

Annual Report on Japan's ODA Evaluation 2013



Preface

At the International Olympic Committee (IOC) Session convened in September 2013 Tokyo was elected as the host city of the Olympic and Paralympic Games in 2020. Tokyo's election reflected such factors as the enthusiastic bidding activities undertaken by involved parties, the financial stability of Tokyo and Japan as well as strong program implementation capabilities. However, I believe the underlying reason Tokyo was chosen is the trust for Japan from countries around the world. Japan's sincere implementation of international cooperation over long years has made a major contribution to forging solid bonds with these nations.

At the IOC Session, Japan's Prime Minister Shinzo Abe clearly stated his intention to promote the "Sports for Tomorrow" program, an initiative to support the nurturing of sports cultures in developing countries under the principle of "Make the world a better place through the power of sports." Japan will also promote international cooperation in the field of sports in the run-up to the Tokyo Olympics seven years from now.

Recently, Japan's economy appears to be moving toward improvement. Nonetheless, Japan still faces harsh economic and fiscal circumstances, and in implementing ODA, it is thus essential to gain the understanding of the nation's citizens, who are the taxpayers. With this in mind, even greater efforts are needed to implement ODA more efficiently and effectively within a limited budget. At the same time, it will also be extremely crucial to firmly ensure the transparency of ODA and fulfill accountability.

The Ministry of Foreign Affairs of Japan (MOFA) also makes its utmost efforts to carry out easy-to-understand ODA evaluation to disclose more information on evaluation results to the public and provide the basis for discussion. Moreover, MOFA actively works to ensure the provision of feedback on evaluation results with the aim of improving ODA implementation policies and developing new projects.

In this manner, to fulfill accountability to Japanese citizens and to deepen understanding of ODA evaluation among a wider range of people, MOFA issues its Annual Report on Japan's ODA Evaluation, an annual report that provides an overview of ODA evaluation activities by the Government of Japan as a whole. In this year's report, Chapter 1 provides an overview of ODA evaluation trends in Japan and the international community. Chapter 2 introduces the outline of evaluation results conducted in fiscal year (FY) 2012 by MOFA, related government ministries and agencies, and JICA, respectively. Chapter 3 contains follow-ups on ODA evaluation results by MOFA in FY2011.

We hope this report will provide our readers with a deeper understanding of Japan's ODA and its evaluation.

November 2013

Kazuhiko Koshikawa
Deputy Vice-Minister
Minister's Secretariat
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Cover Photo: Taken from Country Assistance Evaluation of Nepal

Children Learning in a Schoolhouse Constructed by a Grant Aid Project of Japan



This photo of children was taken at Nava Durga Primary School by the evaluation team during a field survey conducted as part of the country assistance evaluation of Nepal. They visited Nava Durga Primary School and Ratna Devi Primary School in Dhading District, both of which were constructed under Japan's grant aid "Project for Construction of Primary Schools in Support of Education for All."

In the area of education, the government of Nepal is working toward the goal of providing "education for all," placing strong emphasis on basic education (first to eighth grades). Japan's aid in this area accordingly focuses on basic education, with major efforts being made in the fields of improving school management, constructing schools and providing support via the dispatch of Japan Overseas Cooperation Volunteers (JOCV). Providing basic education in conjunction with preschool education is expected to make a significant contribution to reducing dropouts and holdovers.



Entrance to Nava Durga Primary School



Classroom photo at the school



Preschool education class at Ratna Devi Primary School

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Chapter 1

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1.1 Development of ODA Evaluation in Japan

The Beginning of ODA Evaluation

The ODA evaluation in Japan began when the then Overseas Economic Cooperation Fund (OECF) began ex-post evaluation on individual projects in 1975. One of the reasons behind this was the start of discussion on the necessity of ODA evaluation at the Development Assistance Committee of the Organisation for Economic Co-operation and Development (OECD-DAC) from around 1970. In 1981, MOFA began ex-post evaluation of ODA projects, followed by the initiation of ex-post evaluation of ODA projects by JICA. The objective of such initial evaluation was to improve proper management of individual projects in order to make Japan's ODA more effective.

The ODA Charter and Enhancement of ODA Evaluation

Since the 1980s, with expansion of the scale and scope of Japan's ODA and increased public interest, ODA evaluation has come to draw attention as a means for the Government of Japan to fulfill accountability on ODA. Therefore, MOFA began to set the fulfilling of accountability as one of the main objectives of ODA evaluation, along with active engagement in publicity of the evaluation results.

Since the 1990s, there has been a growing emphasis on a comprehensive aid approach in the international community, such as country-based and sector-based approaches, in addition to individual project-based assistance, in order to further enhance the effectiveness of ODA. As a consequence, the scope of evaluation was extended to include sector-based, country-based and issue-based assistance.

At the same time, the importance of the evaluation of public administration came to be widely recognized in Japan, and the Government Policy Evaluation Act (GPEA) came into force in 2002.

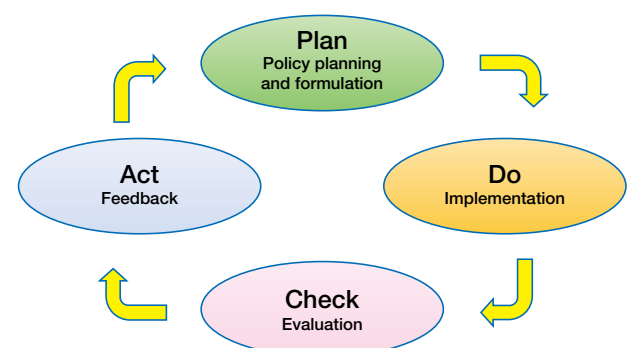
Under these circumstances, the ODA Charter was revised in August 2003, in which further enhancement of ODA evaluation was stipulated. The Charter set forth coherent evaluation from ex-ante, intermediary and ex-post stages; evaluation targeting policies, programs and projects; promotion of evaluation by third parties with professional expertise to measure and analyze the effects of ODA objectively; and self-evaluation by administrative agencies following the adoption of GPEA. It was stipulated in the Charter that evaluation results should be reflected in the subsequent formulation of ODA policies and its efficient and effective implementation (feedback).

Furthermore, as the Charter advocates collaboration with recipient countries and international organizations, implementation of joint evaluation with recipient countries and other donors as well as efforts to enhance the ODA evaluation capacities of recipient countries have been recommended.

ODA Evaluation and the PDCA Cycle

The policy statement "Basic Policies 2005" decided by the Cabinet states: "Objective third-party evaluation including cost-effectiveness analysis of ODA projects should be conducted. The outcomes should be disclosed to the public, and the PDCA (Plan, Do, Check, Act) cycle should be established in order to reflect such results in the formulation and planning of ODA policies." Therefore, MOFA came to emphasize the improvement of checking systems, aimed at enhancing the ODA evaluation system and its reflection in policies through establishment of the PDCA cycle of plan (policy formulation), do (implementation), check (evaluation) and act (feedback). Specifically, by clarifying the importance of ODA evaluation in the PDCA cycle and strengthening the system to feedback evaluation results to divisions engaged in ODA policy formulation and implementation, it was made possible for MOFA to further utilize the lessons learned and recommendations derived from evaluation for future formulation and implementation of ODA policies. In line with the increasing significance of ODA evaluation in Japan, expansion of evaluation objectives and scope, diversification of evaluators, promotion of independence and strengthening of feedback functions have been undertaken.

PDCA Cycle (figure 1)



ODA Review

In 2010, MOFA conducted the “ODA Review” and announced the final report in June. With the recognition that there has not been sufficient understanding of ODA among the Japanese public, MOFA carried out the Review to win the understanding and support of the public so that it can implement ODA in a more strategic and effective manner.

In the Review, it was stipulated that the following three measures regarding ODA evaluation should be undertaken:

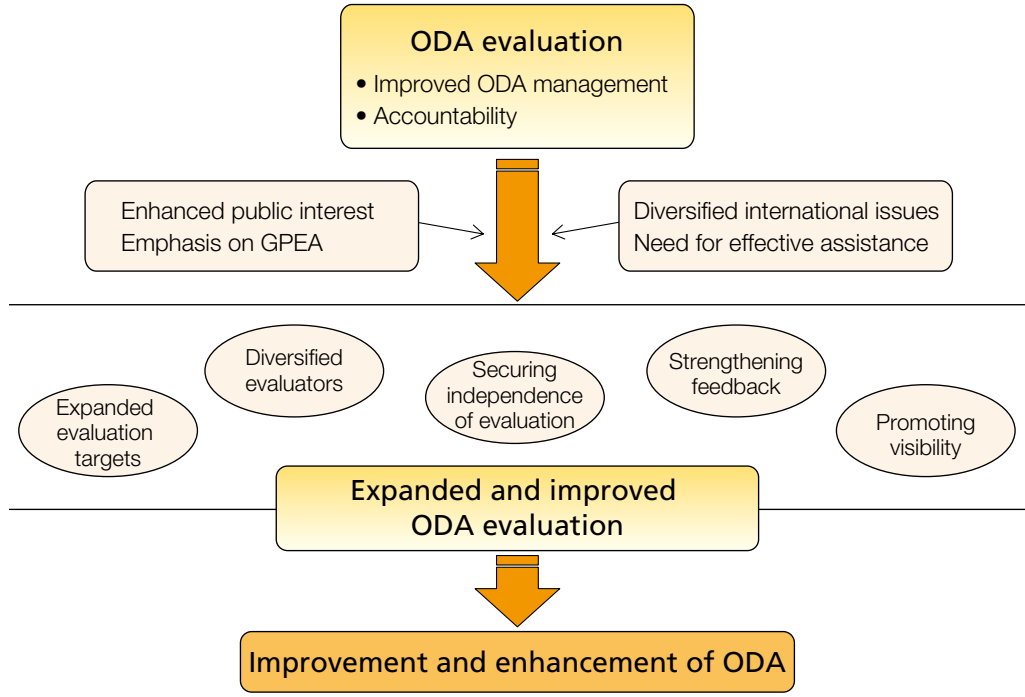
- (1) Strengthening the ODA evaluation system – Enhancing the independence of evaluation units and recruitment of external personnel.
- (2) Establishing mechanisms that ensure meaningful

lessons from past successes and failures.
 (3) Information disclosure through promotion of “visibility” of evaluation.

Based on the Review, since 2011, MOFA has recruited an external expert as the head of the evaluation division and relocated the division from the International Cooperation Bureau to establish the ODA Evaluation Division in the Minister’s Secretariat, thereby strengthening its independence. Also, MOFA strives to select evaluation subjects in accordance with the priority areas of Japan’s diplomatic policies and development cooperation, to incorporate feedback of evaluation results into ODA policies and to develop a system in which MOFA can follow up its feedback efforts.

Through these measures, MOFA has been continuously working to improve ODA evaluation.

Improvement of ODA Evaluation (figure 2)



1.2 Japan's Measures on ODA Evaluation

Evaluation Objectives

MOFA carries out ODA evaluation with the following two objectives:

- (1) Improving ODA Management: to assist ODA management and contribute to the improvement of quality through feeding back lessons obtained from the examination of ODA activities to ODA policy formulation and implementation processes.
- (2) Maintaining Accountability: to fulfill accountability and promote public understanding and support by increasing transparency of ODA through publication of evaluation results.

Implementation Structure

In Japan, MOFA is mainly responsible for planning and formulating ODA policies, while JICA is responsible for implementing individual projects. In terms of ODA evaluation, MOFA and JICA collaborate by mutually sharing responsibilities. MOFA conducts policy-level and program-level evaluation mainly as third-party evaluation based on the Order for Organization of the Ministry of Foreign Affairs. Also, since 2002, based on GPEA, in addition to policy evaluation that includes ODA policies, MOFA has implemented ex-ante and ex-post evaluation of specific projects as required by GPEA in the form of self-evaluation.

