

JICA's Operations Evaluation

North-East Asia Development Cooperation Forum
Seoul, Republic of Korea
September 14, 2018

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Evaluation Department
Japan International Cooperation Agency

All participants grasp

Outline of JICA's operations evaluation

Role and workflow of JICA Evaluation Dep.

JICA gets suggestions from the participants.

Japan's ODA and JICA

Evaluation of Japan's ODA

JICA Evaluation Department

JICA's Operations Evaluation Framework

Role of JICA Evaluation Department

Our Challenges

Japan's ODA and JICA

Evaluation of Japan's ODA

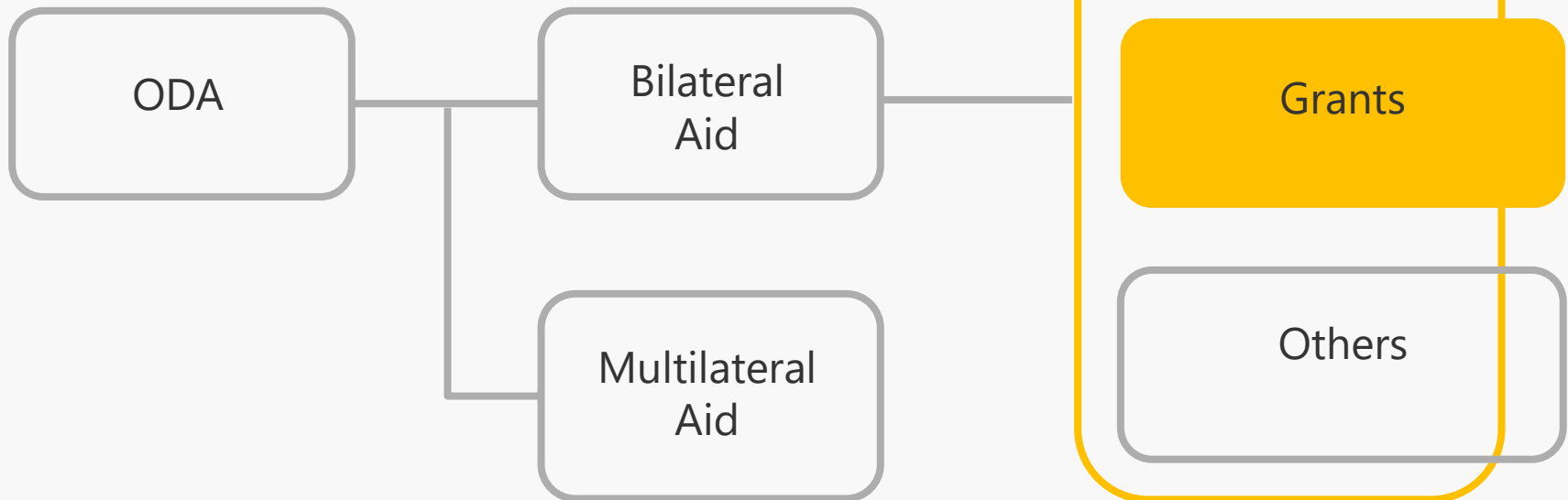
JICA Evaluation Department

JICA's Operations Evaluation Framework

Role of JICA Evaluation Department

Our Challenges

JICA administers
Three Assistance Schemes
and others



Executing agency of Japan's ODA

Newly launched in October 2008

(JICA + Overseas Economic Cooperation Operations of JBIC)

An independent administrative agency

Full-time staff 1, 882 (July1, 2017)

