Session 4:
The 18 th ODA Evaluation Workshop
JICA's Project Evaluation

And
Current Challenge,
" Process Analysis on Capacity Development through Lesson Study Projects in Zambia"

Feb9th . 2023

Evaluation Department

Japan International Cooperation Agency (JICA)

独立行政法人 国際協力機構

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The 18th ODA Evaluation Workshop

Session4-1 JICA's Project Evaluation

Feb 9th. 2023

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1. Overview of JICA

独立行政法人 国際協力機構

Leading the world with trust

JICA values the relationship of mutual trust with developing countries
and is working with them to rise to the challenges.

About JICA

【Human Security】

Aiming for a society where all people can protect themselves from various threats and live their daily lives in security and with dignity.

People

A society where all can live healthy, safe lives
- Education
- Health
- Social
- Security

Peace

A peaceful, just society without fear or violence
- State-Building to Prevent the Outbreak
  and Recurrence of Conflicts
- Governance Support
- Gender Equality and the
  Empowerment of Women and Girls

【Quality Growth】

Promoting sustainable growth with less disparity and without harming the environment.

Prosperity

A prosperous, sustainable economy at harmony with nature and prepared for promoting social development
- Agricultural and Rural Development
- Economic Development
- Urban and Regional Development
- Ensure Access to Affordable and Clean Energy
- Development of Transport Infrastructure

Planet

Care for the Planet
- Environmental Conservation and Management
- Water Resources Management
- Disaster Risk Reduction
- Climate Change

There
are

96

Overseas offices
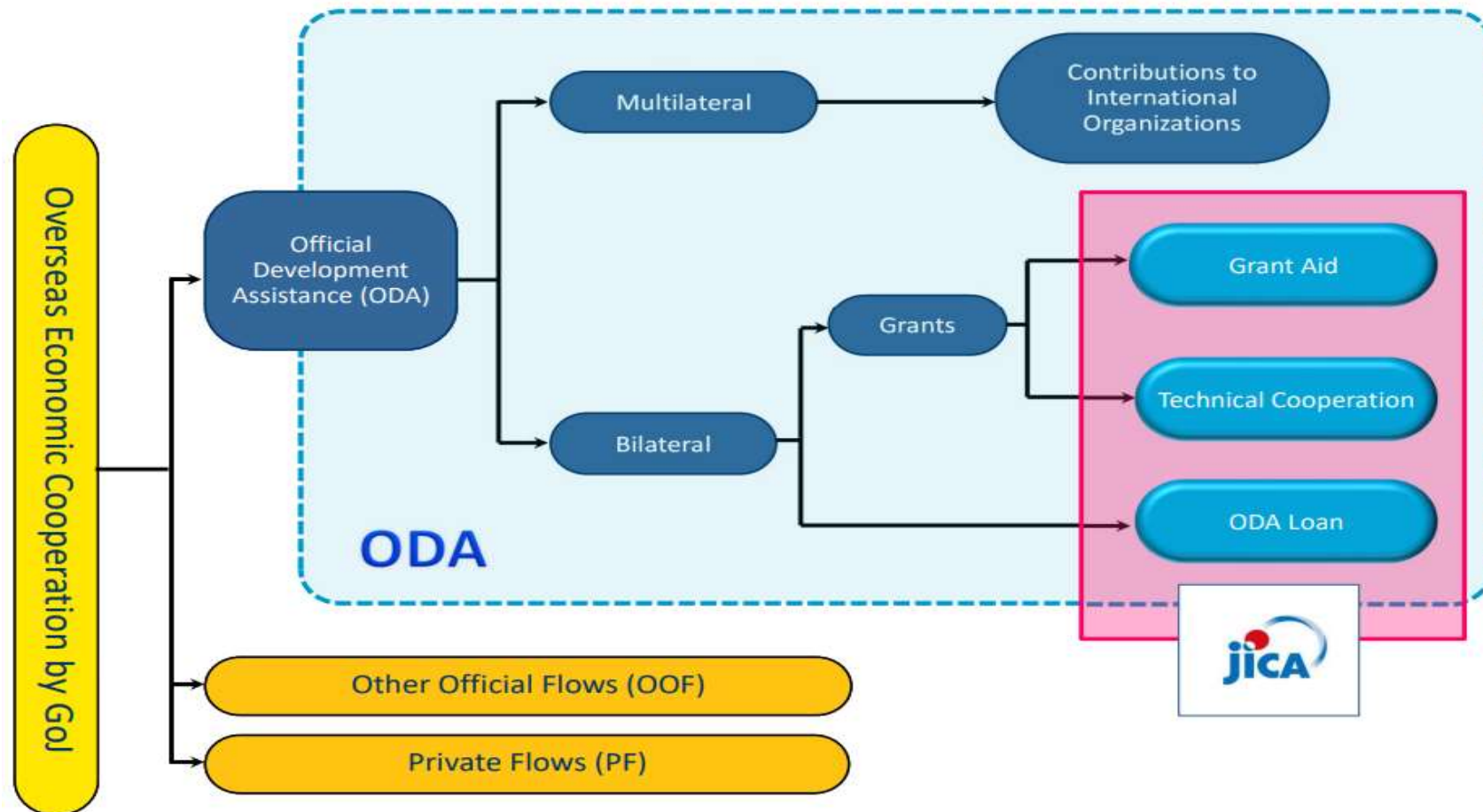(as of July 1,2022)