JICA, on the other hand, implements project-level evaluation targeting individual projects, as well as program-level evaluation on specific themes and development goals from cross-cutting and comprehensive perspectives, in the form of third-party evaluation and self-evaluation.

Other ministries and agencies of the Government of Japan also engage in planning and implementation of policies, programs and projects that include ODA in respective fields under their jurisdiction, and therefore, conduct evaluation on each practice based on GPEA. MOFA consults with these ministries and agencies on facilitating ODA evaluation of the entire Government and compiles results of their ODA evaluation.

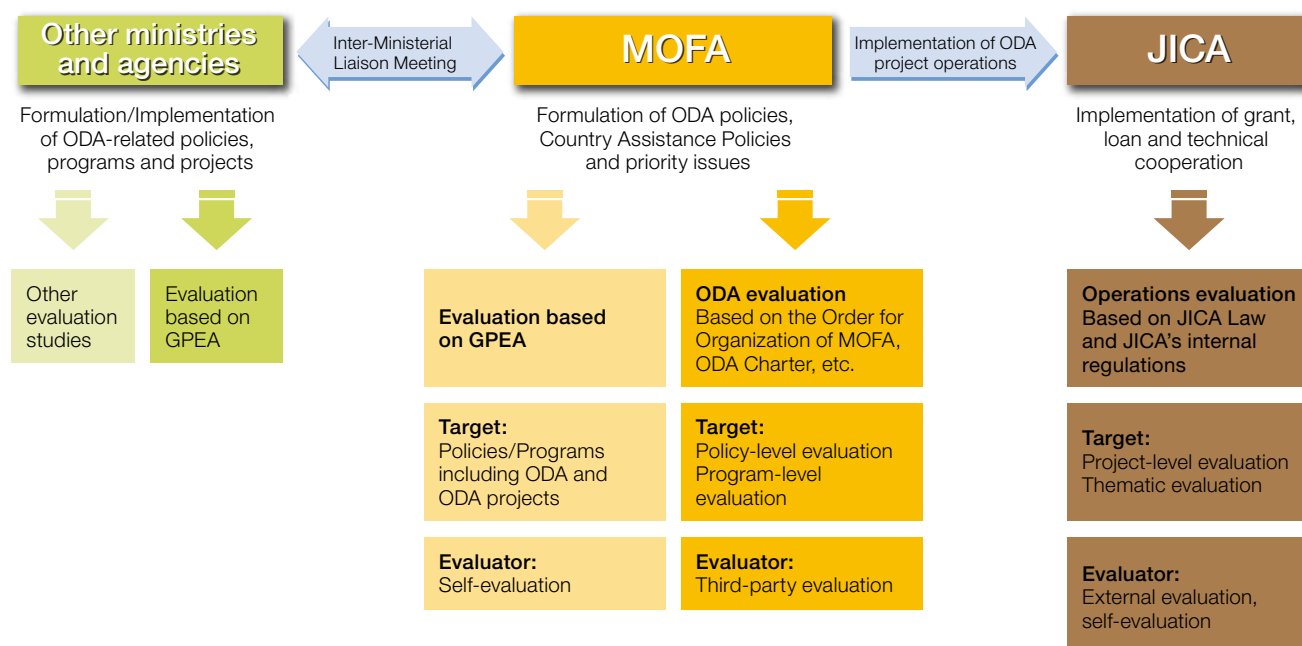
Classification by Evaluation Subject

According to the evaluation subject, ODA evaluation studies can be classified into policy-level evaluation, program-level evaluation and project-level evaluation.

Diversified Evaluators

In addition to self-evaluation, internal evaluation and third-party evaluation (external evaluation), MOFA attaches importance to evaluation conducted by recipient governments and agencies as well as joint evaluation by MOFA and other countries and organizations.

Japan's ODA Evaluation Mechanism (figure 3)



(1) Self-Evaluation

Evaluation conducted by the divisions that provide, implement or manage assistance is called self-evaluation. The evaluations conducted by MOFA and other ministries based on GPEA are classified as self-evaluation.

(2) Internal Evaluation

Evaluation conducted by divisions responsible for reporting to divisions of aid organizations is called internal evaluation.

(3) Third-Party Evaluation (External Evaluation)

This evaluation is conducted by a third party who is independent from both donors and recipients of assistance. In MOFA's policy-level and program-level evaluation, third parties (university professors, consultants, etc.) selected by open competitive bidding take the initiative in conducting evaluation. JICA also conducts third-party evaluation as ex-post evaluation of projects that exceed a certain amount of budget.

(4) Evaluation Conducted by Recipient Governments and Agencies

MOFA requests recipient governments and agencies to conduct mainly program-level evaluation and implements 1-2 evaluation studies every year. The objectives of evaluation conducted by recipient governments and agencies are to secure the fairness and transparency of Japan's ODA evaluation, promote understanding of Japan's ODA by recipient countries and enhance the evaluation capacities and ownership of recipient countries.

(5) Joint Evaluation

This evaluation is conducted jointly by donors and recipients of assistance or by those engaged in different aid organizations. MOFA conducts joint evaluation with other donor countries, international organizations and non-governmental organizations (NGOs), in addition to joint evaluation with recipient countries.

Joint evaluation with recipient countries is significant in strengthening partnerships between Japan and recipient countries in addition to achieving the objectives of enhanced management and fulfillment of accountability. MOFA carried out joint program-level evaluation with Vietnam and the Philippines, respectively, in 2005. JICA has been implementing joint evaluation at the project level with the Philippines since 2006 and with Vietnam since 2007.

At the same time, considering the fact that assistance to recipient countries is implemented by multiple donor countries in various fields, it has become important to conduct evaluation jointly with other donors, international organizations or NGOs in order to comprehend assistance to the particular country in wider perspectives. In this respect, MOFA has been conducting

joint evaluation with other organizations since FY2002. Furthermore, with a view to facilitating collaboration with NGOs, MOFA has implemented joint evaluation with NGOs at the program level.

Criteria for ODA Evaluation

In conducting evaluation, MOFA sets up the following three criteria for ODA evaluation based on the so-called five "DAC Criteria" (Relevance, Effectiveness, Efficiency, Impact and Sustainability), which were announced by OECD-DAC in 1991.

(1) Relevance of Policies: whether Japan's high-level policies on ODA are consistent with the needs of recipient countries.

(2) Effectiveness of Results: whether expected objectives are achieved.

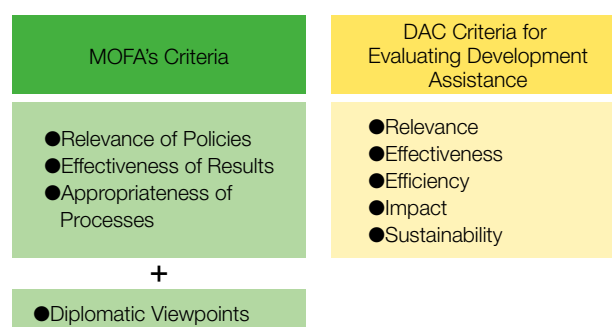
(3) Appropriateness of Processes: whether processes have been taken that would ensure the appropriateness and effectiveness of policies and programs.

In addition to the above "development perspectives" on the extent of contribution to the development of recipient countries, MOFA has introduced "diplomatic viewpoints," which examines the influences of assistance on Japan's national interests, as a new evaluation criterion since FY2011.

Also, evaluation based on GPEA is conducted in accordance with the Basic Plan on Policy Evaluation formulated by MOFA with such viewpoints as necessity, effectiveness and efficiency. JICA also conducts evaluation basically in line with the five DAC Evaluation Criteria.

With respect to these criteria for ODA evaluation and specific methodologies, MOFA formulated "ODA Evaluation Guidelines" in 2003 for evaluators, the 8th edition of which was published in May 2013.

Criteria for ODA Evaluation (figure 4)



Application of Evaluation Results: Strengthening Feedback

For improving ODA management, ODA evaluation is required to provide feedback for those who are engaged in policy formulation and project implementation so that they can grasp the actual circumstances of ODA implementation, as well as provide useful information for future policy formulation or project implementation.

Through feedback of evaluation results to the relevant divisions of MOFA, JICA and Japan’s overseas establishments, MOFA appropriately sets ODA evaluation in the framework of the PDCA cycle. In recent years, MOFA has been committed to strengthening feedback by intensively responding to recommendations that have been drawn from evaluation results taking account of their concreteness, feasibility and other criteria, as well as by following up and announcing response measures. Also, since FY2010, as part of the efforts for “visualizing” ODA, MOFA’s response measures and its follow-up efforts regarding the recommendations are announced in the Annual Report on ODA Evaluation (Please refer to Chapter 3 for the follow-up efforts to the results of the FY2011 ODA evaluation).

The evaluation results are also distributed to concerned circles in recipient counties through interpreting the evaluation report summaries, thereby striving to provide feedback to recipient countries.

The feedback mechanism has also been strengthened at JICA so that evaluation results at each stage of a project can lead to “Act” in the PDCA cycle.

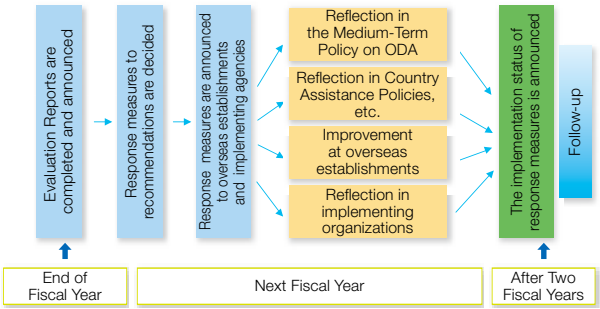
Publicity of Evaluation Results

In conducting third-party evaluation, MOFA recommends that evaluators (third parties) prepare user-friendly evaluation reports. Also, MOFA posts a summary and the full text of each report on MOFA’s ODA website.

Furthermore, MOFA publishes the Annual Report on Japan’s ODA Evaluation that compiles the overview of evaluation results conducted by MOFA, JICA and other ministries and agencies, response measures to each recommendation and follow-up situations on response measures to the recommendations of the previous fiscal year. This report is widely distributed to Diet members, experts, NGOs, universities, libraries and others, and are also available on the MOFA website.

JICA also publishes the Annual Evaluation Report that compiles the evaluation activities in that year.

Feedback Mechanism (figure 5)



Recent Trends

■ The OECD-DAC Network on Development Evaluation

The DAC Network on Development Evaluation (EVALNET), one of the subsidiary bodies of the OECD-DAC, was established in 1981. Currently, approximately 30 donor countries and agencies including Japan participate in the Network.

The EVALNET is aimed at facilitating evaluation efforts and promoting development effectiveness through exchanging information among member countries and agencies on their evaluation systems and results and discussing ways to improve evaluation methodologies. In recent years, such issues as evaluation of budget support, multilateral effectiveness, evaluation capacity development (ECD) of partner countries and the Evaluation of the Implementation of the Paris Declaration (described below) have been discussed. Japan has been participating in EVALNET meetings to share information on evaluation measures. As Japan particularly attaches importance to ECD of partner countries, Japan has become a member of the ECD task force established in EVALNET.

■ Evaluation of the Implementation of the Paris Declaration

The international community adopted the Paris Declaration on Aid Effectiveness (Paris Declaration: PD) in the Second High Level Forum on Aid Effectiveness that was held in Paris in March 2005. In order to increase aid effectiveness, the PD proposed the following five principles: Ownership, Alignment, Harmonization, Results and Accountability. It also contains 56 Partnership Commitments, which require reform efforts by both donor and recipient countries, as well as 12 monitoring indicators.