Japan's ODA and JICA

Evaluation of Japan's ODA

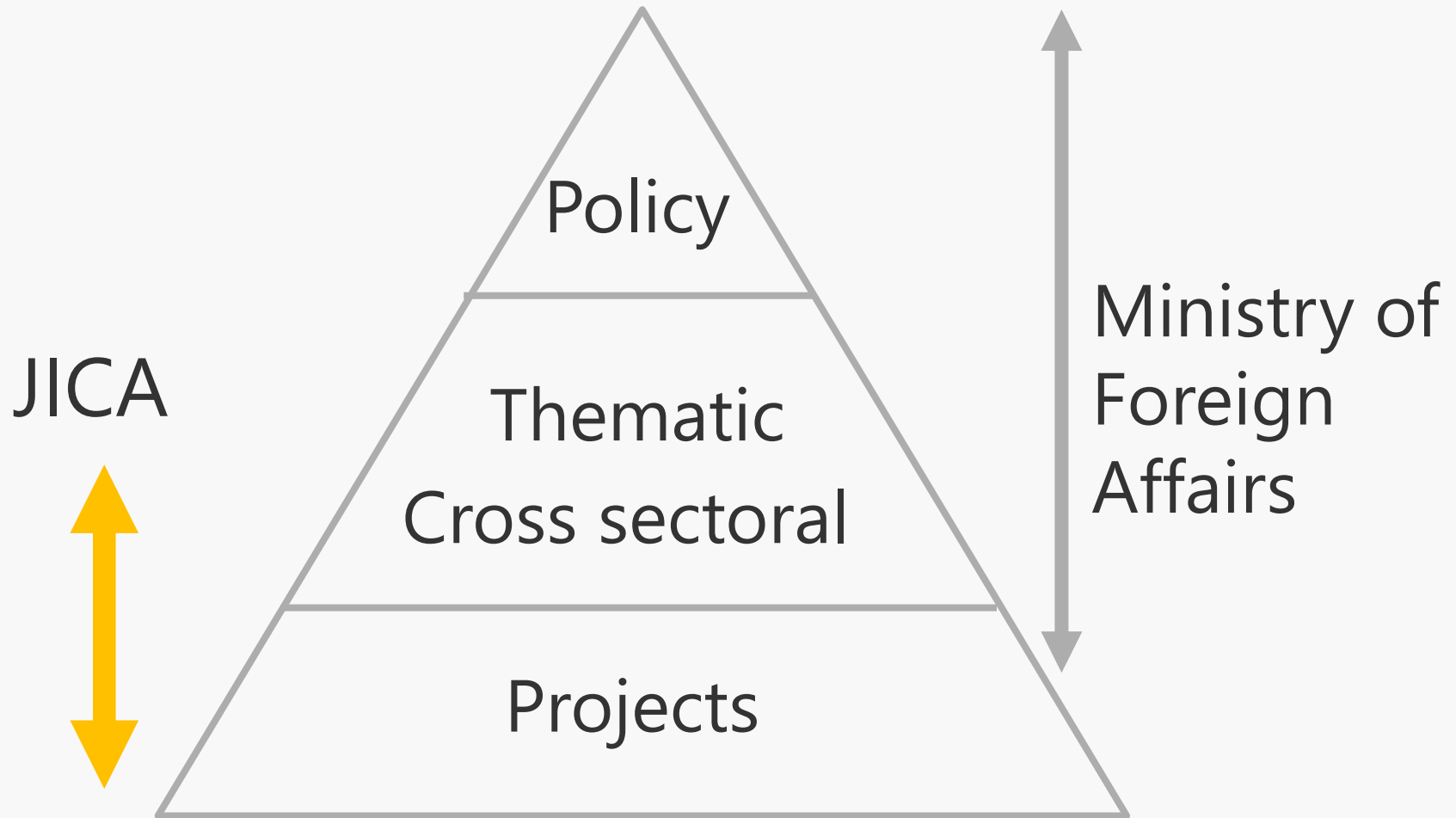
JICA Evaluation Department

JICA's Operations Evaluation Framework

Role of JICA Evaluation Department

Our Challenges

Demarcation between JICA and MOFA



Project evaluation

Ex-ante evaluation

Ex-post evaluation

Comprehensive evaluation and analysis

Thematic evaluation, etc.

Process analysis

Statistical analysis etc.

Japan's ODA and JICA

Evaluation of Japan's ODA

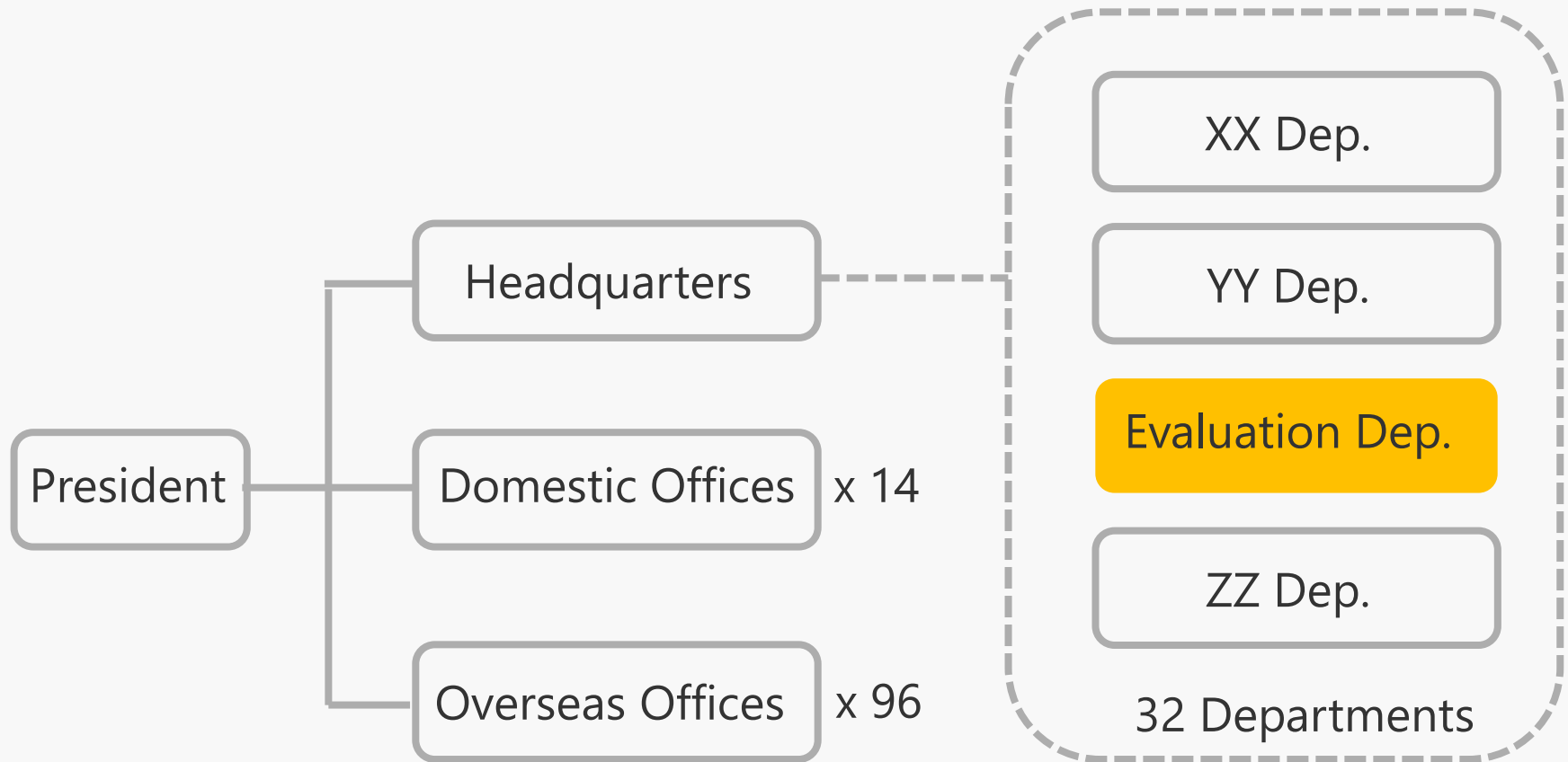
JICA Evaluation Department

JICA's Operations Evaluation Framework

Role of JICA Evaluation Department

Our challenges

Organization Chart of JICA



- **Not independent** of the management
- Actively collaborating with other departments
- Staff reshuffle with operation departments
- Round figure of the department
 - Staff 30
 - Budget one billion yen/year (April-March)
(about US\$9 million)
 - 200 project ex-post evaluations/year