15

domestic offices
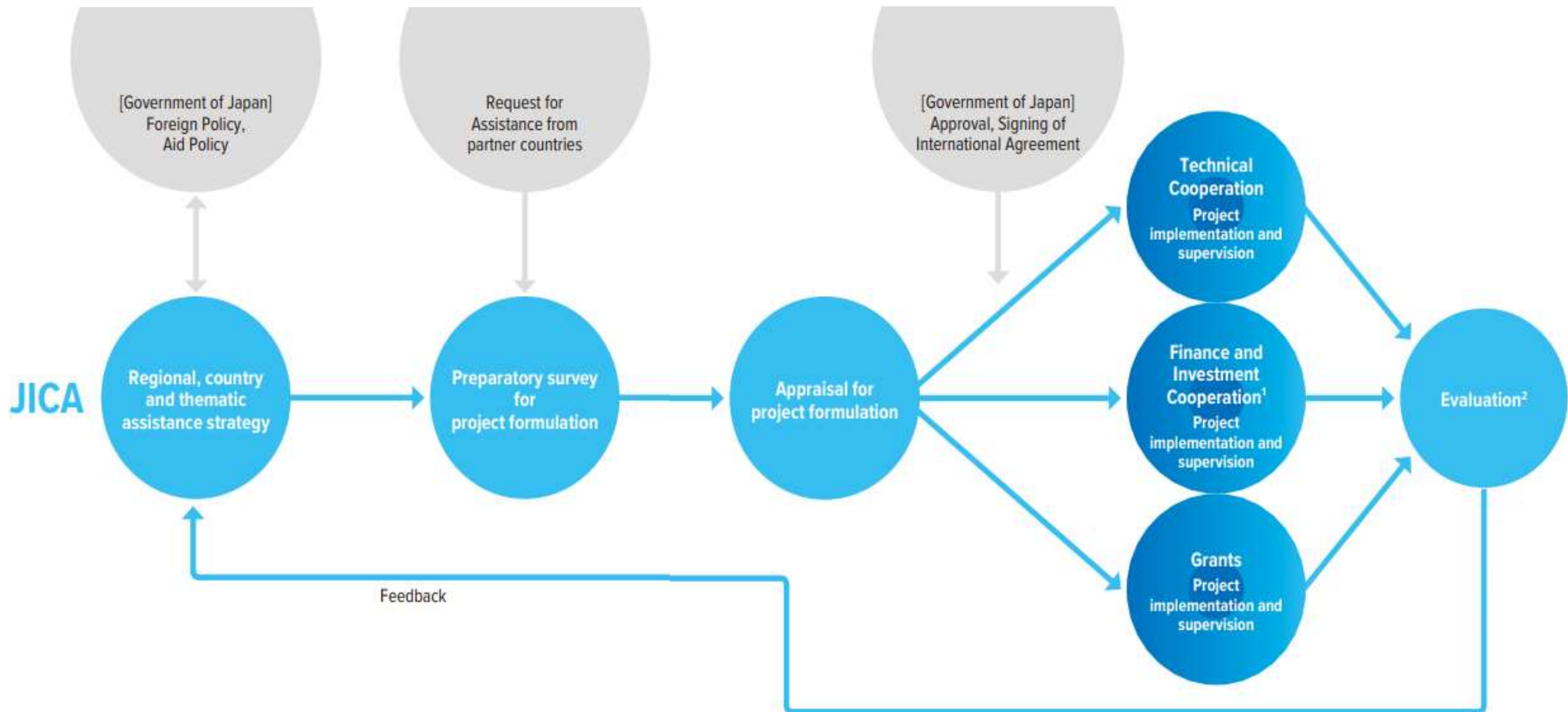(as of July 1,2022)

