages of projects (planning, implementation, and monitoring and evaluation). Japan will also actively promote the utilization of past cooperation assets and the identification of projects that contribute to cross-sectoral issues.

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 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.

The "ODA Evaluation Handbook" (revised January 2025) states that, when certain conditions are met, consideration will be given to implementing program evaluation to assess the contribution of Japan's ODA projects to the entire sector of the target country by clarifying the process by which effects are realized, including efforts by the government of target country and support from other donors and international organizations.

JICA conducted the thematic evaluation "Development Effectiveness Study Using Theory of Change" in FY2021 (https://www.jica.go.jp/Resource/activities/evaluation/tech_ga/after/ku57pq00001cdfnb-att/202110_01_ja.pdf). To deepen stakeholders' understanding of Theory of Change (ToC), JICA has developed educational materials based on the results of this study and regularly conducts training for JICA personnel. Most recently, JICA has implemented ToC sessions in pre-assignment training for experts and overall Project Cycle Management (PCM) training.

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

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

- (1) Regarding Japanese-style education, Japan is strengthening the operational system, with a focus on Project Management Units (PMUs), to ensure that "Tokkatsu (special)" activities continue and develop in a sustainable manner at the Egypt-Japan School (EJS) and regular public schools, with the aim of not only expanding the overall quantity, but also further enhancing quality.
- (2) Regarding the Egypt-Japan University of Science and Technology (E-JUST), under the "Project for E-JUST, Japan and Africa in Science, Technology and Innovation Network," which began in February 2025, Japan promotes joint research support to build academic research networks between E-JUST and Japanese and African universities.
- (3) The Government of Egypt has decided that the Grand Egyptian Museum (GEM) will officially open on November 1, 2025. In conjunction with this, Japan will begin new technical cooperation for GEM operational support and educational activity development from the first quarter of 2025. From the second quarter, Japan also plans to start technical cooperation to strengthen the maintenance and management system for exhibited artifacts, and support research and dissemination on

Egyptology and cultural heritage conservation, restoration, and exhibition. In addition, Japan will establish a regional hub for domestic and international human resource development.

Recommendation 2: Devise ways of disclosing information

For the 70th anniversary of Japan-Egypt development cooperation, Japan engaged in external communication throughout 2024, utilizing policy dissemination opportunities such as the creation of promotional videos, invitations for ministers in charge to visit Japan, and articles and lectures. In particular, for the opening of GEM, Japan will take advantage of domestic public relations opportunities during the visit to Japan by the CEO of the GEM in April 2025. Japan will also conduct public relations activities through the Facebook pages of the Embassy of Japan in Egypt and JICA, as well as other media, and disseminate favorable evaluations from Egyptian society. Moreover, Japan will consider developing publicity activities that are tied to ongoing cooperation, particularly with E-JUST, which has an MOU on collaboration and cooperation with GEM, as well as with EJS, Egypt-Japan KOSEN (EJ-KOSEN), the Project for Quality Improvement of Early Childhood Development, and JICA volunteers.

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

When considering ODA loan projects, Japan continues to conduct rigorous review based on information from the IMF, World Bank, and other sources. At the Annual Meeting of the World Bank Group and IMF in April 2025, Japan gathered information on Egypt's macroeconomic outlook from a wide range of stakeholders, including Multilateral Development Banks (MDBs).

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

While maintaining close communication among Japanese organizations, Japan will work with the Egyptian side and hold high-level policy dialogue led by the Minister of Planning, Economic Development and International Cooperation, hold the Business and Investment Promotion Committee led by the Minister of Investment and Foreign Trade, and conduct exchanges of views and engagement that contribute to improving the business environment for Japanese companies. In terms of individual sectors, regarding the tax system reform that is being conducted by the Egyptian Tax Authority (ETA) and for which technical cooperation is ongoing, Japan will strive to promote dialogue with Japanese companies by utilizing the relationships formed through this project.

Recommendation 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

Since the introduction of STEP, Japan has been continuously implementing improvements, including to the rules of origin for the procurement ratio from Japan. However, STEP is a system that provides loans under more concessional conditions than regular ODA loans, and the procurement ratio from Japan needs to be set based on conditions that benefit equipment manufacturers and other Japanese companies in a wide range of fields. Taking such points into consideration, Japan will continue to consider further improvements to STEP.