Japan's ODA and JICA

Evaluation of Japan's ODA

JICA Evaluation Department

JICA's Operations Evaluation Framework

Role of JICA Evaluation Department

Our challenges

Followings are the principles applied to evaluations for **Three Assistance Schemes**

Technical Cooperation

ODA Loans

Grant Aid

Objectives of JICA's operations evaluation

Categories

Coherent methodologies and criteria

Improve project operations

Ensure organizational **accountability**

Project evaluation

Ex-ante evaluation 169 projects (2016)

Ex-post evaluation 192 projects (2016)

Comprehensive evaluation and analysis

Thematic evaluation, etc.

Process analysis

Statistical analysis etc.

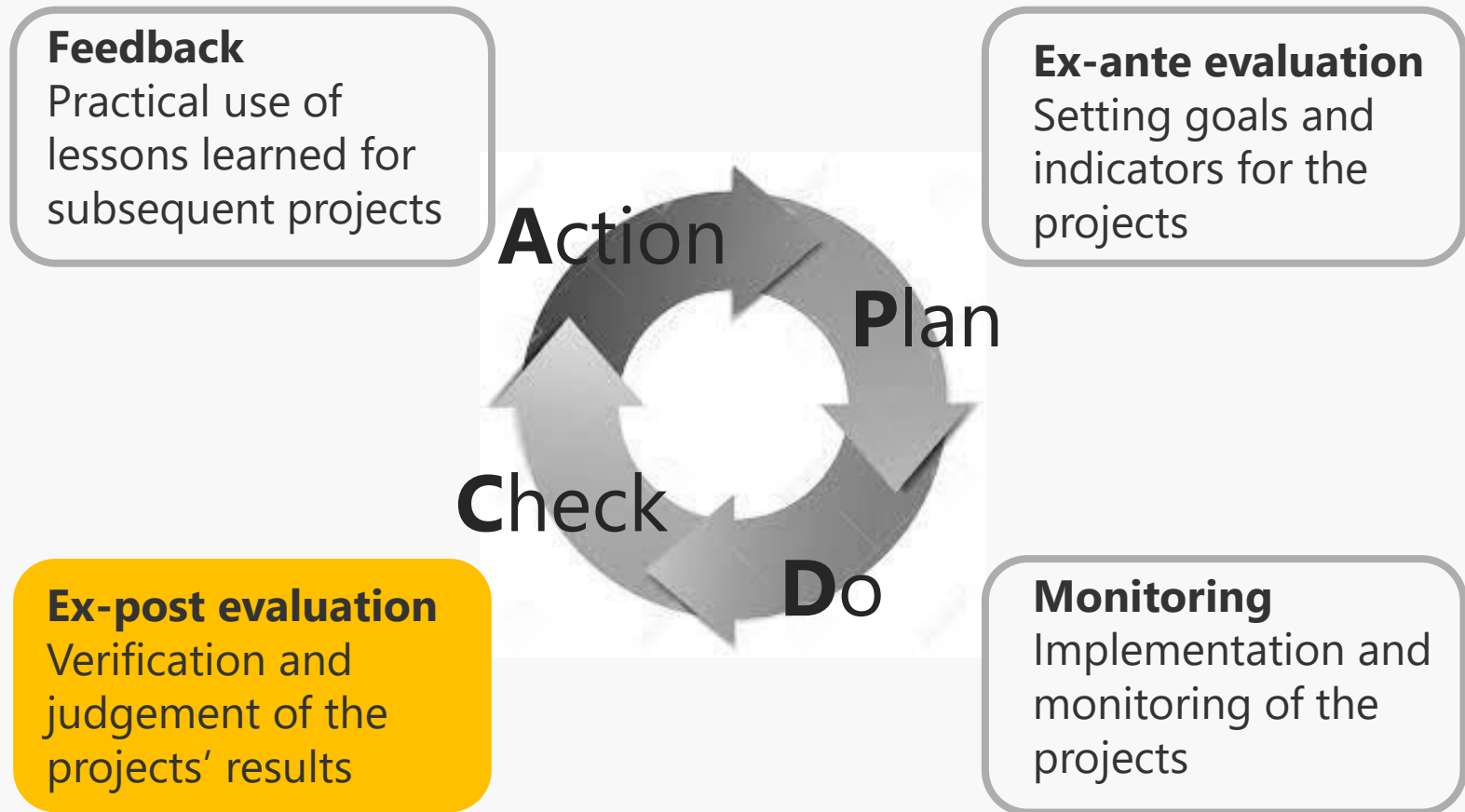
Project's PDCA cycle

Evaluation perspectives

Target projects

Publication of evaluation results and rules

Project's PDCA cycle



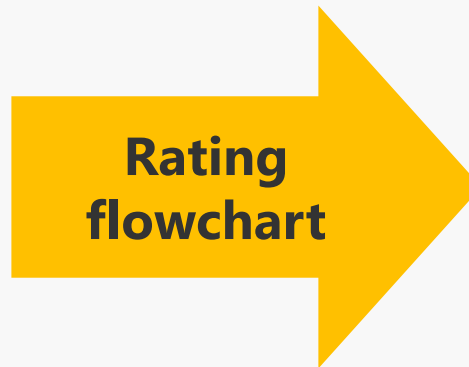
Overall rating of **ABCD** for each project