1,955

Staff members
(as of July 1,2022)

at a Glance

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JICA's Operational Flow of Cooperation Projects

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Scale of Operation by Region

● MENA+Europe
22 countries/regions targeted for assistance
Total value of JICA programs
$530 mil

● East/Central Asia
10 countries targeted for assistance
Total value of JICA programs
$326 mil

● Latin America and the Caribbean
29 countries targeted for assistance
Total value of JICA programs
$233 mil

● Sub-Saharan Africa
49 countries targeted for assistance
Total value of JICA programs
$712 mil

● South Asia
8 countries targeted for assistance
Total value of JICA programs
$5,365 mil

● Southeast Asia and the Pacific
21 countries targeted for assistance
Total value of JICA programs
$4,146 mil

JICA at a Glance

Types of Cooperation (1)
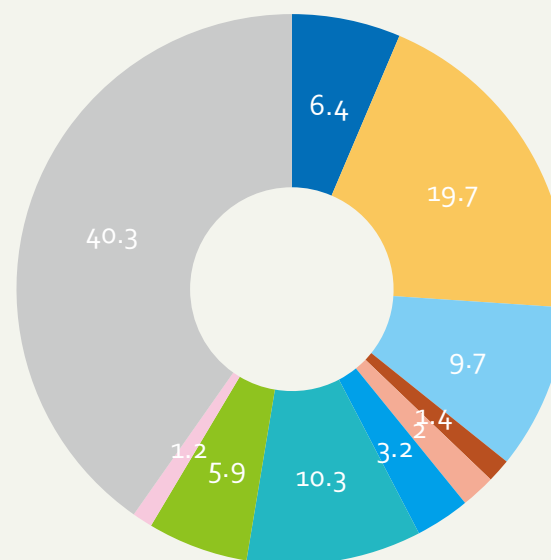
Technical Cooperation *1

Dispatch of Japanese experts to developing countries and acceptance of training participants and students to disseminate Japanese technologies and knowledge

- 🔵 1. Planning and administration — 6.4%
- 🟡 **2. Public works and utilities — 19.7%**
  (Transportation/Traffic/Social Infrastructure etc.)
- 🔵 **3. Agriculture, forestry — 9.7%**
  and fisheries
- 🔴 4. Mining and industry — 1.4%
- 🟠 5. Energy — 2.0%
- 🔵 6. Business and tourism — 3.2%
- 🟢 **7. Human resources — 10.3%**
  (Education/Vocational Training etc.)
- 🟢 8. Health and medical care — 5.9%
- 🩷 9. Social welfare — 1.2%
- ⚪ 10. Others — 40.3%

(In fiscal year 2020) (Unit: %)

Scale of Operation

$907 mil

(Note) In some cases, the numbers do not correspond to the figures reflected in the "Total" section because of rounding estimates. *1 Technical Cooperation expenses include Technical Assistance expenses managed under the Finance and Investment Account budget, but exclude administration costs.

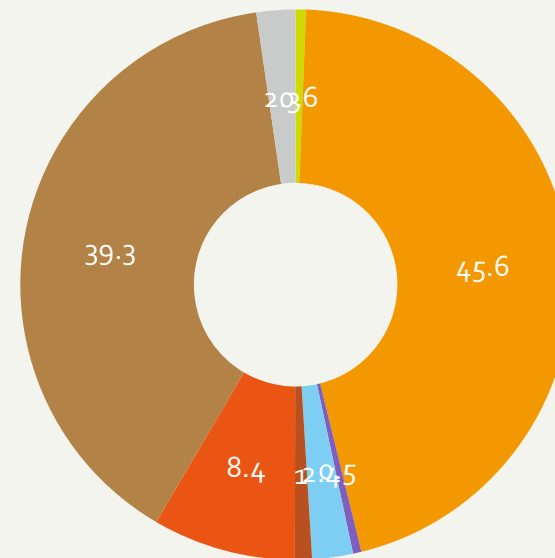at a Glance

Finance and Investment Cooperation（ODA Loans）*2

Lending or investing of funds under concessional terms to developing countries for their development

