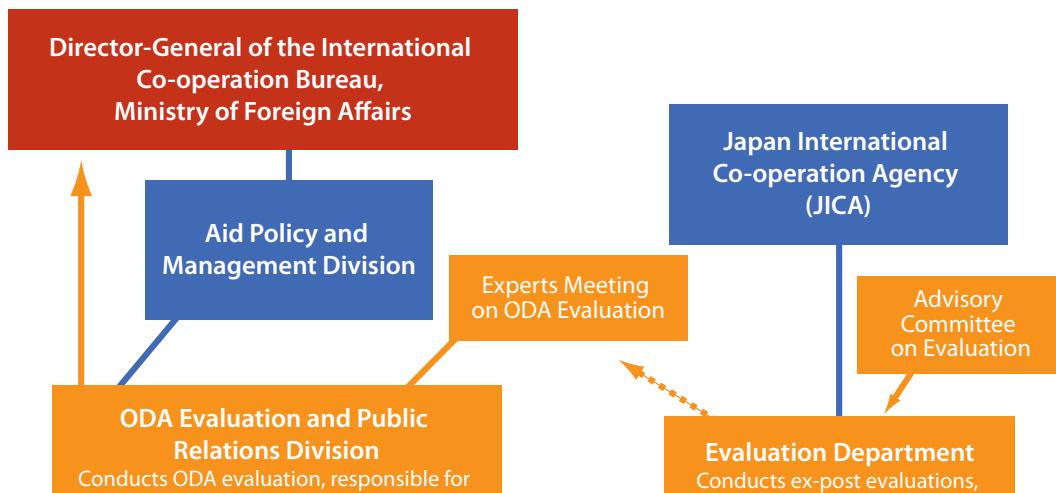


## ▶ Japan

### ODA Evaluation and Public Relations Division, Ministry of Foreign Affairs (MOFA) Evaluation Department, Japan International Co-operation Agency (JICA)

#### Summary of reporting lines and institutional set-up in Japan



#### ODA Evaluation and Public Relations Division, MOFA

In order to ensure efficient evaluation of ODA, MOFA and the implementing agency place importance on mutual co-operation and the division of roles. Since MOFA is responsible for the planning and development of economic co-operation policies, it focuses its evaluation on policies and programmes rather than individual projects. The objectives of ODA evaluation are to support ODA management and ensure accountability. MOFA hosts expert meetings on ODA evaluation consisting of ministries and agencies involved in ODA, and also compiles ODA evaluation results from other ministries and agencies.

In order to meet these requirements, MOFA mainly conducts evaluations of ODA policy and programmes. Results are fed back to ODA policymakers and implementation agencies (both in Japan and in the partner countries). Also, to ensure accountability, the ODA evaluation results are made available to the public through the MOFA website.

The ODA Evaluation Division has been reorganised as the ODA Evaluation and Public Relations Division in July of 2009. The ODA Evaluation and Public Relations Division is a subsidiary of the Aid Policy and Management Division. However, the function of evaluating ODA is independent from the functions of planning and implementing ODA. The Head of ODA Evaluation and Public Relations Division reports to the Director-General of the International Co-operation Bureau. The ODA Evaluation and Public Relations Division takes charge of ODA evaluation affairs, such as the implementation of ODA evaluation, the feedback of ODA evaluation results, the making public of ODA evaluation results, and so on.

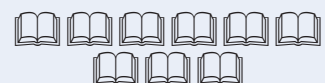
#### Snapshot of evaluation resources – Japan MOFA

1 Director 4 Advisors/Evaluators

4 Support staff

USD 2.4 million

0.035% of ODA



MOFA produces 8-10 evaluations per year, of which 1 is joint.

Most officials of the division have participated in some ODA evaluation workshops or training courses in order to brush up on their knowledge of evaluation and improve quality of internal evaluations. They also have opportunities to exchange information about evaluation with members of the Japan Evaluation Society.