4 rating criteria based on Five DAC Criteria

Rating **flowchart**

4 Rating Criteria and Overall Rating

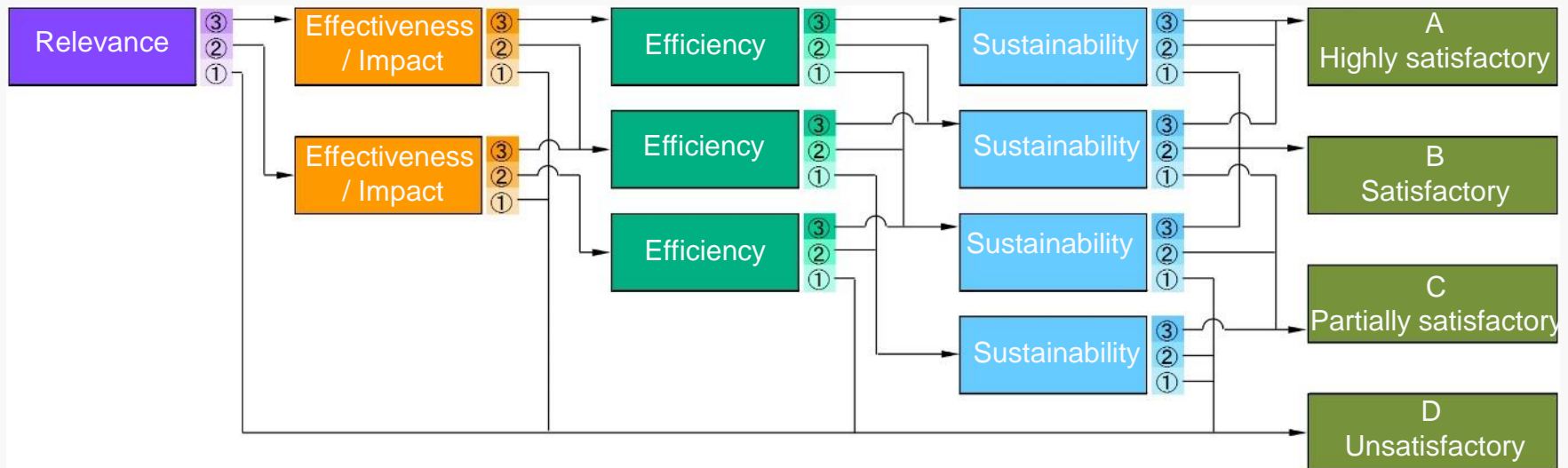
4 criteria
Relevance
Effectiveness/Impact
Efficiency
Sustainability



Overall rating
A Highly satisfactory
B Satisfactory
C Partially satisfactory
D Unsatisfactory