- 🟢 1. Electric power and gas   0.6%
- 🟠 **2. Transportation**   **45.6%**
- 🟣 3. Irrigation and food control   0.5%
- 🔵 4. Agriculture, forestry   2.4%
  and fisheries
- 🟤 5. Mining and industry   1.0%
- 🔴 **6. Social services**   **8.4%**
  (Water Supply and Sanitation/Education etc.)
- 🟫 **7. Program loans**   **39.3%**
- ⬜ 8. Others   2.3%

(In fiscal year 2020) (Unit: %)

Scale of Operation

$10,804 mil

(Note) In some cases, the numbers do not correspond to the figures reflected in the "Total" section because of rounding estimates. *2 Total commitment amounts of ODA Loans and Private-Sector Investment Finance.

at a Glance

Types of Cooperation (3)

Grants *3

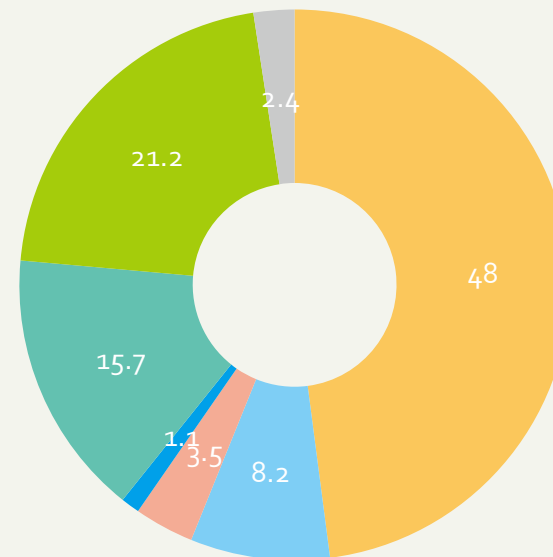Financial assistance with no repayment obligation; it mainly targets developing countries with low levels of income.

- 🟠 **1. Public works and utilities** — **48.0%**
- 🔵 2. Agriculture, forestry and fisheries — 8.2%
- 🔴 3. Energy — 3.5%
- 🔵 4. Business and tourism — 1.1%
- 🟢 **5. Human resources** — **15.7%**
  (Education/Vocational Training etc.)
- 🟢 **6. Health and medical care** — **21.2%**
- ⚪ 7. Others — 2.4%

(In fiscal year 2020) (Unit: %)

Scale of Operation
$578 mil

(Note) In some cases, the numbers do not correspond to the figures reflected in the "Total" section because of rounding estimates. *3 The amount is calculated based on the fiscal 2019 budget, it does not correspond to the total amount of Grant Agreements (G/As) concluded in fiscal 2019. ※ Total value of JICA programs in the map do not include cooperation track records that cannot be categorized by region.

at a Glance

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JICA's Project Evaluations at a Glance

To improve its projects (learning) and **ensure accountability** to stakeholders, JICA evaluates each project and conducts comprehensive and cross-sectoral thematic analyses.

Project PDCA Cycle and Project Evaluation

JICA evaluates projects based on the four-stage PDCA cycle for project management, namely: pre-implementation (Plan), implementation (Do), post-implementation (Check) and feedback (Action).