The Evaluation of the Implementation of the Paris Declaration was carried out by the DAC from 2006 to 2011. It examined through joint evaluations how the principles for aid effectiveness have been implemented by international development partners, and to what extent they gave an impact on partner countries. The evaluation results were compiled in a synthesis report, 21 country evaluations, 7 donor studies and several thematic reviews, which were reported at the Fourth High Level Forum on Aid Effectiveness (Busang High Level Forum) held in South Korea in November 2011. In 2012, this evaluation won the American Evaluation Association 2012 Outstanding Evaluation Award, as it was noted for its participatory and consultative process among partner countries, donors and international organizations.

Japan assisted a part of the country evaluations and participated in donor studies. In FY2010, MOFA

implemented a third-party evaluation on the implementation of the Paris Declaration by the Government of Japan.

Japan's Contribution

■ The ODA Evaluation Workshop

MOFA has been holding the ODA Evaluation Workshop every year, inviting government officials and experts from Asian and Oceanian countries who are engaged in ODA evaluation.

The objectives of the workshop are (1) to promote understanding of ODA evaluation issues and evaluation methodologies in Asian and Oceanian countries and thereby enhance evaluation capacities of developing countries, and (2) to enhance the ownership and transparency of partner countries and development effectiveness by improving their ODA evaluation capacities in addition to further enhancing the aid effectiveness of donor countries.

In the previous 11 workshops, participants discussed and shared information on various issues including their specific efforts for enhancing evaluation capacities and joint evaluations by partner and donor countries. Furthermore, as the result of accumulated discussion on the development of the ODA evaluation community in the Asian and Oceanian region and building networks, the workshop contributed to the establishment of the Asia Pacific Evaluation Association (APEA) in 2012 as the first international evaluation association in the region.

The ODA Evaluation Workshops

	Date	Venue
1	7-8 November 2001	Tokyo, Japan
2	13-14 November 2002	Tokyo, Japan
3	12-13 November 2003	Tokyo, Japan
4	17-21 January 2005	Bangkok, Thailand
5	26-27 January 2006	Tokyo, Japan
6	18-20 October 2006	Manila, Philippines
7	28-29 November 2007	Kuala Lumpur, Malaysia
8	3-4 March 2009	Singapore
9	18 February 2010	Tokyo, Japan
10	24-25 February 2011	Hanoi, Vietnam
11	26-27 November 2012	Manila, Philippines

The 11th ODA WORKSHOP

Ms. Julia Korovou, Counselor,
Embassy of the Republic of Fiji, Tokyo

The 11th ODA Evaluation Workshop jointly hosted by the Government of Japan and the Government of the Republic of the Philippines was held in Manila on November 26-27, 2012. The workshop sponsored 24 participants from the various Pacific and Asian countries including representatives from five international organisations. Fiji was privileged to be part of this important regional workshop with two representatives.



Workshop in progress

At the outset, on behalf of the Government of Fiji, I wish to commend the Government of Japan and the Government of the Republic of the Philippines for staging this valuable workshop which would, through effective partnership and cooperation, significantly contribute to the development and enhancement of ODA evaluation in the Asia Pacific region.

In keeping with its initial object since its inception in 2001, the 11th ODA Workshop purposed to deliberate on four focal areas, which encompassed: (i) development of Human Resources for enhancing evaluation; (ii) institutional capacity development for enhancing evaluation; (iii) the role of the Asia Pacific Evaluation Association (APEA) Network including its future possibilities; and (iv) the emerging agenda and challenges of ODA evaluation.

Impression on ODA Evaluation Workshop

The workshop provided participants with a unique space to deliberate on the significance of ODA evaluation and its effective feedback, which is considered critical information for high level authority of governments and policy makers of both development partners and partner countries. Also, the workshop rendered a strategic opportunity for effective exchanges between participants and experts on respective evaluation experiences, knowledge, skills and lessons that would assist other countries lagging in their evaluation process to enhance and improve their ODA evaluation systems.

It was evident from the discussions that a concerted effort and commitment from various economies in the Asia Pacific region is indispensable to help develop respective ODA evaluation policy instruments, institutions such as Evaluation Society or Association, and relevant processes at national and sub-regional levels. The workshop was very enlightening for me personally as I was able to learn the dynamics of evaluation in the current span, which registers demand for evaluation to surpass supply compared with 15 years ago. This substantial change engenders the need to accelerate engineering of compatible and prudent evaluation systems, essentially, for the sound appraisals of ODA results and their socio-economic impact. Interestingly, for the Asian economies, as gauged from the presentations, they are shifting toward an institutionalising evaluation system, a new phenomenon that would interest the Pacific sub-region economies.



Ms. Julia Korovou (center)

In committing to the principles of the Paris and Accra Declarations, the workshop accentuated as important for the essence of effective evaluation and feedback including accountability and making ODA effective in partner countries, to have a prudent evaluation mechanism at the country level. Hence, the recently established regional framework of the Asia Pacific Evaluation Association (APEA) is considered the right step forward to impel evaluation development at regional, sub-regional and national levels in the Asia Pacific region. The workshop strongly supported that the APEA and its objectives should be widely promoted as the regional vehicle to pursue ODA evaluation through sharing of experiences and know-how and to draw on lessons in workshop space as such including other sub-regional, bilateral and multilateral dialogue/exchange modalities. It was noted that member countries' commitment in supporting the realisation of APEA's objectives is critical.

The workshop acknowledged that for small island nations in the Pacific like Fiji ODA evaluation is becoming ultra-complex and complicated due to the numerous evaluation processes and standards of each development partner which Fiji and other Pacific Island Countries (PICs) are required to adhere to. Under such a situation with limited human resources and a lack of capacity, evaluation could become cumbersome and lackluster results deemed inevitable. Staffing strength and capacity is a chronic problem in PICs that requires a resolute resolve certainly with the assistance of development partners. In light of this, a joint evaluation mechanism between partner countries and development partners must be promoted to ease the challenges of a lack of human resource capacity. In the same vein, donors and partner countries should be encouraged to harmonise their evaluation processes.

Notably, the joint mechanism would allow effective evaluation and feedback which is critical for both parties to appraise the results of development, effect transparent reporting and undertake policy analyses/formulation. As such, APEA could help establish certain arrangements between Asian economies and the PICs with the view to assist PICs development, particularly, their human resources as well as their institutional capacity to enhance their evaluation system in a sustainable manner. It was noted that for development

partners, accounting for every cent of their ODA and due reporting to their people is critical, hence, the need for an effective evaluation system. Likewise, an effective evaluation mechanism is important for partner countries to appraise ODA implementation and measure their effectiveness in terms of development at the country level and their due quality reporting to development partners.

The various presentations from experts and Asian countries including group exchanges noted that most Asian countries have institutionalised their evaluation mechanism with the establishment of a relevant association or society, a structure that may not be visible in Fiji nor in many PICs. Under this structure, the private sector in most Asian countries is rendered the opportunity to also be part of the public evaluation equation, and incentives are being designed to boost and motivate evaluators.

It was noted that APEA would introduce training of evaluators from the lower level to higher positions in public service including the private sector. They would be categorised as lower, middle and top level evaluators. To that effect, Fiji had asked the forum for APEA's training of evaluators' assistance and relevant capacity building initiatives.

Evaluation Capacity Building in Fiji

Fiji is able to satisfactorily deliver ODA evaluation requirements using its own evaluation processes as well as through joint evaluation arrangements with some donors. The ODA project evaluation in Fiji is being carried out by central agencies, in particular by the Ministry of Finance's ODA Unit, as well as by the implementing agencies, albeit, at varying degrees and tiers of Government with sufficient level of coherence. Joint evaluation between Fiji and some donors continues to be effected. For monitoring and evaluation of national policies' implementation and coherence, the Office of the Prime Minister is the agency responsible. Evaluation feedbacks are communicated to the Prime Minister and policy makers/advisers including the Permanent Secretaries of all Government Ministries. Through these feedbacks, Ministries are able to gauge their performance levels/trends and degree of policy coherence and implementation, in which process corrective actions and formulation of relevant policy instruments

are pursued/effected. Interestingly, the comments by Professor Hirono, the founder of APEA, strongly supports the policy evaluation mechanism in Fiji, in which he stated that the M&E of policy coherence/implementation must be carried out by the Office of the Prime Minister, as in the case of Japan, for this will ensure a sufficient level of coherence and compliance. In terms of fiscal policy, evaluation is undertaken by the Budget Division of the Ministry of Finance and similarly for public sector investment projects/programmes implementation, evaluation is overseen by the Ministry of Strategic Planning, National Development and Statistics.

Like any other developing nations, Fiji's efforts to develop and improve its evaluation system are normally challenged by certain obstacles which include, inter alia, a lack of human resource capacity, donors' numerous complex evaluation procedures and processes, brain drain and data collection/analyses. Personnel, who are being appropriately trained, exit the Government for greener pastures. Moreover, the complex procedures and processes of each donor undermine the able capacity of the existing limited human resource of evaluators. Collection of data and systematic analyses are also a key impediment; however, this is being addressed to a large extent by the substantial overhaul of the Government's Information Technology Center. Nevertheless, improvements are still required in some aspects. The on-going public sector reform continues to deliver systems enhancement and coherence improvement, including human resource development, within the government machinery, in line with the Fijian Government's policy and commitment for enhancing public sector efficiency, performance effectiveness and service delivery; as well as an enlightened and accountable leadership.

The Asian phenomenon of institutionalising evaluation systems may not be viewed as expedient for Fiji. This is primarily due to the varying development priorities of the Government against its limited budget, an economic trait that is prevalent in any developing

island economies. For evaluation to become institutionalised in small island developing states like Fiji, it must be proven meaningful and value adding, rather than just another costly process with minimal socio-economic benefits. Nevertheless, this should not deter the introduction and due discussion of this inspiring change concept, which Fiji would desire to explore with keenness.

Interestingly, a few suggestions were discussed at the workshop with the view to enhance evaluation capacities and systems in small island developing states like Fiji. These entail the promotion of joint ODA evaluation and feedback on results of development between development partners and partner countries, including the call for a commitment from donors to harmonise and standardise evaluation procedures. In that respect, Fiji is keen to utilise this new opportunity – APEA – as a vehicle to source assistance that would help enhance its evaluation capacity and system, perhaps through bilateral or multilateral cooperation with Asian economies, and also to advocate joint evaluation processes between donors and aid recipients. The joint evaluation and feedback modality would significantly contribute to building Fiji's evaluation capacity and system through knowledge and skills transfer – a resulting change that is consistent with APEA's objectives. Equally essential, APEA would present an effective mechanism to promote the ODA evaluation issues of the developing island states of the Pacific sub-region and its Asian members at important international fora such as the OECD.

Fiji would be keen to partner with APEA and Asian counterparts to help develop a framework for its national evaluation society in coordination with group development partners. This development may engender the likely establishment of a similar regional body as APEA in the South Pacific sub-region to help impel the set objectives of APEA and the overall vision of the ODA Evaluation Scheme of the Government of Japan.

Chapter 2

An Overview of FY2012 ODA Evaluation

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2.1 An Overview of FY2012 ODA Evaluation

Chapter 2 mainly provides an overview of ODA evaluation conducted by MOFA, JICA and other ministries and agencies in FY2012.