MOFA conducts mainly third-party evaluations of ODA policies and programmes, though it is also in charge of a small number of joint evaluations or recipient country evaluations. Toward the end of each fiscal year, decisions as to topics of evaluations for the next fiscal year are made by MOFA. MOFA makes a budget request for evaluations to the Ministry of Finance every year based on their work programme. About 97% of the budget is dedicated to ODA evaluation studies (policy-level and programme-level evaluations) and 3% for ODA evaluation studies by partner countries.

MOFA manages the Experts Meeting on ODA Evaluation, which consists of ministries and agencies involved in ODA and takes compiles evaluation results.

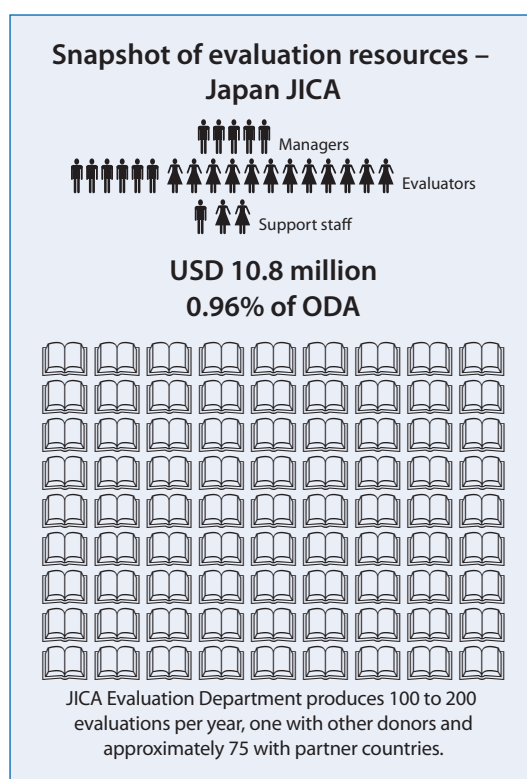
### Evaluation Department, JICA

JICA conducts programme and project level evaluations of its ODA projects including technical co-operation projects, loan assistance projects, grant assistance projects and programme assistance. The primary role of the JICA Evaluation Department is to conduct *ex-post* evaluations. The Department also supervises and provides technical support to other types of evaluation (for example, *ex-ante*, terminal) conducted by the departments in charge of implementation.

The Evaluation Department is supported by the Advisory Committee on Evaluation whose mission is to ensure transparency and objectivity in project evaluation as well as to enhance the evaluation system and improve evaluation quality. The Committee provides JICA advice and recommendations on the guidelines and implementation of evaluation, and on the structure and overall system of JICA's evaluation function.

In an attempt to ensure objectivity of evaluation, JICA requests experts in partner countries to examine *ex-post* evaluation results on Japanese ODA loan projects. Their observation and opinions are summarised and attached to each respective project evaluation report. The Evaluation Department works closely with partner country stakeholders and they are involved in most phases of the evaluation, including as members of reference groups and in tracking follow-up action.

Planning is done on a yearly basis. *Ex-post* evaluations are done for all projects two to three years after completion. For ODA Loan projects, two years after a project has been completed, it is evaluated. In addition, for project level, *ex-ante* evaluation is conducted for all projects, while mid-term review (five years after) and *ex-post* monitoring (seven years after completion) are conducted selectively. For other evaluations, for example, thematic,



the planning is rather *ad hoc*. If some interesting opportunity turns up the unit will consider conducting an evaluation with the aim of conducting about four to five thematic evaluations every year. Annual evaluation reports provide information on current evaluations activities, challenges, lessons learned from past experience, as well as summaries of evaluation results.

A system of management responses is in place. As regards underperforming projects, JICA has set up a feedback system that utilises recommendations provided by evaluation. Also, evaluations for underperforming projects analyse reasons for underperformance, the results of which are extracted as lessons learned and will be reflected in new project designs.