Accountability

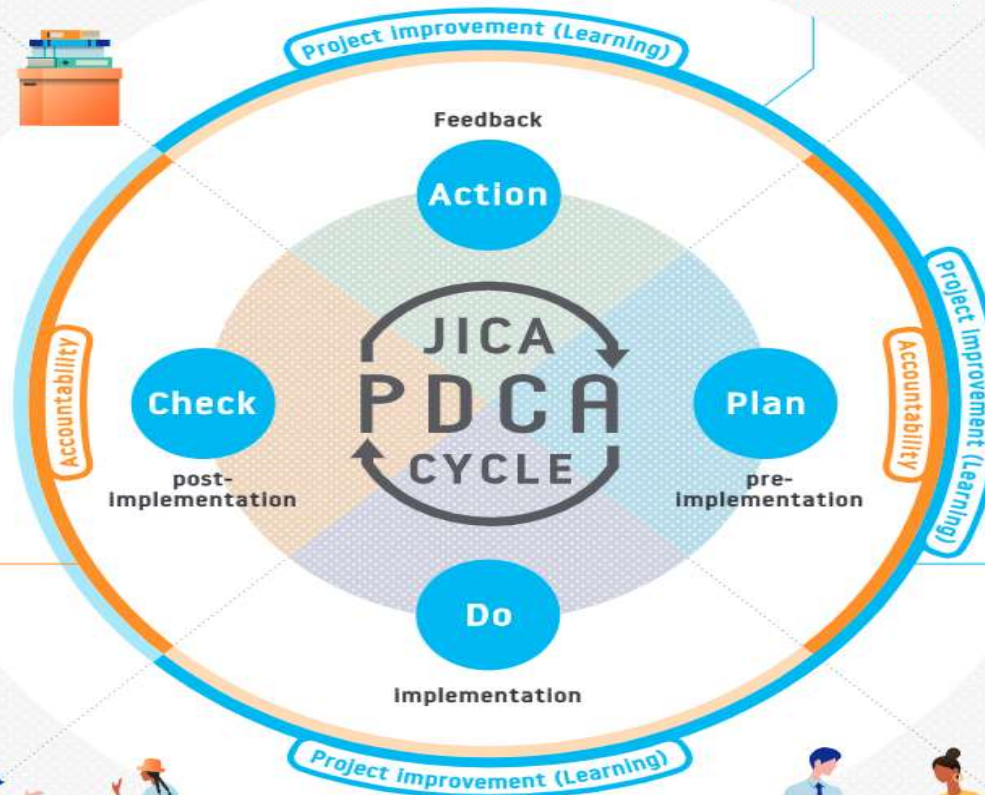JICA ensures accountability via ex-post evaluation (refer to pp. 4-5).

Ex-post evaluation

JICA ascertains and evaluates especially whether the activities conducted through the project were appropriate for achieving the development effects and which effects were actually achieved by the project.

Feedback (Action)

JICA utilizes evaluation results to follow up on past projects as required and leverages this information as feedback to formulate similar future projects (by sharing evaluation results to improve future activities as required).

At the feedback stage (Action), JICA shares feedback to improve projects (Learning)

Project improvement (Learning)

Feedback

Action

Check
post-implementation

JICA PDCA CYCLE

Plan
pre-implementation

Do
Implementation

Accountability

Project improvement (Learning)

Project improvement (Learning)

Monitoring

JICA observes whether the project activity is progressing as planned and whether outcomes have been properly achieved as well as adjusting the trajectory as required.

Ex-ante evaluation

At the planning stage, JICA confirms the priority/necessity and expected effects of the project and sets indicators and targets to measure the effects both during and after project implementation. At the same time, JICA makes sure that lessons learned from past projects are properly reflected in the project.

Project improvement (Learning)

Accountability System

Mechanisms to ensure accountability

Projects costing

200 million yen or more

JICA conducts ex-ante/ex-post evaluations on all projects costing 200 million yen or more. During the ex-ante evaluation (at the pre-implementation stage), JICA confirms the priority and necessity of the project and verifies its expected effects as well as confirming that lessons learned from past projects are properly reflected in the project at this stage. Meanwhile, during the ex-post evaluation, JICA verifies the effects achieved by the project, as well as their sustainability after the project completion.

International criteria for evaluation

During the ex-post evaluation, JICA evaluates projects in line with the international criteria for evaluating development assistance by OECD-DAC.

Transparency

evaluation results are publicized on the JICA website.

Related link
https://www.jica.go.jp/english/our_work/evaluation/index.html

Accountability

JICA ensures accountability by conducting ex-ante evaluation before implementing the project and ex-post evaluation after the project completion.