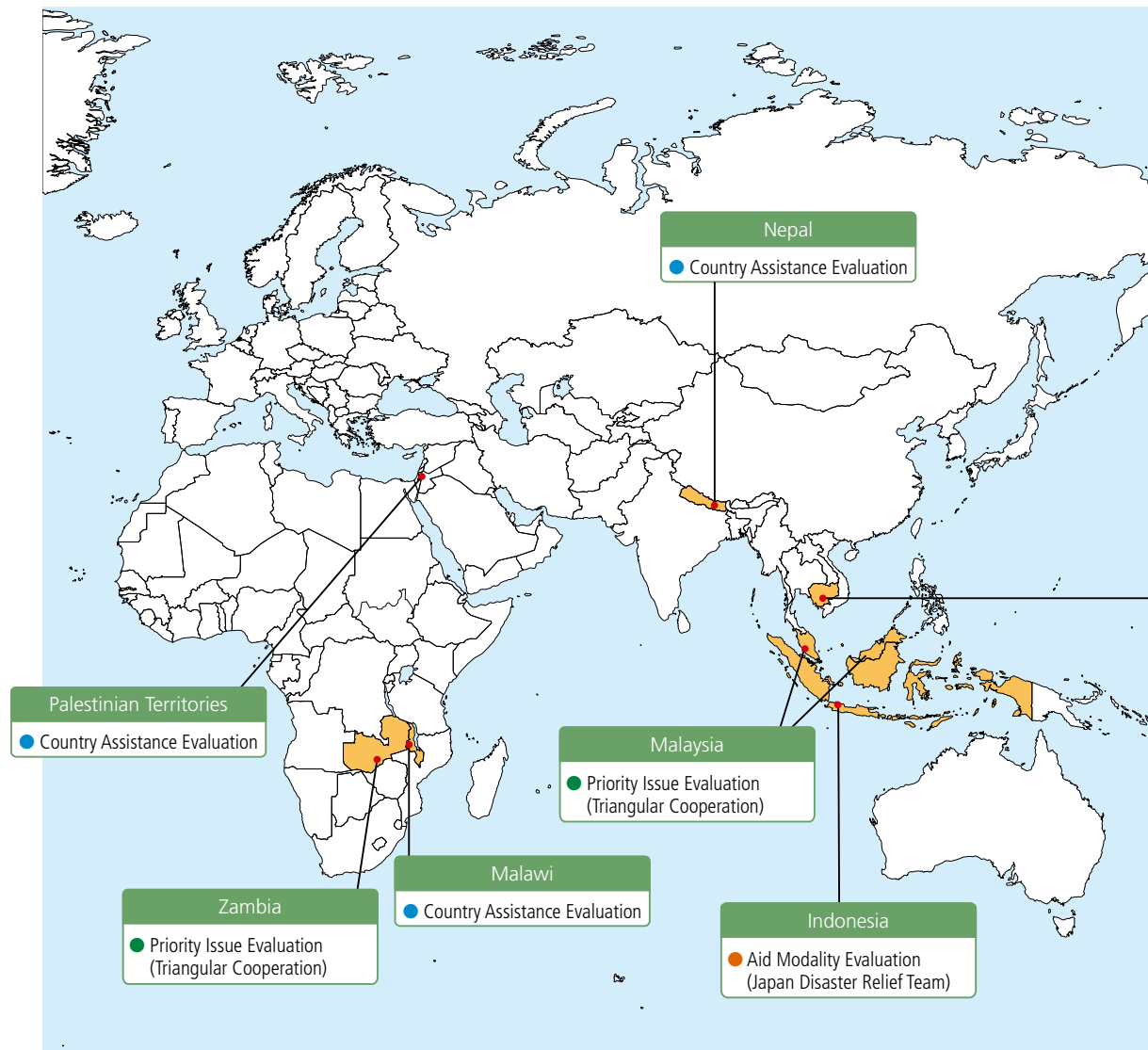
Evaluation by MOFA

MOFA implemented eight third-party ODA evaluations in FY2012 that it commissioned to external experts. This chapter introduces an overview of these evaluation results, in which MOFA's response measures (as of July 2013) to the recommendations derived from these evaluations are presented on each overview page.

As can be seen in the results of the Evaluation of Assistance to the Palestinian Territories, which comments, "Japan's assistance is in accordance with the priority areas of the Palestinian Authority and has been evaluated as effective in supporting water and sewage systems, improving civilian stability in the health sector and others, and developing administrative capacities," Japan's assistance is in line with Japan's assistance policies and the needs of recipient countries and the international community and thus is desirable in terms of the Appropriateness of Policies and Effectiveness of Results. At the same time, as can be seen in the results of the Evaluation of Triangular Cooperation, which comments, "Japan should clarify the definition of Triangular Cooperation and develop the strategy in project formulation and implementation," some points for improvement are presented.

The full texts of individual evaluation reports in Japanese and their English summaries are available on the MOFA website. Also, MOFA's two ex-post monitorings on grant assistance projects and self-evaluation based on the Government Policy Evaluation Act (GPEA) are outlined.

- Country Assistance Evaluation: 4 (Nepal, Cuba, Palestinian Territories, Malawi)
- Priority Issue Evaluation: 2 (Japan's Assistance for Policies and Institutions That Promote Gender Equality, Triangular Cooperation)
- Aid Modality Evaluation: 1 (Japan Disaster Relief Team)
- Sectoral Evaluation: 1 (Assistance to the Health Sector in Cambodia)

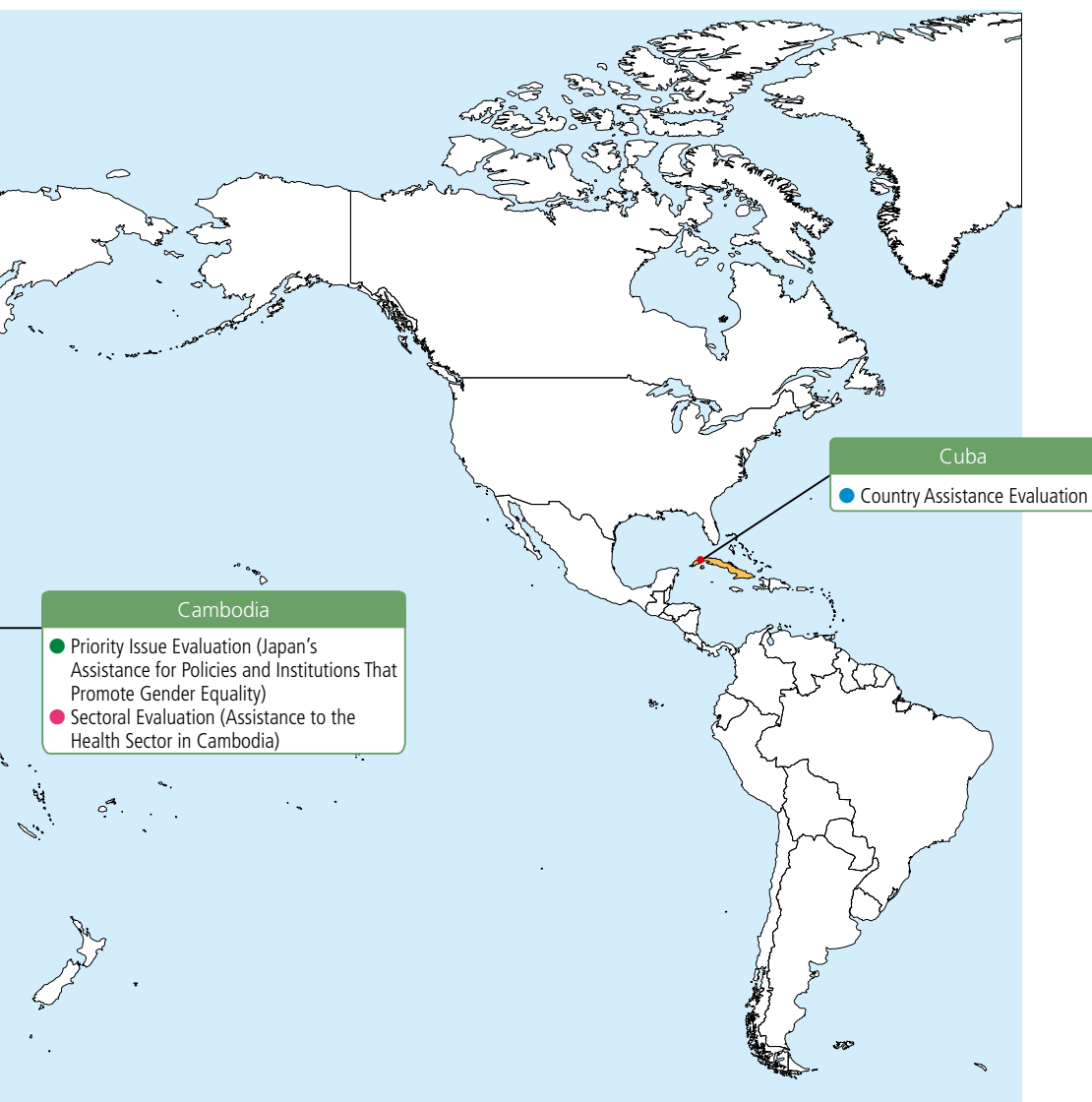


Evaluation by JICA

This chapter provides an overview of JICA's operations evaluation. The details of individual evaluation results are available on the JICA website.

Evaluation by Other Ministries and Agencies

Other ministries and agencies conduct self-evaluation of ODA-related policies mainly based on GPEA. This chapter lists the evaluation studies conducted by other ministries and agencies in FY2012.





Country Assistance Evaluation of Nepal

Chief Evaluator: Hon. Prof. Ryokichi HIRONO, Professor Emeritus, Seikei University
Advisor: Prof. Hisanobu Shishido, Professor, Tokyo Woman's Christian University
Consultant: International Development Center of Japan Inc.
Evaluation Period: July 2012 - February 2013

Original Report: http://www.mofa.go.jp/policy/oda/evaluation/FY2012/text-pdf/nepal_summary.pdf

Background and Objectives

Nepal is the least-developed country (LDC) in South Asia, with the lowest per capita income. While the country is working on social and economic development, it is in need of international assistance due to such reasons as harsh geographical conditions. The peace and democratization process following a decade of armed conflict is still ongoing. This evaluation targets Japan's assistance policy for Nepal from FY2006 with the following objectives:

- (1) An overall assessment of Japan's aid policy for Nepal thus far, from both the point of view of development of Nepal as well as assistance as a diplomatic measure to obtain lessons and recommendations for planning and implementation of future aid policy, which would be reflected in subsequent Japanese aid policy toward Nepal.
- (2) Draw on the policy lessons learned on the appropriate way of assistance to South Asia to least developed countries such as Nepal, and to countries with traditional friendship when Japan pursues "selection and concentration" of assistance, and harness that information for aid policies in similar countries and regions.
- (3) Fulfill accountability to the Japanese public through public disclosure of the evaluation results, as well as assisting ODA public relations by giving feedback on the results to the Government of Nepal and other donors.

Evaluation Results

Main Results

From a development perspective, the relevance of Japan's assistance policies was rated as "High." The effectiveness of results was rated as "Moderate." The appropriateness of processes was rated as "Moderate." The overall evaluation of the assistance policy was rated as "Moderately satisfactory." In addition, from the perspective of diplomacy, Japan's assistance greatly contributes to the diplomatic relations between the two countries.

Relevance of Policies

The basic policy for Japan's assistance to Nepal is assistance to support sustainable and balanced economic growth, with the goal of enabling the country to graduate from the status of LDC. Its three priority areas include: poverty alleviation in rural areas, peace-building and steady transition to democracy, and building social

infrastructure and institutions for balanced and sustainable economic growth. It was determined that Japan's policy relevance was "High" since almost all of the results for the evaluation criteria scored high. The assistance policy is consistent with the government policies and development needs of Nepal, international priorities and the high-level policy of Japan's ODA. Nepal's development needs are enormous, and there is no significant overlap of support from other donors. Moreover, Japan's assistance was based on its comparative advantages, including its neutral position, technical expertise, visible assistance and human resource development.