3 grades of 4 rating criteria leading to ABCD

Weighting through the flowchart



All projects applying,

Contributions of **200 million yen*** or more

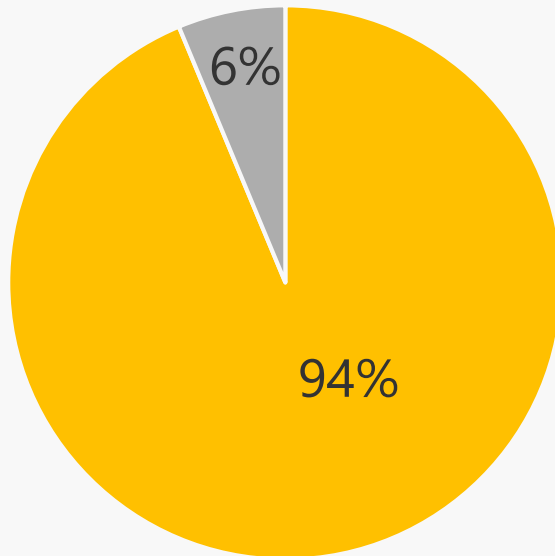
Two or three years after the completion

* about 1.8 million US dollars

Around **200 projects** every year

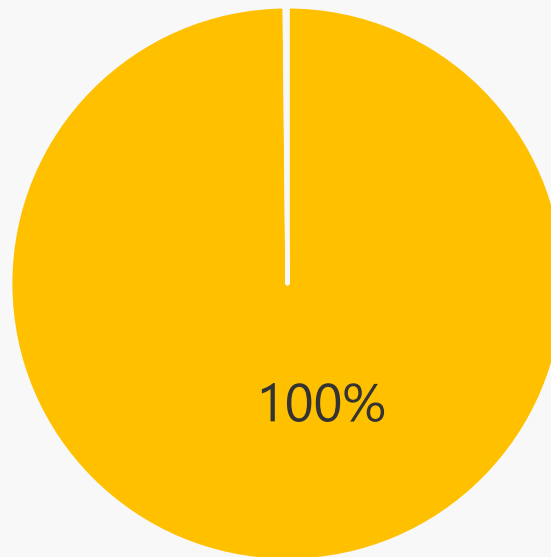
Coverage Based on Contribution Amount

Technical Cooperation



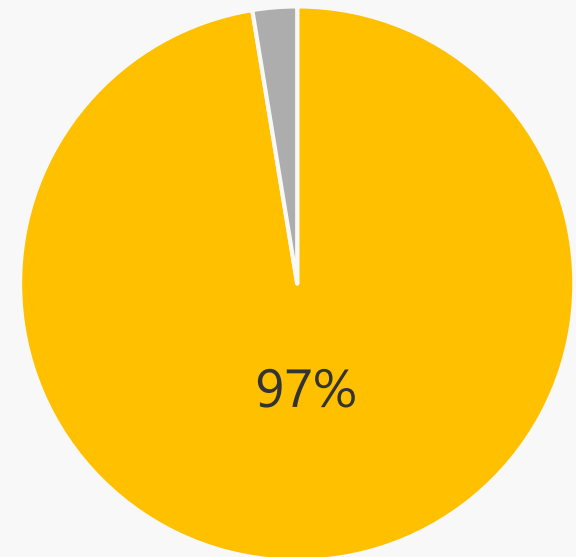
ODA Loan

0%



Grants

3%

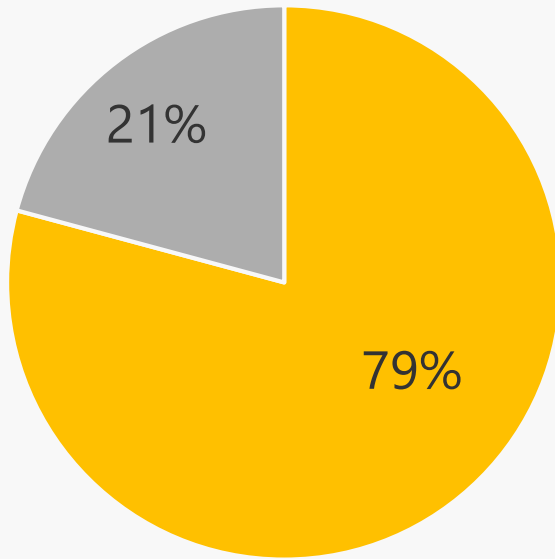


Ex-post evaluated

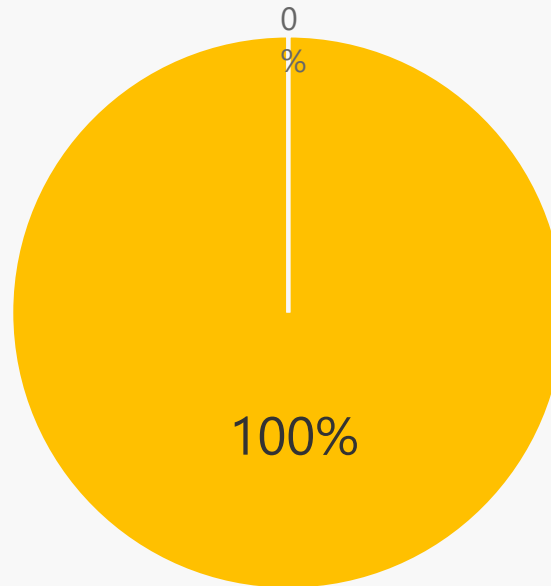
(2016)

Coverage Based on Number of Projects

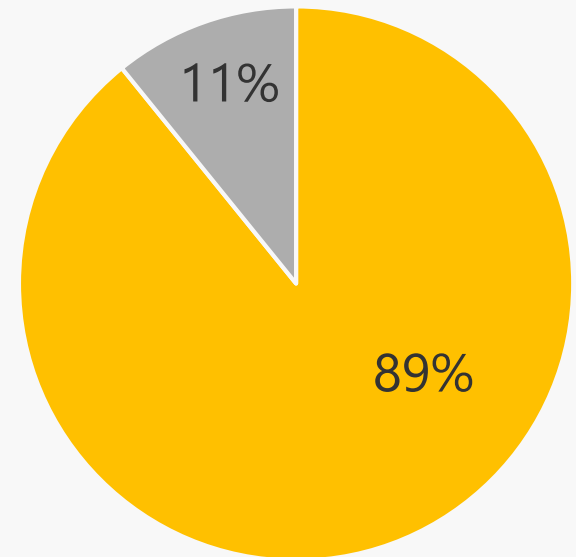
Technical Cooperation



ODA Loan



Grants



Ex-post evaluated

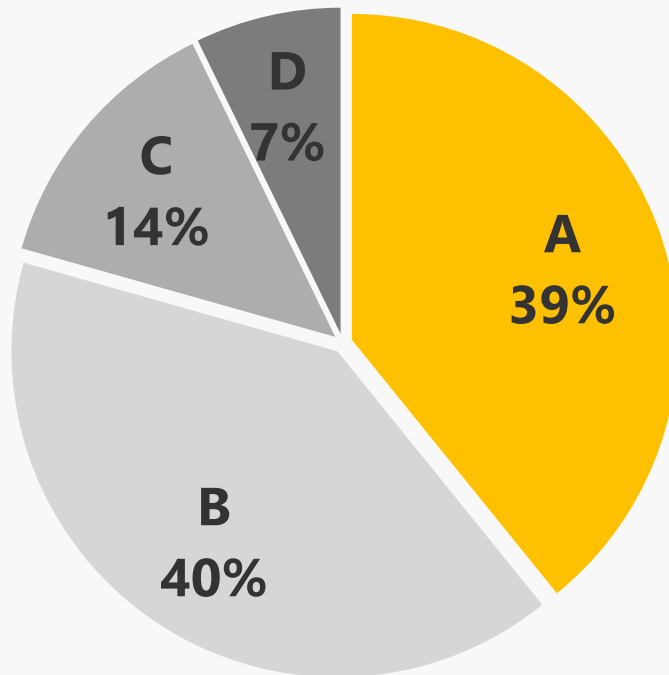
(2016)

A large yellow circle containing the text "100%" in a bold, dark blue font.