JICA PDCA CYCLE
- Action
- Plan — pre-implementation
- Do
- Check — post-implementation
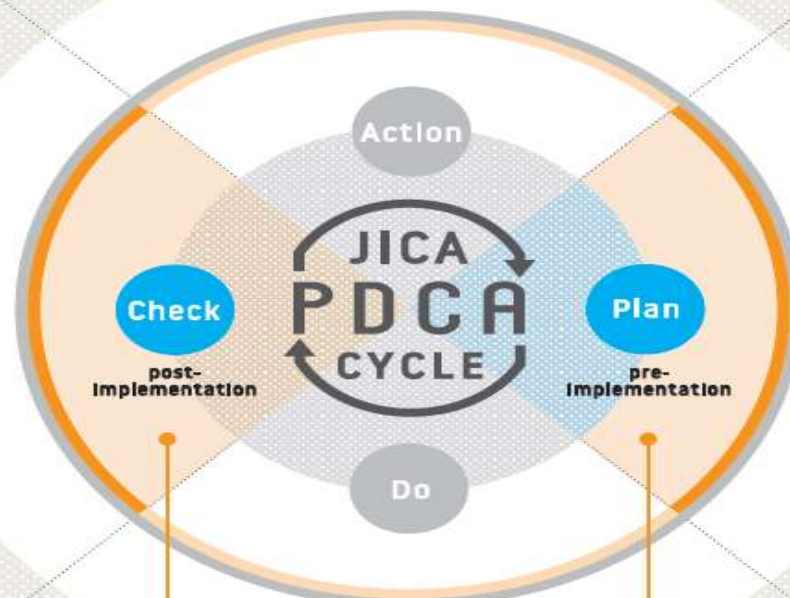
Evaluation Results

Project evaluation results in FY 2021

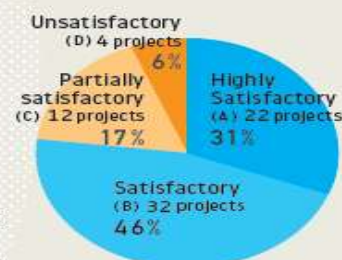Ex-ante evaluation **155** projects

Ex-post evaluation **157** projects

	External evaluation	Internal evaluation	Total
Technical Cooperation	17 projects	77 projects	94 projects
ODA Loans	25 projects	0 projects	25 projects
Grant Aid	31 projects	7 projects	38 projects
Total	73 projects	84 projects	157 projects

* The figures are current as of February 2022.
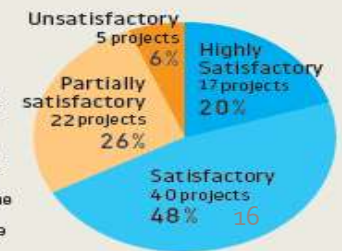
Overall rating (ex-post evaluation)

External evaluation

* A, B, C and D as shown in the pie chart show the ratings for external evaluations.
* As a general rule, projects costing one billion yen or more are subject to external third-party evaluations. (The number of projects shown on pie charts is for projects posted in the list of overall rating.)

- Unsatisfactory (D) 4 projects — 6%
- Highly Satisfactory (A) 22 projects — 31%
- Satisfactory (B) 32 projects — 46%
- Partially satisfactory (C) 12 projects — 17%

Internal Evaluation

* Projects costing more than 200 million but less than one billion yen are subject to internal evaluations undertaken by JICA overseas office staff members or other personnel overseeing the countries and regions, where the projects were conducted.

- Unsatisfactory 5 projects — 6%
- Highly Satisfactory 17 projects — 20%
- Satisfactory 40 projects — 48%
- Partially satisfactory 22 projects — 26%

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Analysis

JICA strives to improve the quality of evaluation by focusing on theories and data relevant to development effects.

Focusing on theories

Development impact assessment using the Theory of Change

JICA organized and considered how to apply a Theory of Change (ToC), which is a method to visualize path towards project outcomes (causal relationships), strengthen project management and visualize and boost the mid- and long-term impacts. JICA will continue to utilize ToC to check the validity of project design and theory, as well as to confirm its contribution to SDGs and other outcomes.

Process analysis

JICA is working on "process analysis" to clarify how the project process helped achieve the effects. During a project implemented in education sector in Rwanda, as shown on p. 49, a voluntary and spontaneous training activity among teachers helped encourage information-sharing and other behavioral changes, clearly making them more aware of the need to design and provide classes that encourage students to think spontaneously.