Effectiveness of Results

The evaluation team judges that the effectiveness of results of Japan's assistance policy to Nepal was "Moderate." Although it has contributed consistently especially to subsectors to which Japan has made large-scale input, it was impossible to verify the effect on the entire sector from community-focused assistance and there were subsectors that had very small-scale input. It is noteworthy that many years of assistance had produced a great accumulation of outcomes before the evaluation period in the areas of agriculture, education, health, roads, power, water supply, communications and disaster prevention.

Appropriateness of Processes

The formulation and implementation process of the assistance policy was evaluated on the clarity of the process, the level of information sharing and stakeholder



Sindhuli Road, which fully utilizes Japanese expertise

collaboration, ownership of the Nepalese side, coordination and cooperation with other donors, as well as collaboration between schemes and public relations. While many items received a high evaluation, judging from the fact that some items were still in need of improvement, the appropriateness of the formulation and implementation process was evaluated as “Moderate.”

Diplomatic Viewpoints

Nepal is considered a buffer zone in South Asia between China and India and is necessary to provide ongoing assistance in order to contribute to the stability of the region as a whole. In the 1980s and 1990s, Japan was the largest bilateral donor for Nepal and has placed a particular emphasis on the development of various social and economic infrastructures such as power facilities, roads and schools. These infrastructures are still functioning effectively and the fact that people in Nepal recognize this is creating a highly favorable impression toward Japan. Positive results have also been verified in terms of Nepal's support for the position of Japan in the international community. The economic relationship of the two countries, which is currently limited, is expected to become stronger in the future through promoting the development of the investment environment and public-private partnerships.

Key Recommendations

1 Recommendations to enhance the diplomatic relations between the two countries

It is important to proactively use ODA as a diplomatic measure. Therefore, steady assistance should continue to be directed to Nepal by maintaining a certain amount of aid and combining the various schemes effectively, and thereby highlight the presence of Japan.

2 Recommendations for policy formulation

- (1) Reification and strategization based on improvements in the format of country assistance policies
When developing similar policies for other countries in the future, it is desirable to reconsider the volume and contents of the document including clarifying quantitative assistance targets and the development of related baseline data from the perspective of enhancing the strategy and concreteness of the assistance policy.
- (2) Activation of policy dialogue and strengthening contributions to policy
Japan should hold regular high-level discussions with the Nepalese side, discuss the future direction of assistance and priority areas, and provide in-depth advice on policy issues. It would also be effective to dispatch policy advisors to key ministries and in areas with a proven track record of support and have them involved in effective policy formation, implementation and monitoring.

3 Recommendations to increase the effectiveness of results

To increase the effectiveness of the assistance, it is necessary to utilize the comparative advantages of Japan to achieve a more strategic focus regarding assistance. For example, this could include emphasizing social infrastructure and improvement of the investment climate, utilizing the advantages of Japan's neutral support, achieving the synergy effects of assistance, the use of more visible assistance, and the improvement of agricultural productivity.

4 Recommendations concerning the implementation process of the aid

- (1) Further strengthening of public relations
It is important to strengthen public relations activities targeting stakeholders both in Japan and Nepal. It is necessary to allocate more budget for public relations. In addition, in order to proactively use public relations in a wide variety of situations, deploying designated staff with expertise in public relations is indispensable.
- (2) A strengthening of efforts related to spreading the assistance model
Projects which formulate an assistance model should consider creating a model case that can be used elsewhere, or continue assistance to the point where it is possible to disseminate the model by carefully constructing the model in the first half of the process, and then simplifying it in the second half to make it easier to deploy.
- (3) Appropriate response to aid coordination
For such cases as Japan participates in pooled funds, it is important to orchestrate coordinated support and deploy human resources with experience and competence in the field of aid coordination. They should have experience in having assumed a responsible position in international organizations, etc., and possess the relevant language skills so that they can maneuver between donors for aid coordination and subsequently disseminate the assistance outcome.

Examples of MOFA's Response Measures

- MOFA will also discuss the future direction of assistance and priority areas at policy dialogue sessions held biannually.
- If necessary, MOFA will provide advice and recommendations on policy issues through higher level discussions.
- MOFA will examine an effective means of public relations through more use of the media, including posting relevant information in a timely manner on the website of the Embassy of Japan in Nepal.
- Currently, Japan is not making direct participation in pooled funds but is working to ensure aid coordination by aligning its project-based assistance with the goals of pooled funds. MOFA will identify fields of assistance in which Japan has comparative advantages and highlight its presence, and will focus on collaboration with pooled funds in these fields.
- At various meetings of donors, MOFA will actively share information on how Japan's project-based assistance is aligned with the goals of pooled funds and what synergy it is generating, with donors participating in pooled funds.

Country Assistance Evaluation of Cuba

Chief Evaluator: Prof. Yasunaga TAKACHIHO, Department of Tourism and Hospitality Management, School of Management, Tamagawa University
Advisor: Prof. Tomomi KOZAKI, Professor, Department of Economics, Senshu University
Consultant: KRI International Corp.
Evaluation period: August 2012 - February 2013



Original Report: http://www.mofa.go.jp/policy/oda/evaluation/FY2012/text-pdf/cuba_summary.pdf

Background and Objectives

It is quite important to promote sustainable development pursued by Cuba that enables consideration to be given to the socially vulnerable and to support its efforts toward environmental problems from the viewpoint of both priority issues described in Japan's ODA Charter and the development of good relations with Cuba. Therefore, Japan implements economic cooperation for Cuba in accordance with the following basic policies: 1) Provide economic cooperation that enables Cuba to effectively address its development problems while giving consideration to "social fairness" to which Cuba adheres and 2) In addition to technical cooperation, implement projects with which the Cuban population can receive the benefits directly.

Based on the above, this evaluation study was conducted with the following objectives: 1) To conduct an overall evaluation of Japan's ODA policies for Cuba since FY2001 and to derive lessons and recommendations contributing to the formulation and implementation of policies for Japan's future ODA, 2) To provide accountability for Japanese citizens by widely disseminating evaluation results, and 3) To contribute to the improvement and visualization of ODA through this evaluation.

Evaluation Results

Main Results

Japan's ODA for Cuba was evaluated to show high relevance (Relevance of Policies), to some extent contribute to Cuban development (Effectiveness of Results), and its implementation process was appropriate and efficient (Appropriateness of Processes) as a whole from development perspectives.

Relevance of Policies

Japan's country assistance policy for Cuba is consistent with Japan's high-level ODA policies such as the ODA Charter. Its priority areas also show high relevance because they are consistent with documents approved by the Congress of the Cuban Communist Party that are considered as the guidelines for the direction of Cuban development as well as international priority issues. Although it was difficult to confirm complementarity with other donors due to the limited amount of assistance by donors in general, it was verified that Japan's ODA is in accordance with other donors' direction of assistance and Japan offered its cooperation

where it can have comparative advantage.

Effectiveness of Results

Neither indicators nor quantitative targets in the ODA priority areas have been set in the country assistance policy for Cuba. For this reason, the Evaluation Team developed provisional indicators/numerical targets and evaluated the impacts of assistance qualitatively and quantitatively, referring to this framework and the information gathered through interviews and other means. Due to the fact that the amount of Japan's ODA was quite limited and the assistance was focused on cooperation in the area of Development Study and investigation research, the Team was not successfully able to assess the degree of contribution of Japan's ODA in a rigorous manner. Nevertheless, it concluded that Japan's assistance made some contribution to target achievement in the priority areas.

Appropriateness of Processes

The selection and confirmation process of ODA priority areas was assessed as appropriate in general because opinions of stakeholders from both Japan and Cuba were fully taken into account. There were some impeding factors due to the fact that JICA had no field office in Cuba. Nonetheless, a range of measures for effective assistance implementation were discussed and put into practice, for example, close coordination between the Embassy of Japan in Cuba and the JICA Mexico Office, enhancement of the implementation structure by the dispatch of staff and conclusion of the Agreement on Technical Cooperation in 2009. In the project implementation process, it was difficult to conclude that projects were always implemented efficiently due to various factors that were beyond the control of the Japanese side, such as complicated procedures and procurement systems in Cuba. On the other hand, rare personnel relocations in the Cuban central government made it possible for Japan to consolidate long-term mutual trust with Cuban counterparts throughout technical cooperation. Ex-participants of training programs were engaged in the work continuously, which helped the organizations accumulate experience and knowledge. From these factors, it has been confirmed that Japan's technology transfer had high efficiency.

Diplomatic Viewpoints

The stable and continuous cooperation that Japan had provided to Cuba served to promote friendly relations and contributed, to some extent, to strengthening bilateral

diplomatic relations. However, given the limited input of Japan's ODA for Cuba, its impact for deepening economic relations was limited. It is worth noting that 2014 will be a milestone in Japan-Cuba relations because it marks the year of the 400th anniversary since Tsunenaga Hasekura, as a member of the Keicho Mission to Europe, landed in Cuba as the first Japanese emissary. It is thus expected that Japan will reinforce its presence in Cuba and elevate its ODA's diplomatic significance and ODA-driven diplomatic impact.

Recommendations and Lessons Learned

1 Recommendations on policy formulation

- (1) Prompt formulation of the Country Assistance Policy
As the PDCA Cycle has been adopted for implementing more effective and efficient ODA, prompt formulation of the Country Assistance Policy for Cuba and provision of information to the public are urgently needed.
- (2) Cooperation that backs up Japan's private sector
Based on Japan's philosophy about international cooperation and some government's strategies for the revitalization of Japan, it is expected that Japan will gain a foothold in Cuba, where Japanese private companies can engage in rigorous economic activities in the future. For example, it is effective to expand the ODA's provision of materials and equipment/machinery to demonstrate more high-quality and highly functional products of Japan to the government and the people of Cuba. Moreover, it will be worth considering to study the possibility to support the private sector, as well as to encourage the trial use and introduction of Japan's technologies and products through Japan's cooperation scheme aiming for supporting the private sector's activities (for example, preliminary studies for promotion of Base of the Pyramid (BOP) business partnership).
- (3) Expansion of ODA schemes and promotion of collaboration among the schemes
In order to firmly achieve development impacts and to enhance the effectiveness of cooperation, it is expected that (1) technical cooperation schemes such as Development Study, technical cooperation projects and Acceptance of Technical Training Participants are combined strategically and (2) additionally, the collaboration between these schemes and Grant Assistance



Milk tank donated by the Grant Assistance for Grassroots Human Security Projects

for Grassroots Human Security Projects is studied. Furthermore, the Evaluation Team proposes that gradual expansion of aid schemes should be considered to include Grant Aid for General Projects and Grant Aid for Environment and Climate Change.

2 Recommendations on assistance implementation processes

- (1) Strengthened ODA's implementation structure
For effective and efficient implementation of cooperation in the future, it should prove effective to enhance ODA's implementation structure by optimizing the framework of the Agreement on Technical Cooperation in 2009.

Lesson Learned 1: Significance of ODA in Japan's Diplomacy

* Lesson learned from the evaluation which can be applied not only to Cuba but also to other countries

ODA is assessed to be highly significant in Japan's diplomacy toward Cuba as its stable and continuous assistance to Cuba helps to foster friendly and mutual trust between the two countries. On the other hand, in order to achieve the objectives of Japan's new ODA strategy of "Enhancing Enlightened National Interest" and gain public understanding of ODA in Japan, the implementation of cooperation that is more conscious of future coordination with the private sector will be necessary, considering the needs of partner countries.

Lesson Learned 2: Need for Strengthened Support System

Currently, the scale and form of Japan's ODA implementation structure including the JICA field office with respect to a particular partner country are determined in accordance with the scale of cooperation to that country. Nevertheless, taking into consideration the circumstances of each partner country and their relations with Japan, it is necessary to establish a minimum support structure such as the setting up of the JICA field office, assignment of permanent staff (even though it is only one person), such as dispatch of an aid coordination expert in Cuba or use of local staff. This is to ensure timely information-gathering and coordination with the partner country even though the ODA volume is limited. Enhancement of back-up structure in terms of materials and equipment should also be considered to realize a business environment that enables efficient and smooth operation by installing high-tech office machinery such as the latest versions of computers and printers.