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

Japan has included promoting the HDP nexus in the goals of the Country Assistance Policy for Uganda, which accepts many refugees, and is following up to ensure that projects that contribute to the advancement of the HDP nexus are included in the Rolling Plan. As a lead country for the HDP Nexus Multi-Stakeholder Pledge, Japan has also held five roundtables on the HDP nexus in Geneva, sharing the needs and challenges of host countries and holding discussions to implement effective support. Japan conducts regular information-sharing at the levels of MOFA and the JICA headquarters and is strengthening cooperation with international organizations on the ground through schemes such as Grants managed by international organizations.

JICA's Office for Peacebuilding is formulating strategies related to the HDP nexus and assistance for refugees. It also holds study sessions and other ad hoc meetings with project-related departments and offices to ensure that strategies are reflected on the ground. Moreover, Japan started the "Information Collection and Confirmation Survey on Human Migration and Refugees in East Africa and the Great Lakes Region" in 2024 and is identifying measures to solve the issues of refugees in the region, including development of repatriation environments that lead to peace ("P") in refugees' home countries. The results are expected to be consolidated by mid-2025.

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

The HDP nexus personnel at MOFA and JICA headquarters work closely with relevant departments and personnel at overseas missions in countries that accept many refugees and at JICA to follow up on the implementation of pledges from the Global Refugee Forum (GRF).

JICA newly dispatched policy advisors to Kenya and Bangladesh in May 2025 to provide assistance for refugees and displaced persons and to promote the HDP nexus and is strengthening cooperation with various actors on the ground. JICA has also continued to dispatch advisors to Uganda since 2021.

Recommendation 3: Timely and flexible operations of cooperation modalities

As part of its efforts to contribute to flexible funding, Japan continues to contribute to the United Nations' Central Emergency Response Fund (CERF) and Country-Based Pooled Funds (CBPF). JICA has formulated guidance notes for JICA personnel involved in activities aimed at refugees and displaced persons, and has promoted initiatives toward rapid and effective implementation.

Recommendation 4: Emphasis on livelihood support

In Bangladesh, Japan provides comprehensive assistance, including vocational training for securing livelihoods for displaced persons, for camps in the Cox's Bazar District and on Bhasan Char Island, and for host communities, through Grants managed by international organizations.

JICA continues to implement cooperation that includes refugees as beneficiaries in Africa's agricultural sector. In the future, it plans to promote the economic inclusion of refugees by involving more private companies. In Uganda, JICA launched the technical cooperation "Promotion of Sustainable Rice Farming Development Project" in 2024, which is expected to contribute to improving the livelihoods of refugees and host communities.

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

The UNHCR Representation in Japan and MOFA co-hosted Japan Global Refugee Forum Network meetings twice, deepening cooperation with international organizations, NGOs, private companies, groups, and other entities. JICA holds exchange meetings with Japanese NGOs on the HDP nexus on an irregular basis and is also strengthening cooperation with private companies, such as by planning the implementation of business idea contests at the Expo 2025 Osaka, Kansai, Japan.

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

When recruiting personnel for posts in charge of assistance for refugees, JICA recruits broadly through its website and other channels.

JICA continues to strengthen the dispatch of Japan Overseas Cooperation Volunteer returnees in the field of assistance for refugees and displaced persons under the United Nations Volunteers (UNV) programme.

Recommendation 7: Continuing and strengthening refugee admissions in Japan

In line with the policies of the Government of Japan, JICA will continue to provide attentive support for the acceptance of Syrian students through the Japanese Initiative for the future of Syrian Refugees (JISR).

Evaluation of "Japan's Non-Project Grant Aid for Provisions of Japanese Local Products for the Hashemite Kingdom of Jordan (FY2014)"**Recommendation 1: Conducting Handover Ceremony and Effective Publicity**

Japan held the handover ceremony for the FY2020 Economic and Social Development Programme project in August 2024 and published press releases and social media posts about the ceremony afterwards to maximize the public relations effect. Articles about the ceremony were published in major media outlets including the state-run Petra News Agency, Al-Ghad newspaper, and The Jordan Times.

Recommendation 2: Preservation of Document Records

During the project formulation process, Japan makes efforts to keep records when significant changes in content occur. Overseas missions are working to preserve and record documents that will serve as lessons for future projects, including cases where significant changes in project content or decisions arise, as well as exchanges with governments of partner countries.

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**

During the project formulation process, Japan encourages implementing agencies to establish systems, including securing maintenance costs, in order to ensure partner country ownership.

Recommendation 2: Review of Procurement Guidelines

In December 2024, Japan published the Procurement Guidelines for Grant (Procurement Agent Method).