Focusing on data

Promoting the usage of data to measure effects quantitatively

Following the recent global trend of digital transformation (DX), JICA has advanced the use of satellite data in evaluating projects. As introduced in p. 50, using satellite data could quantitatively reveal economic revitalization in a project reinforcing power distribution networks.

Verifying cause and effect by applying a statistical method

JICA conducts impact evaluations to accurately verify the social change brought by a project via statistical methods. The case of the impact evaluation introduced over pp. 51-53 confirmed that creating and distributing textbooks and ensuring teachers engage in reciprocal learning improved students' mathematical proficiency, while a series of maternal and neonatal health support initiatives helped reduce the maternal mortality ratio.

Project improvement (Learning)

To improve projects, JICA utilizes lessons learned from past projects, for similar ongoing and future projects.

Feedback

Action

Check

JICA PDCA CYCLE

Plan — pre-implementation

Do — Implementation
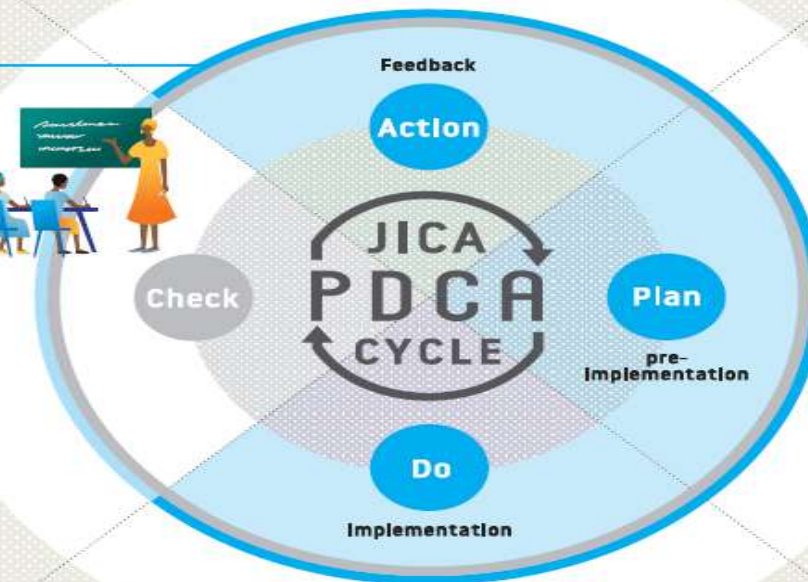
Improvement

Evaluation results of individual projects are utilized for project improvement

Lessons learned from past projects

It was confirmed through ex-post evaluation that lessons learned from past projects were utilized for the improvement and success of the project.

Lessons learned from past projects have revealed that a pilot project gives local engineers the chance to experience actual inspection/repair work, which helps sustain the project effects and ensure project success. Following these lessons, transferring practical techniques to local site engineers via OJT during a bridge maintenance and management project in Sri Lanka led to success.

New lessons learned through evaluations in FY 2021

Lessons newly learned will be utilized for the improvement and success of similar future projects.

The following lessons were drawn from the evaluation result of renewable energy development project in Bangladesh: in addition to raising users' awareness, encouraging suppliers to enter the market would be effective for creating a solar power market in rural areas. JICA will plan and implement similar future projects by promoting a further involvement of users and suppliers. (Bangladesh)