Examples of MOFA's Response Measures

- MOFA plans to formulate a new Country Assistance Policy for Cuba in FY2013.
- In the health sector and other sectors, where there are strong needs on the Cuban side and where cooperation is expected under public-private partnerships, MOFA will consider sending advisors under such partnerships.
- In addition to an aid coordination expert currently dispatched to Cuba, MOFA will consider sending other advisor-type experts for collecting information and formulating projects, with the aim of reinforcing Japan's ODA implementation structure in the country.

Evaluation of Assistance to the Palestinian Territories

Chief Evaluator: Prof. Juichi INADA, Senshu University
Advisor: Prof. Ryoji TATEYAMA, National Defense Academy of Japan
Consultant: Mitsubishi Research Institute, Inc.
Evaluation period: July 2012 - February 2013



Original Report: http://www.mofa.go.jp/policy/oda/evaluation/FY2012/text-pdf/palestine_summary.pdf

Background and Objectives

The Palestinian issue is at the core of the Arab-Israel conflict, which has continued for more than half a century, and the Middle East conflicts that have arisen from it can have a major effect on the stability and prosperity of the entire international community, including Japan. In the current peace process aiming for a two-state solution, it is indispensable to promote social and economic development of the Palestinian Territories and prepare for the Palestinian state-building. Therefore, based on the aspect of “peace-building” as a priority issue of Japan’s ODA Charter, Japan has actively provided assistance to the Palestinian Territories, which could contribute to peace in the Middle East.

Based on the significance of assistance to the Palestinians, this study was carried out to evaluate the overall policy of Japan’s assistance to the Palestinian Territories with the objective of obtaining lessons learned and recommendations for formulating policy for future assistance.

On the other hand, the characteristics of assistance to the Palestinians are that it is liable to be affected by the political situation in the Territories, and the diplomatic importance and impact are high owing to high attention of the international community on the Middle East conflicts. With regards to this condition, the second objective of the evaluation was to clarify the political significance of assistance to the Palestinian Territories from the point of view of Japan’s national interest.

The scope of this evaluation was Japan’s assistance to the Palestinian Territories since around 2005. An overall evaluation was carried out in addition to evaluating Relevance of Policies, Effectiveness of Results and Appropriateness of Processes, as well as an evaluation from the aspect of diplomacy.

Evaluation Results

Main Results

It was recognized that the significance of assistance to the Palestinian Territories is not only in assisting the Palestinian people but also in functioning as a mechanism for addressing the Middle East conflicts, an issue commonly embraced by the international community. Its significance also ranges to maintaining favorable relationships with the Arab nations and other Islamic countries, and for ensuring Japan’s energy security.

Relevance of Policies

Japan’s aid policy towards the Palestinian Territories was confirmed to correspond to all the priority issues of the “National Development Plan” (NDP, 2011-2013) of the Palestinian Authority, and is consistent with the Palestinian high-level policies, assistance plans of the international community and Japan’s ODA and diplomatic policies.

Effectiveness of Results

In each of the nine sector programs of the “Assistance Policy for the Palestinian Territories,” namely water and sewage, health, education, protection for the socially vulnerable, improvement of public financial management, local governance, industrial development, agricultural development and tourism development, it has been confirmed that there have been improvements in the progress toward the medium-term goals of stabilization and improvement of Palestinian people’s livelihood, enhancement of administrative and financial capacity, and promotion of sustainable economic growth.

Appropriateness of Processes

Both the formulation and implementation processes of Japan’s aid policies towards the Palestinian Territories were found to be generally appropriate. However, as a feature of assistance to the Palestinian Territories which are under the occupation of Israel, discussion with Israel and obtaining their agreement in advance are necessary, which sometimes result in delays or changes of projects. It has been pointed out that more flexibility is required from Japan’s development cooperation in this respect.



Construction of Jericho Agro Industrial Park

Diplomatic Viewpoints

The peace process in the Middle East is a matter of concern shared globally, and while the stability in the Middle East region is crucial from the viewpoint of ensuring energy security, assistance to the Palestinians is considered to be in the national interest of Japan. Additionally, the “Corridor for Peace and Prosperity” concept is also contributing to building confidence among the interested parties of the peace process in the Middle East.

Key Recommendations

The following recommendations are made with regards to the facts that the Palestinian Territories are under occupation, that assistance to the Palestinian Territories is subject to the authorisation of Israeli government, that it is liable to be affected by political factors and that the people concerned are under unstable circumstances.

Long-Term and Policy Recommendations

1 The necessity of continued assistance to the Palestinian Territories has to be reiterated.

Assistance to the Palestinian Territories, which has wide-ranging significance as confirmed by evaluation from the aspect of diplomacy, is a measure that must be continued even in the event that little progress is seen in the Israeli-Palestinian conflict, and Japan needs to reiterate and share its significance among its citizens.

2 An expanded objective framework should be structured, on which the assistance should be implemented.

Assistance to the Palestinian Territories, through the mechanism of development cooperation through ODA, requires political steps and initiatives for confidence-building among the parties, and it is desirable that several of these initiatives are used in combination. In order to show the structure of these initiatives in a visible manner, it is desirable that an expanded objective framework for peace in the Middle East is constructed and that the assistance be implemented in accordance with this expanded objective framework.

3 The “Corridor for Peace and Prosperity” initiative should be further developed.

The “Corridor for Peace and Prosperity” initiative in the framework of the Four-Party Consultative Unit is applied by Japan for implementing development cooperation under restrictive conditions affected by Israeli occupation, and it is desirable that this initiative be utilized to the maximum extent in the future. At the same time, Japan needs to urgently consider the start-up of next core projects following Jericho Agro Industrial Park (JAIP) by utilizing the “Corridor for Peace and Prosperity” initiative more effectively.

Short-Term and Practical Recommendations

1 Assistance schemes that have the ability to respond with flexibility should be actively employed.

Taking into consideration the characteristics of assistance to the Palestinian Territories, assistance schemes with flexibility should be employed. From this point of view, it can be recommended that schemes of Grant Aid for Community Empowerment, assistance through international organizations, Grant Assistance for Grassroots Human Security Projects and Grant Assistance for Japanese NGO Projects continue to be actively used.

2 Projects that involve the neighboring countries should be actively formulated and implemented.

The overall objective of assistance to the Palestinians is to promote its economic and social independence. It is particularly required that interactions with the neighbouring and surrounding countries, including Israel, be vitalized. It is recommended that projects that can be expected to directly contribute to this overall objective be formulated and implemented.

3 Assistance that utilizes the advantages of Japan should continue to be implemented.

Japan’s advantage in skills, technology and human resources should be made use of so as to respond to the requirements of the Palestinians. It is recommended that assistance that utilizes Japan’s comparative advantages be developed within the context of the “Corridor for Peace and Prosperity” initiative and that cooperative relationships in the region be structured.

Examples of MOFA’s Response Measures

- The Jericho Agro Industrial Park (JAIP) project, which is the first core project in the “Corridor for Peace and Prosperity” initiative and had been the sole topic of discussions under the framework of the Four-Party Consultative Unit, is expected to finally start operations by the fall of 2013 with a first group of private-sector companies moving in to the compound. In future discussions, therefore, MOFA will explore new areas of cooperation toward the goals of the “Corridor for Peace and Prosperity” initiative, while seeking ways to promote the JAIP project, and work to set an agenda that will allow the four parties to share the same overall vision for the future of the initiative.
- MOFA will continue to proactively utilize schemes of Grant Assistance for Grassroots Human Security Projects and other aid programs in order to provide swift and flexible response to specific and detailed needs in the Palestinian Territories for improvement of Palestinian people’s livelihood.
- One of the most distinctive characteristics of Japan’s technical assistance is that it takes the form of technology transfer through joint work involving both the Japanese and Palestinian sides. This participatory approach has been proven effective in building capacity of the Palestinian Authority. In addition to the field of public finance management, MOFA will apply this approach to various other fields related to the enhancement of administrative capacity of local governments, such as waste management and sewage treatment, and continue to provide technical cooperation by sending experts with a high degree of expertise from Japan.

Country Assistance Evaluation of Malawi

Chief evaluator: Prof. Nobuhide SAWAMURA, Graduate School of Human Sciences, Osaka University
Advisor: Adjunct Researcher Jun KAWAGUCHI, Center for Study of International Cooperation in Education, Waseda University
Consultant: Mitsubishi Research Institute, inc.
Evaluation period: July 2012 - February 2013



Original Report: http://www.mofa.go.jp/policy/oda/evaluation/FY2012/text-pdf/malawi_summary.pdf

Background and Objectives

This evaluation study has been performed to comprehensively assess Japan's ODA policy toward Malawi by means of a well-balanced analysis with regard to development effectiveness and diplomatic significance, and to obtain useful lessons and constructive recommendations that can contribute to future revision of the country assistance policy.

The scope of this evaluation was based on a framework of policy objectives that was compiled on the basis of existing project development plans, etc., for Japan's ODA policy toward Malawi. The time period for evaluation is basically since 2003, when the current ODA Charter was formulated as the high-level policy.

This is a comprehensive evaluation in terms of the Relevance of Policies, Effectiveness of Results, Appropriateness of Processes and diplomatic considerations. The five OECD-DAC criteria based on the ODA Evaluation Guidelines (7th edition) have also been used as a reference in this evaluation.

Evaluation Results

Main Results

Japan's assistance to Malawi has made a certain contribution to the development of Malawi in the fields of agriculture, health and infrastructure through the efforts of Japan Overseas Cooperation Volunteers (JOCV), which has sent a cumulative total of 1,500 volunteers to Malawi from 1971 to the present, technical assistance and grant aid. This study has also found that the people and government officials of Malawi generally have a positive impression of Japan's assistance to Malawi, and Japan's assistance is undoubtedly helping to increase the



JOCVs in action

presence of Japan in Malawi and maintaining friendly relations between the two countries.

Relevance of Policies

The validity of Japan's policies on assistance to Malawi has been fully confirmed. These policies are consistent with the development plans of Malawi and with Japan's ODA and foreign policies, and the policy aims are in accordance with those of other major donors who provide assistance to Malawi.

Effectiveness of Results

The effectiveness of Japan's assistance, primarily in the area of social development, has been confirmed. However, in the area of economic development, the amount of assistance from Japan is relatively small because Japan does not provide ODA loans due to the debt sustainability of Malawi. Therefore, the impact in this area has been limited in comparison to the area of social development.

Appropriateness of Processes

No significant problems were seen in the processes of formulation and implementation of Japan's policies on assistance to Malawi. However, several areas for future improvement were noted, including publicizing Japan's contributions in Malawi.

Diplomatic Viewpoints

Japan's assistance to Malawi has become an important tool in maintaining diplomatic relations between the two countries. Building a network through assistance over many years underpinned by JOCV is expected to show results in the future.

Key Recommendations

1 Develop assistance at the field level, including JOCV.

Japan has steadily contributed to social development in Malawi with strong, long-term involvement at the field level, resulting in forming Japan's comparative advantage. This is an "asset" that has been built up through Japan's practical, ongoing aid activities over the past several decades. Assistance to Malawi should continue to make use of this "asset" in the future.

As the fiscal constraint on Japan's ODA is becoming increasingly severe, it would be effective to take

advantage of the unique circumstances in Malawi where JOCVs are accepted without difficulties, and to implement assistance in a strategic manner through a combination of JOCV and technical cooperation, so that it would enhance the quality of the field level assistance.

2 Provide assistance for better use of geographical connection with neighboring countries as a means of promoting development.