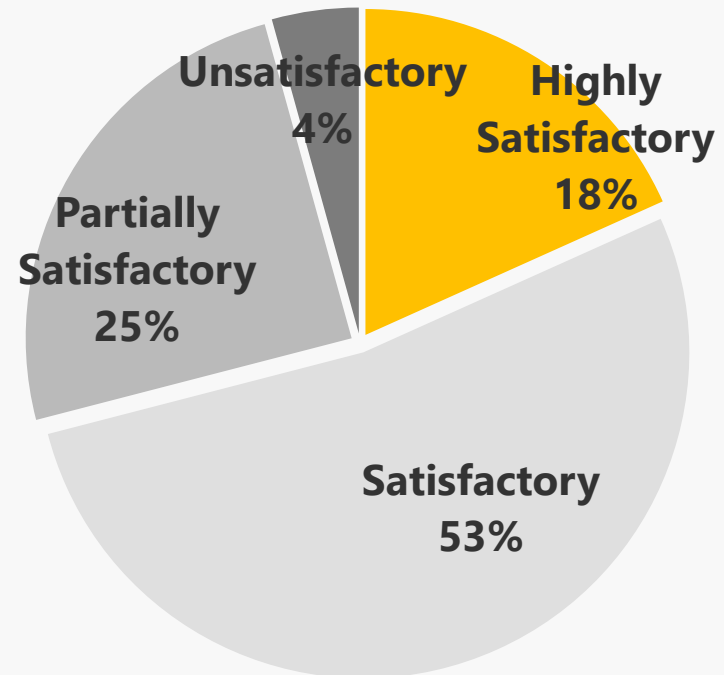
100%

Results of Ex-post Evaluations

External

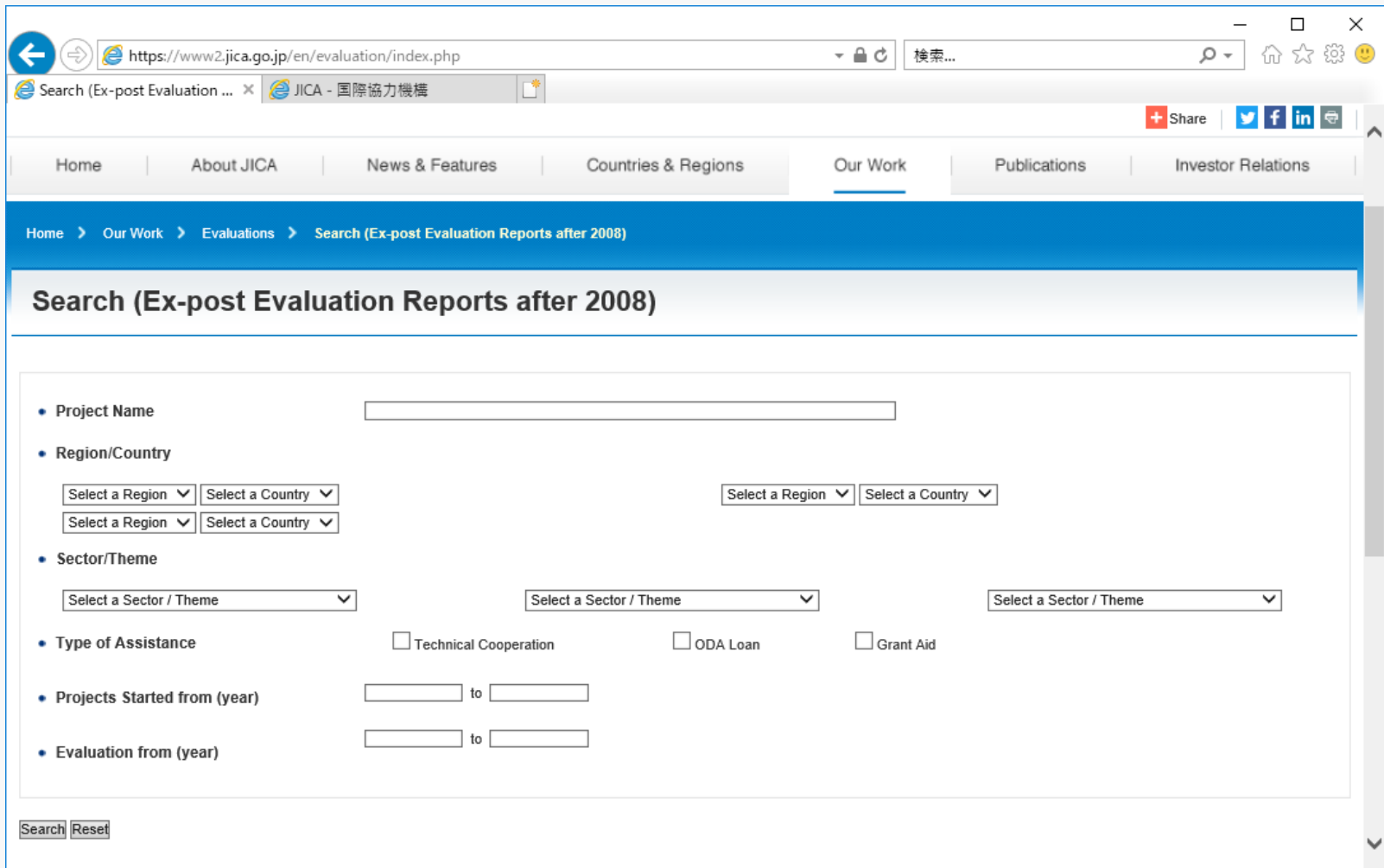


Internal



(2016)

Search for Ex-post Evaluation Reports



The screenshot shows a web browser window with the URL <https://www2.jica.go.jp/en/evaluation/index.php>. The page title is "Search (Ex-post Evaluation Reports after 2008)". The navigation menu includes Home, About JICA, News & Features, Countries & Regions, Our Work (selected), Publications, and Investor Relations. The breadcrumb trail is Home > Our Work > Evaluations > Search (Ex-post Evaluation Reports after 2008).