Evaluation Criteria

> JICA consistently conducts evaluations by applying the **"Six DAC Evaluation Criteria"** as an international perspective for ODA evaluation and JICA's own rating system.
> Based on the revision of the DAC evaluation criteria in December 2019, JICA revised its project evaluation criteria as below. This revised criteria has been applied to projects which started their evaluations from FY2021.
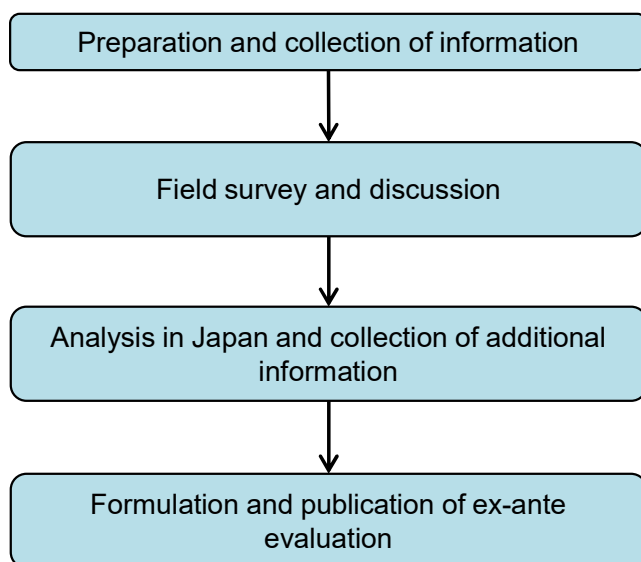
items	New Definition (6 criteria)
Relevance	◆ Validity with project implementation （development needs） ◆ <u>Focus on "Beneficiary." Consideration for inclusiveness and equity</u> ◆ Appropriateness of the project plan and logic of approach
Coherence	◆ <u>Consistency with development assistance policies of the Japanese Government and JICA</u> ◆ <u>Synergistic effect/mutual relations with JICA's other projects (technical cooperation, loans, grant aids, etc)</u> ◆ <u>Complementarity, harmonization and coordination with other assistance/projects in Japan, other development organizations, etc.</u> ◆ <u>Consistency with global framework (international targets, initiatives, standards, etc)</u>
Effectiveness	◆ The degree of achievement of target level in target year of expected project outcome <u>（differential results across the groups）</u>
Impact	◆ Positive and negative indirect and long-term effects (system and norms, people's well-being, human rights, gender equality, and the environment)
Efficiency	◆ Comparisons of planned and actual projects inputs, project period, and project cost
Sustainability	◆ Outlook on sustainability of effects that are realized by the project for aspects of policy/political, institutional/organizational, technical, financial, <u>social & environment, risk,</u> and operation & maintenance

Ex-ante Evaluation

➤ Prior to project implementation, JICA conducts an "ex-ante evaluation" to verify the need for the project and to set targets for project outcomes. During the ex-ante evaluation, from the perspective of six DAC Criteria, **JICA confirms in advance the need and priority of the project, verifies the project outline and anticipated outcomes, and establishes indicators for measuring those outcomes**.

➤ At this time, JICA also confirms that the results from reviewing environmental and social considerations and lessons learned from past projects have been properly reflected.

➤ Once the project has commenced, JICA **monitors and evaluates the project based on the evaluation plan and indicators set at the time of the ex-ante evaluation**.

<Ex-ante evaluation process>

Preparation and collection of information
↓
Field survey and discussion
↓
Analysis in Japan and collection of additional information
↓
Formulation and publication of ex-ante evaluation

JICA collects and analyzes existing information on the recipient country and region, the target project, the implementing agency and beneficiaries, etc.

JICA visits the planned location of the project and the planned site for activities, and confirms the actual situation at the site. JICA also discusses with officials from the partner country, and confirms project implementation plan, etc.

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Ex-post Evaluation

➢ JICA conducts ex-post evaluations for **all projects costing 200 million yen or more**. They are comprehensive evaluation for the completed project and verification of its effects after project completion.

➢ For **projects costing over one billion yen**, JICA strives to **ensure the objectivity and transparency of the evaluation results** by incorporating evaluations conducted by **external third parties (external evaluations)**. External evaluations are conducted by external evaluators, such as development consultants that specialize in evaluations.

<Ex-post evaluation (external evaluation) process>

Preparation

Apr:
Determination of target project

May–Jun:
Selection of evaluator

Jul–Sep:
Planning, preparation and collection of information

Implementation

Oct:
Field survey (1st)

Nov–Dec:
Analysis of results in Japan

Jan of following year:
Field survey (2nd)

Feb–May:
Analysis of results in Japan
Preparation of Evaluation Report

Disclosure

Advisory Committee on Evaluation

Disclosure of evaluation results (online publication)

Evaluator collects materials on the target project and other information necessary for the evaluation, and prepares an evaluation plan.

Evaluator visits the project site to confirm the current situation and interviews users to grasp the project outcomes

During the 2nd field survey, the project site is revisited and interviews conducted in order to collect additional information.

A seminar is also held to explain the results of analysis to the recipient country.

JICA has established a committee comprised of external experts to enhance the quality of evaluations and to ensure accountability.

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Annual Evaluation Report

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

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https://www.jica.go.jp/english/