Japan's assistance should actively support the use of Malawi's geographical connection with neighboring countries. One example is to facilitate projects to develop bases for the manufacturing industry and agricultural export in southern Malawi, in tandem with the Nacala Development Corridor project, to take advantage of the construction of transportation infrastructure from the Port of Nacala to southern Malawi.

3 Promote assistance aimed at building industrial infrastructure in Malawi.

Development of the private sector will be essential in achieving the economic growth mentioned in Malawi's development policies, and Japan's assistance should also be aimed at promoting the growth of the private sector in Malawi. To that end, it is necessary first of all to provide assistance from the standpoint of building industrial infrastructure to enable ongoing economic activities by private businesses in Malawi. Expectations are greatest for the fostering of private enterprise in the area of agriculture. Agriculture is a key industry in Malawi, accounting for approximately 40% of the gross domestic product. It is possible that growth in the agricultural sector could underpin the overall economic growth of the country.

4 Engage in collaborative assistance led by Japan, based on Japan's comparative advantages in Malawi.

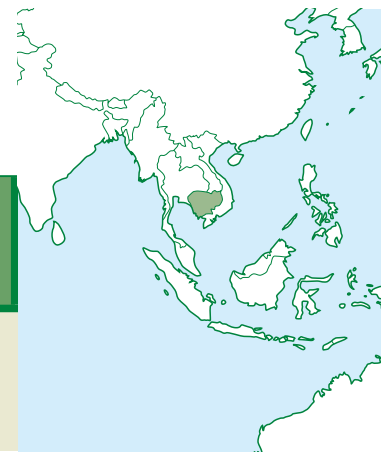
To improve the effectiveness of assistance to Malawi, it is important to promote "collaborative assistance," reaching beyond the framework of "aid coordination" which tends to be focused on avoiding duplication of assistance by other donors. Collaborative assistance involves the combination of resources and schemes among donors including Japan, aimed at collaborating with other donors in the implementation of assistance in order to create synergy in assistance by Japan and other donors. For example, if other donors are providing loans for road construction, and Japan provides technical cooperation to train human resources to handle the maintenance of those roads, the results of such collaboration can go beyond the construction of roads to help ensure that the roads will remain effective in the long term.



Residents using a well built with Japanese assistance

Examples of MOFA's Response Measures

- Japan's grassroots activities are deeply ingrained in Malawi, with the JOCV sending its volunteers to the country for more than 40 years. Amid this environment, MOFA will continue to leverage Japan's comparative advantages in Malawi and provide assistance to these field-level activities through tie-ups with JICA's technical cooperation, activities of Japanese NGOs and corporate social responsibility (CSR) activities of Japanese companies operating in Malawi.
- As an inland country, accessibility to international corridors has a significant meaning for Malawi. Japan is undertaking a project to construct the South Rukuru Bridge, which provides a route of access to Tanzania, and a project for improving roads in Blantyre City, a node in an international corridor. MOFA will continue to examine projects that will draw on Malawi's geographical connections with neighboring countries.
- From the viewpoint of promoting the growth of the private sector in Malawi, MOFA will continue to facilitate the production of agricultural products and processed agricultural products through its assistance to the One Village One Product movement led by the government of Malawi. At the same time, MOFA will encourage Japanese companies to the maximum extent possible to make inroads into Malawi's mineral resources sector in which Japan is interested. MOFA will also assist the country in developing human resources capable of leading industrial growth and provide assistance in power development and other fields, which will lead to the formation of industrial infrastructure.



Evaluation of Japan's Assistance for Policies and Institutions That Promote Gender Equality

Chief Evaluator: Prof. Yoriko MEGURO, Chair, Gender Action Platform
Consultant: Foundation for Advanced Studies on International Development
Evaluation period: September 2012 - March 2013
Case Study Country: Kingdom of Cambodia

Original Report: http://www.mofa.go.jp/policy/oda/evaluation/FY2012/text-pdf/gender_summary.pdf

Background and Objectives

Japan supports the international efforts of achieving gender equality such as the "Beijing Declaration and Platform for Action (1995)" and promotes equal participation of men and women, sharing equal benefits of development and the improvement of the status of women. In 2005, the Initiative on Gender and Development (GAD) was announced to further strengthen Japan's assistance for gender equality.

Focusing on the "Assistance for Policies and Institutions" approach, this evaluation was conducted in order to obtain recommendations for further planning and implementing such assistance. Although the entire Initiative on GAD was not a subject of the evaluation, recommendations on the Initiative were also obtained, where possible, from the evaluation results in order to contribute to the future formulation of gender-related policies. The evaluation results should be made public for accountability to Japanese citizens and to feed back the results to the governments of the partner countries and other donors.

In this study, six technical cooperation projects implemented under GAD were evaluated. Additionally, related projects in the gender sector implemented in recipient countries were referred to where necessary.

Evaluation Results

Main Results

The approach of Japan's "Assistance for Policies and Institutions" that promotes gender equality is in line with the international priorities on gender equality and is compliant with the ODA policies and the other relevant policies and legislation for gender equality in Japan. Thus, its relevance is high. Although the evaluation on the effectiveness of results cannot be clearly stated at this stage, each of the six projects subjected to the evaluation had effects at various levels. The policy formulation process is appropriate in general, but there is some room for improvement in the implementation process.

Relevance of Policies

The Initiative on GAD, which includes "Assistance for Policies and Institutions," is in accordance with the international conventions ratified by partner countries, the basic guidelines for gender equality in development assistance stated in the ODA Charter and the Basic Law for

Gender-Equal Society of Japan. In fact, Japan had already implemented assistance for policies and institutions to promote gender equality even before the announcement of the Initiative on GAD. However, it can be said that the announcement of the initiative to those concerned in Japan and overseas has enhanced the environment to further promote such assistance.

Effectiveness of Results

As four of the six projects were still ongoing and the field study was made for only two projects in Cambodia, it was difficult to evaluate the effectiveness of results of "Assistance for Policies and Institutions" for the goal of gender mainstreaming. However, these individual projects are showing effects, although their levels vary. As seen from the point of "whether the programs for gender equality and empowerment of women set about by partner countries were strengthened," the projects under the assistance are making progress.

As for diplomatic impact, the implementation of the six projects triggered international exchange in which the Gender Equality Bureau of the Cabinet Office was involved. Moreover, the formulation of the Initiative on GAD played a role in highlighting Japan's efforts regarding gender and development at home and abroad.

Appropriateness of Processes

On the process of formulating the Initiative on GAD, including the approach of "Assistance for Policies and Institutions," intensive discussions were repeatedly made with the participation of ODA implementing agencies and experts. Therefore, the process was evaluated to be appropriate on the whole.

As for the implementation of the Initiative on GAD, the process of adopting the approach of "Assistance for Policies and Institutions" was considered to be appropriate. In the four countries where the six projects were located, the policies and institutions for gender equality had already been established. However, in the actual implementation of these policies and operation of institutions, there were many issues associated with social customs and systems unique to the individual countries. Therefore, these countries needed Japan's support to implement these gender policies. The needs for support in those individual countries were assessed through the dispatch of experts and by various types of surveys prior to the implementation of the six projects.

On the other hand, the assistance systems of MOFA

have some implementation issues. While the system to appoint the ODA gender focal points at Japanese embassies was started in 2005, surveys in the four countries showed that this system is not fully functioning as originally expected.



Interview with the beneficiaries of the pilot project

Diplomatic Viewpoints

The implementation of the six projects was a catalyst for international exchange, in which the Gender Equality Bureau of the Cabinet Office of Japan was involved. Moreover, the formulation of the Initiative on GAD played a role in highlighting Japan's efforts regarding GAD at home and abroad.

Key Recommendations

1 Diversification of "Assistance for Policies and Institutions" approach

For direct assistance to gender policy planning and coordination agencies, such as the Ministry of Women's Affairs (so-called "national machineries"), it is recommended to incorporate mechanisms to promote participation of other ministries and agencies.

It is further recommended to strengthen the programs which directly support gender mainstreaming conducted by other project-implementing ministries and agencies, such as the Ministry of Agriculture and the Ministry of Labor, in addition to national machineries.

2 Strengthening of further efforts for gender mainstreaming

It is recommended to continue to focus on reviews of the processes of appraisal, planning, implementation and evaluation of development assistance projects from the perspective of gender. Even for those projects that may seem to have little to do with gender equality, gender equality viewpoints should be integrated and adopted.

3 Review of the content of approaches under the Initiative on GAD

When the Initiative on GAD is revised, there is a need to

reconsider the basic approaches to gender mainstreaming. Also, sub-approaches of the Initiative should be re-examined, and approaches other than "Assistance for Policies and Institutions" should be explicitly stated.

4 Improvement of the internal support system

For strengthening the functions of the ODA gender focal point system at Japanese embassies, it is recommended to provide those focal points (officials in charge of promoting gender equality) with technical assistance from MOFA so that they can assess projects and review Country Assistance Policies from the viewpoint of gender.

Examples of MOFA's Response Measures

- Also based on the results of a project study ("Effective Approach to Assisting National Machineries"), MOFA will devise appropriate means of engaging project-implementing ministries and agencies in the process of formulating and implementing projects.
- During a stage in which requests are made for technical cooperation, grant aid or ODA loan projects, gender focal points currently review an outline of each project, offer advice from the perspective of gender on matters that should be taken into account when implementing projects and monitor how gender equality viewpoints are reflected in project planning and implementation stages.
- MOFA will reinforce collaboration between its internal ODA gender focal points and those at Japanese embassies in order to allow them to assess projects and review Country Assistance Policies from the viewpoint of gender.
- In operating the ODA gender focal point system, MOFA will consider various ways to help ODA gender focal points of Japanese embassies fulfill their roles in a more effective manner.

Evaluation of Triangular Cooperation

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With the cooperation of: Value Planning International, Inc.
Evaluation Period: June 2012 - February 2013
Case Study Countries: Malaysia and Republic of Zambia



Original Report: http://www.mofa.go.jp/policy/oda/evaluation/FY2012/text-pdf/tc_summary.pdf

Background and Objectives

Japan's ODA has started since it was in the process of post-war recovery and had experience with South-South Cooperation. After joining the members of developed donor countries, Japan used its experience to implement Triangular Cooperation to assist South-South Cooperation among developing countries. While emerging donors have been on the rise in recent years, Triangular Cooperation has come to be regarded as an effective method of aid and attracted more attention in the international community. Therefore, Japan is expected to further contribute with its rich knowledge and experience of Triangular Cooperation. In addition, Triangular Cooperation can be a useful measure to contribute to maintaining and enhancing relationships with former recipient countries and newly industrializing countries.

This evaluation of Triangular Cooperation is aimed at evaluating Triangular Cooperation schemes implemented in the past and providing valuable recommendations and useful lessons so that Triangular Cooperation can be used more strategically than before, and more effective and efficient projects can be formulated and implemented.

Evaluation Results

Main Results

Japan's Triangular Cooperation is consistent with Japan's high-level policies and international aid trends as well as the policies and needs of partner countries and beneficiary countries. The relationship with partner countries, however, lacks strategic elements. The effectiveness of results of Japan's Triangular Cooperation is high. The evidence can be seen in its substantial achievements and positive evaluations received from both partner and beneficiary countries. With respect to the appropriateness of processes, it is necessary to have appropriate awareness of the functions of Triangular Cooperation in order to improve the implementation process. From the aspect of diplomacy, Japan's Triangular Cooperation is a valuable means through which Japan can increase its intellectual contribution to the international community.

Relevance of Policies

Japan's Triangular Cooperation is consistent with Japan's high-level policies and has driven South-South

Cooperation as a model for international aid trends. Individual projects are also coordinated with the policies and needs of partner countries and beneficiary countries. Relationships with partner countries, however, lack strategic elements. Consistency with Japan's diplomatic policy is inadequate.