Column

OECD-DAC Network on Development Evaluation (EvalNet) and Japan's Cooperation

The Network on [Development Evaluation \(EvalNet\)](#) was established in 1983 as a subsidiary organization under the Organisation for Economic Co-operation and Development's Development Assistance Committee (OECD-DAC). 51 countries and international organizations (33 DAC members including Japan, 7 partner countries, and 11 international organizations) participate in regular meetings held at OECD headquarters in Paris to promote the evaluation efforts of each country and enhance the effectiveness of development assistance by sharing best practices regarding evaluation systems and results, and discussing improvements to evaluation methods.

The DAC evaluation criteria (Relevance, Coherence, Effectiveness, Impact, Efficiency, Sustainability), which were adopted by the network's predecessor in 1991 and revised in 2019, are utilized as the foundation for evaluation at many development assistance institutions in the world. In MOFA's ODA evaluations, we set evaluation criteria (Relevance of Policies, Effectiveness of Results, Appropriateness of Processes) based on the DAC Evaluation Criteria in the "Evaluation from Development Viewpoints." The [Japanese translation of the new DAC evaluation criteria](#) was prepared in cooperation with the Japan Evaluation Society (JES). Additionally, we have created a Japanese translation of [Applying Evaluation Criteria Thoughtfully](#), which outlines guidelines for applying these criteria on the ground, under the supervision of JES.

In 2023, celebrating the 40th anniversary of the establishment of EvalNet, a session was held at the OECD that invited non-DAC members as special observers, with over 150 participants from 62 organizations. Participants examined past evaluations and agreed on the importance of investing in the utilization of evaluation, that the term accountability includes the accountability to learn from and utilize evaluation findings, and the important role of actively involving partner countries in evaluation processes. Furthermore, participants expressed a desire to explore real-time evaluation methods for great policy influence. They also expressed their interest in how advancements in technology could help accelerate the feedback of evidence to policy making, and how AI could streamline the evaluation process.

Japan emphasizes improving the evaluation capacity of partner countries, a topic that is discussed almost every time at meetings of the network, and shares the "ODA Evaluation Workshop" hosted by MOFA since 2001 as a best practice. At meetings, we also introduce our efforts where MOFA requests governments and agencies in partner countries to conduct evaluations of Japan's development programs or projects in areas such as health, transportation, and disaster prevention. Moreover, in response to requests from the EvalNet Secretariat, we provide information on cases of third-party evaluations conducted by Japan, and exchange information with other members at meetings. For example, regarding the Evaluation of Japan's COVID-19 Related Cooperation implemented by MOFA in FY2024, we received a request from the Secretariat for cooperation to use as a reference for their joint evaluation with the COVID-19 Global Evaluation Coalition (GEC). Therefore, we have been actively involved by providing data, and Japan's cooperation cases are mentioned in [the joint evaluation report by GEC](#). We will continue actively cooperating for the enhancement and development of the network's activities.



The 42nd EvalNet Meeting held at OECD headquarters in Paris



Group photo of participants at the 42nd Meeting held in February 2025
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Editor's Note

Last year, I stated here that “evaluation is an endeavor that connects individuals.” This year, we present to you the fruits of our efforts as we have continued to question the meaning of these words. I would also like to extend my gratitude to all those who have been involved in these efforts.

We firmly believe that “evaluation has value only when it is utilized.” To achieve this goal, we strive for evaluation where both the evaluators and those being evaluated fully express their minds to each other, evaluation that serves as the sun rather than the north wind, and evaluation that transcends the barriers between true intentions and public stance.

However, lofty aspirations alone cannot change the current reality. To bring about change, there is much work that must be done: caring for others, verification of facts, logical reasoning, sound judgment, consistent validation, extensive preparation, and sincere communication... We have received cooperation from many individuals.

The evaluations we conduct are “ex-post evaluations” that look back at the past. We have repeatedly discussed with people of different positions and perspectives, and have experienced many twists and turns and setbacks. Meanwhile, we have reflected on the times when they sowed and nurtured seeds, and witnessed their abundant harvest. I believe we have been able to connect people beyond time. This is all thanks to the evaluators, those being evaluated, and those who supported us from the sidelines. We appreciate your cooperation.

Through our evaluation process, we connect individuals in 2024, link the past and present with the evaluation results, and will apply these learnings to the future.

Allow me to reiterate: “Evaluation is an endeavor that connects individuals, transcending even time itself.” Being able to experience this has been a precious harvest for us gained over the course of a year.

We offer this booklet with the hope that you will share the same experience. Please savor it thoroughly along with each evaluation report. We take pride in these rich offerings even where they present challenges.

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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/>
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