The search form contains the following fields:

- Project Name:** A text input field.
- Region/Country:** Two sets of dropdown menus, each with "Select a Region" and "Select a Country".
- Sector/Theme:** Three dropdown menus, each with "Select a Sector / Theme".
- Type of Assistance:** Three checkboxes: ☐ Technical Cooperation, ☐ ODA Loan, and ☐ Grant Aid.
- Projects Started from (year):** Two text input fields separated by "to".
- Evaluation from (year):** Two text input fields separated by "to".

At the bottom of the form are "Search" and "Reset" buttons.

<https://www2.jica.go.jp/en/evaluation/index.php>

JICA Guidelines for Operations Evaluation

The Second Edition (2014)

https://www.jica.go.jp/english/our_work/evaluation/tech_and_grant/guides/c8h0vm000001rfr5-att/guideline_2014.pdf

Japan's ODA and JICA

Evaluation of Japan's ODA

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Our challenges

Coordination of JICA's operations evaluation

Managing

Ex-post evaluation

Comprehensive evaluation and analysis

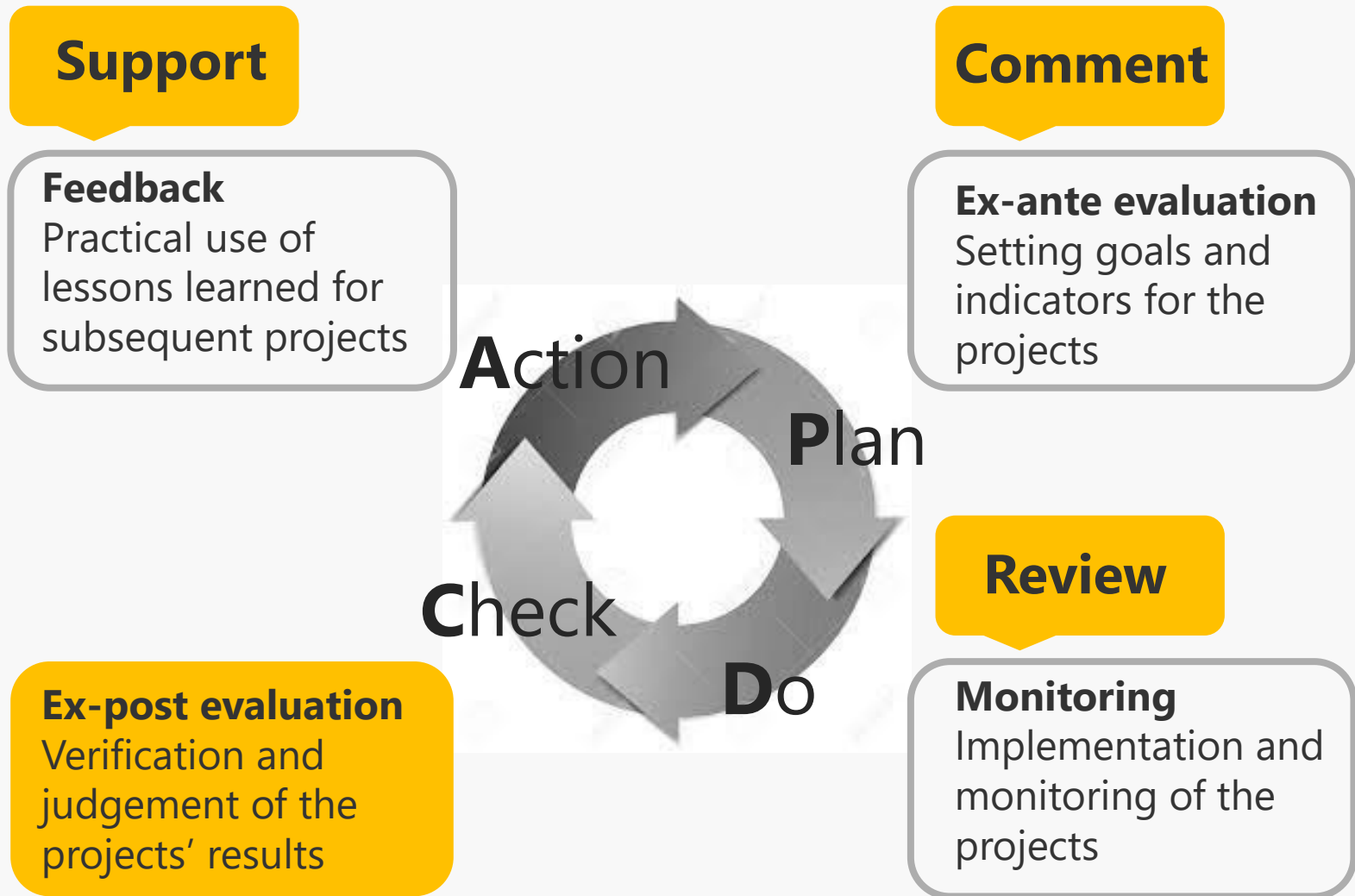
Formulating operations evaluation framework

Commenting ex-ante evaluation

Reviewing monitoring reports

Supporting practical use of lessons learned

Capacity building



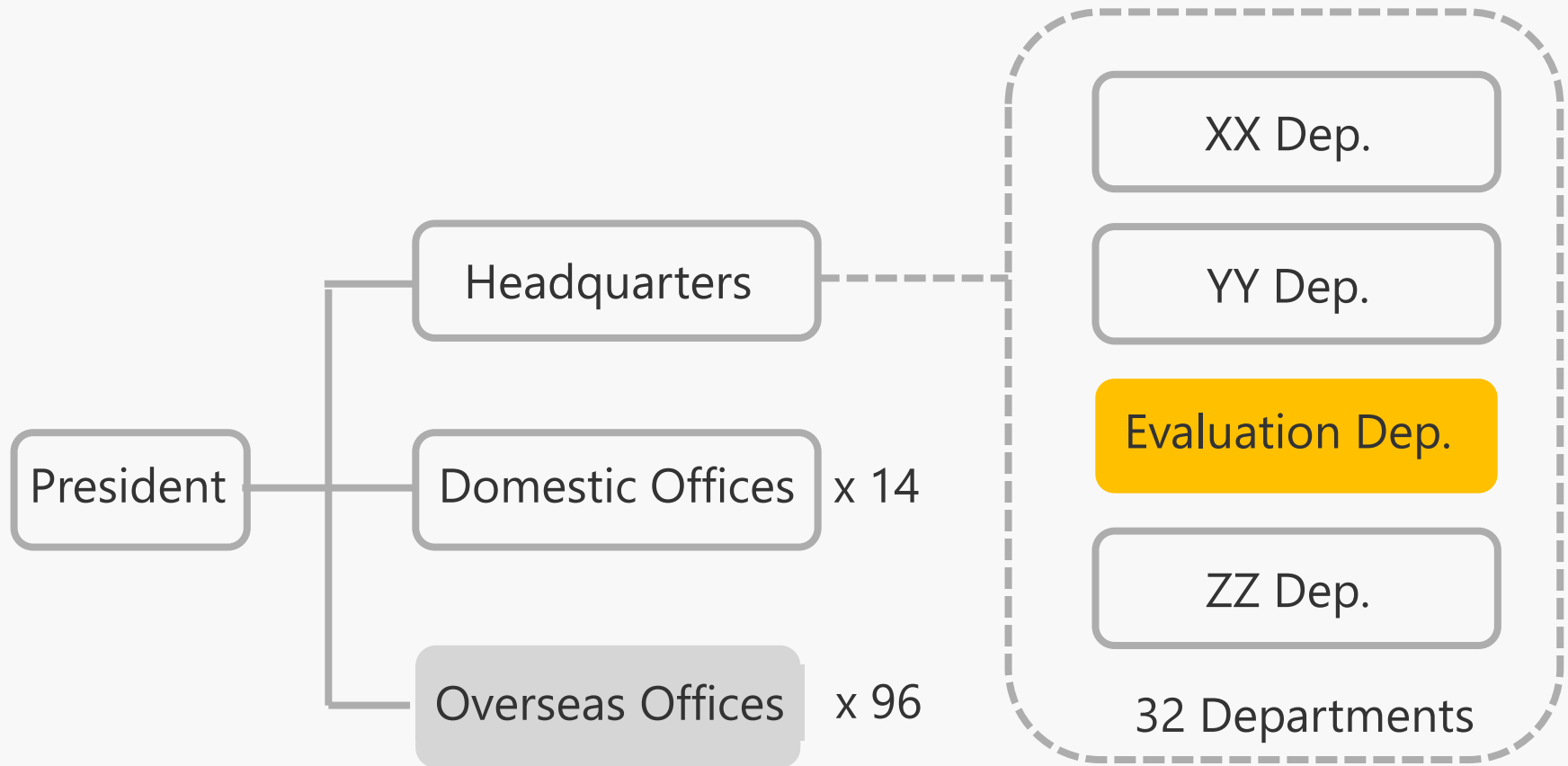
Implementing external ex-post evaluations

Supporting internal ex-post evaluations

Demarcation in Ex-post Evaluation



Organization Chart of JICA



Differences between external and internal

	Evaluator	Implementing Section	Role of Evaluation Department
External	Consultants	Evaluation Department	Selection of evaluator Contract Coordination in/out of JICA Quality management Publication
Internal	JICA staff Consultants	Overseas Offices	Support and advice Coordination in JICA Publication

Each evaluation takes **more than one year**

All evaluations are assigned to 4 batches

Year	2018			2019				2020
Month	4-6	7-9	10-12	1-3	4-6	7-9	10-12	1-3
	First batch							
		Second batch						
			Third batch					
				Fourth batch				★

Publishing the Reports

A horizontal flow diagram with three chevron-shaped boxes pointing to the right. The first box is yellow and contains the word "Preparation". The second box is grey and contains the word "Implementation". The third box is grey and contains the word "Publication".

Preparation

Implementation

Publication

2018 Feb.-April

Determining target project

2018 April-June

Selecting evaluator

Preparation

Implementation

Publication

2018 August-Nov.

Planning and preparation

2018 Nov.-2019 August

Field survey

Analysis, Taking comments

Preparation

Implementation

Publication

2019 August

Finalizing evaluation report

2020 March

Publishing the report on JICA Web site

Thematic evaluation, etc.

Process analysis

Statistical analysis, etc.

Beyond individual project

Thematic evaluation

Toward Sustainable Water and Sanitation Services in Sri Lanka/
Joint Case Study by JICA, World Bank and Asian Development
Bank (2017)

Identification and Analysis of Lessons

Meta-Analysis in the Energy Sector (2016)

A Cross-sectoral Analysis of Lessons Learned for Financial
Intermediary Loans (2017)

Highlighting who-did-what-to-whom

Project ethnography approach

Process Analysis on “Delhi Mass Rapid Transport System Project” in India (2016)

Ex-post process analysis

A Verification of the Process from Strengthening Health Administration Capability to Improving Health Service Quality under the Decentralized System in Kenya (2017)

Evidence based approach

Statistical analysis

Statistical Analysis on External Evaluations (since 2014)

Impact evaluation

Decision-making based on the RCT in “The Project for Promotion of Sustainable 3R Activities in Maputo, Mozambique” (2017)

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Our Challenges

Evaluation literacy improvement

Collaboration with project operators

Academia

SDGs

Accurate understanding of what and how

Overcome antipathy

Sharing the purpose

Tool to improve projects

Accurate understanding of why

Bridge between academia and the field

2030 is coming

**Thank you very much
for
your attention**