Effectiveness of Results

Many international organizations recognize Triangular Cooperation as a new means of achieving development targets in developing countries. Japan's Triangular Cooperation has produced extensive results in training and the dispatch of experts, and positive evaluations have been received from both partner and beneficiary countries.

Appropriateness of Processes

It is once again clear that Triangular Cooperation is a measure that offers not only the efficiency that has been acknowledged in the past, but also strategic elements with respect to diplomacy and benefits for the private sector. Some processes should be improved based on an awareness of these functions.

Diplomatic Viewpoints

Triangular Cooperation is highly regarded as a valuable measure for Japan to enhance its intellectual contributions to the international community.



The Malaysian Third-Country Expert briefing to Zambian officials to promote foreign investments in cotton-related businesses of African countries (2009)

Key Recommendations

1 Clarification of the definition of Triangular Cooperation

The lack of a common definition of Triangular Cooperation shared among Japanese government-related organizations and agencies has obscured the overall image of Triangular Cooperation. MOFA and JICA should begin discussions to clearly define Triangular Cooperation and share the uniform definition. We propose the following definition as a starting point.

“Triangular Cooperation in the broad sense means support by a developed country (Japan and others) of development cooperation between southern countries (South-South Cooperation). This includes support for emerging countries to become donor countries and support for participation in international aid collaboration frameworks. Triangular Cooperation in the narrow sense is defined as appropriate cost sharing with partner countries based on requests from beneficiary countries.”

2 Incorporating strategy more deeply in Triangular Cooperation project formation and implementation

It is necessary to create strategies for project formation of Triangular Cooperation, which incorporate the viewpoints of increasing aid effectiveness in developing countries, diplomatic strategy and Japan's national interest. In other words, MOFA should consider not only the efficiency of the project, but also future relationships with partner countries in consideration as to whether the partner countries will continue to be genuine partners of Japan.

As for the implementation phase, a strategy of penetration should be adopted in addition to that of program selection in order to achieve maximization of the effectiveness of Triangular Cooperation. Given ODA budget cuts, it is also critical to formulate a program-based strategy as to the length of Japan's commitment and to determine how to reflect the national interest.

3 Development of conditions tailored to strategies

It is necessary to develop conditions such as flexible recruiting of Third-Country Experts and developing young professionals in Japan who can learn from Third-Country Experts in line with its strategies. Specifically, it is recommended that optional contracts on special missions be officially approved for experts in partner countries where Japan provides capacity building, and that young professionals in Japan who can learn from Third-Country Experts should also be developed. Furthermore, the processes of Third-Country Training should be changed into a system, in which beneficiary countries submit request letters first.

4 Policy support for creating mutually beneficial cooperative relationships with partner countries

MOFA should develop discussions and re-examine current partnership programs that are not binding and have vague conditions for selecting signatory countries. It is necessary to create symbiotic strategies as to how Japan could realize mutually beneficial cooperative relationships through ODA with emerging donor countries, which are strategically important for Japan. At the same time, exit strategies for support to become donor countries should be created.

5 Reinforcement of systems that contribute to Japan's leading position in international negotiations

It is essential to appeal Japan's contributions and strategies concerning Triangular Cooperation internationally. In order to do so, the positioning of Triangular Cooperation should be elevated as a diplomatic measure by clarifying Japan's comparative advantage over other donors. Operational budget, which JICA's overseas offices can use at their discretion to promote Triangular Cooperation, should be augmented and allocated intensively to partner countries, which clear the strategic requirements.

Examples of MOFA's Response Measures

- In addition to ensuring development effectiveness, which means to efficiently and horizontally transfer Japan's technology and knowledge through partner countries to beneficiary countries, MOFA will work to formulate and implement more strategic projects for Triangular Cooperation. As an example, MOFA will integrate a diplomatic viewpoint into these projects and pursue benefits policy-wise, which Japan cannot achieve alone, by providing assistance to a specific country in partnership with a third country.
- MOFA will re-examine Japan's partnership program scheme from the viewpoint of building mutually beneficial bilateral relationships when existing partnership programs expire. MOFA will begin discussions on revisions to these programs with the governments and other relevant organizations of respective member countries.
- Japan has a long history of implementing Triangular Cooperation, and its experience in this area will provide valuable knowledge to other donors. MOFA will thus actively promote the dissemination and sharing of Japan's experience, knowledge and lessons learned in the past at various international conferences. Through this work, MOFA will also show Japan's presence in the international community and lead international discussions concerning Triangular Cooperation.



Evaluation of Japan Disaster Relief Team

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Evaluation period: June 2012 - February 2013
Case Study Country: Republic of Indonesia

Original Report: http://www.mofa.go.jp/policy/oda/evaluation/FY2012/text-pdf/jdr_summary.pdf

Background and Objectives

Japan provides emergency assistance as one of its concrete international humanitarian assistance measures, and the Japan Disaster Relief Team (JDR) constitutes humanitarian aid provided within this framework. When a major disaster occurs overseas, JDR is dispatched in response to a request from the government of the affected country or an international organization.

JDR conducts search and rescue, provides medical assistance, and implements emergency and disaster recovery measures. As a form of ODA that is clearly identifiable as being from Japan, JDR makes a major contribution to the promotion of Japan's international cooperation efforts.

This evaluation represents a comprehensive evaluation of the JDR scheme (excluding the Self-Defense Force Unit).

Evaluation Results

Main Results

This evaluation covers the JDR Rescue team, Medical team, and Expert team (but excludes the Self-Defense Force Unit) dispatched from April 2004 to the end of March 2012. The teams' activities were evaluated with respect to the following four criteria: "Relevance of Policies," "Effectiveness of Results," "Appropriateness of Processes" and "Perspectives of Diplomacy." As a whole, the results of this evaluation show that JDR activities are extremely highly regarded with respect to these criteria.

Relevance of Policies

The dispatch of JDR and its activities are highly regarded in terms of consistency with Japan's ODA Charter and Japan's Medium-Term Policy on ODA, responsiveness to the needs of disaster victims and affected countries, trends with regard to the international community, relations with other donors and the superiority of JDR in comparison with other disaster relief teams.

Effectiveness of Results

Concerning alleviating human suffering (physical and mental), we evaluate the activities of the JDR Rescue team and Medical team as extremely high in terms of alleviating mental suffering in particular. Publicity and acknowledgement in the international community, in disaster-affected

countries and in Japan are highly regarded, but these JDR activities should be expanded further. Moreover, derivative effects from JDR activities have also been confirmed, and these derivative effects are regarded as evidence of the effectiveness of the results.

Appropriateness of Processes

As a whole, we evaluate highly the appropriateness of the processes from preparation to dispatch of JDR.

Diplomatic Viewpoints

Particularly with respect to disasters that occur in Asia, JDR is able to reach disaster sites in a shorter time than disaster relief teams from Western countries as a result of geographical proximity. From the viewpoint of saving lives, it is extremely important to dispatch JDR quickly once a request for assistance is received from the government of the disaster-affected country or an international organization. The ability to dispatch JDR rapidly, in the end, becomes one measure of diplomacy. There have been cases in which these activities have helped to foster pro-Japanese sentiment, and therefore, we highly evaluate JDR activities from the perspective of diplomacy.



Interview by the evaluation team (at the Ministry of Health of the Republic of Indonesia)

Key Recommendations

Role of the Recommendations

We recommend continuing and maintaining JDR activities as they are currently being conducted. We also offer six recommendations for additional proactive activities

that exceed, in certain instances, the scope of the JDR mission to date as a means to improve JDR and deliver maximum effectiveness. These specific recommendations apply to three different areas of JDR activities: “Policy and Strategy,” “Implementation Methods” and “Publicity and Cooperation.”

Policy and Strategy

1 Continuation and succession of assistance that establishes a close relationship with disaster victims

The mental care provided by JDR is a major characteristic and strength of Japan’s assistance. This results from a specific policy of assistance that “establishes a close relationship with disaster victims.” We recommend sharing and continuing this approach.

2 Continuation and expansion of seamless assistance

We recommend continuing and expanding the seamless assistance for recovery and reconstruction that builds on the valuable relationships of trust forged in the course of JDR activities with government agencies in disaster-affected countries and with local governmental organizations involved in disaster relief, rescue and medical institutions, among others.

Implementation Methods

3 Improvement and maintenance of materials and equipment procurement system (in particular, review of the use of overseas local human resource networks)

We recommend that local human resource networks currently used for emergency procurement be kept in mind as an option for normal use for the local procurement of JDR materials and equipment in each country.

Publicity and Cooperation

4 Review and improvement of public relations (in particular, review of the use of overseas media)

We recommend reviewing public relations strategies for overseas media and, in particular, consulting on the idea of further strengthening collaboration with Japan’s diplomatic missions and JICA’s overseas offices. In order to free JICA’s overseas offices from responding to the media during a major disaster and allow them to concentrate on supporting logistics for JDR teams. We also recommend reviewing the system of public relations in overseas offices as well as taking measures to reduce the burden of public relations on dispatched JDR personnel if necessary. In addition, we recommend the continuation and further improvement of domestic public relations efforts.

5 Involvement in the International Search and Rescue Advisory Group (INSARAG) and enhancement of international cooperation

We recommend that Japan continue to pay attention to sharing information within Japan regarding INSARAG

activities while also ensuring that JDR opinions are heard by INSARAG. We further recommend that Japan’s involvement in INSARAG to be increased. We also recommend that the JDR Rescue team, which has been certificated as the top IEC “Heavy” classification, play a leading role in increased international activities among Asian countries.

6 Implementation of JDR activities while working to maximize their effectiveness

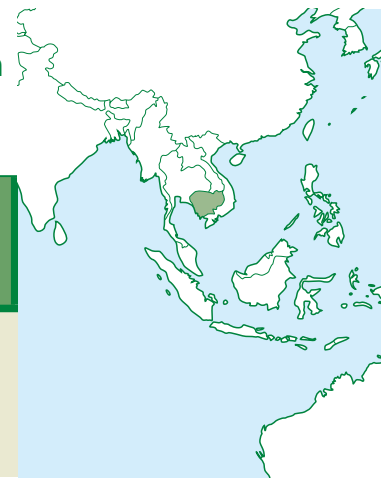
We recommend that MOFA will pay further attention to maximize the effectiveness of JDR activities as it will ultimately affect the degree of gratitude and friendly relations between Japan and the affected country.



The Muhammadiyah Disaster Management Center (MDMC) uses equipment provided by the Government of Japan (in the form of seamless assistance). MDMC was established at Muhammadiyah Bantul Hospital in Indonesia in 2007 using the JDR Medical team as a model.

Examples of MOFA’s Response Measures

- With the aim of sharing and passing on the idea of providing assistance in solidarity with disaster victims, which is also a major strength of the JDR, MOFA will continue to communicate to JDR members what is expected of them and how search and rescue activities should be undertaken in disaster-affected areas, on the basis of past experience, through member training programs and at other opportunities.
- MOFA’s basic approach to public relations activities will remain the same, with leaders of JDR teams (MOFA personnel) responding to the Japanese and overseas media in disaster areas. In addition to this approach, MOFA will make efforts to the extent possible to conduct specific and detailed public relations activities in collaboration with Japan’s diplomatic missions and JICA’s overseas offices by identifying matters of interest to the local media and offering material that is easy to convey.
- MOFA will continue to share information on INSARAG activities with concerned parties in Japan through various education and training programs while insuring Japan’s opinions are delivered to the international community.
- As a country receiving “Heavy” classification (the highest level classification in the IEC process), Japan will work to promote to the extent possible technology transfer internationally and the development of human resources at home for augmenting the disaster relief response capabilities of the international community and each region.



Evaluation of Assistance to the Health Sector in Cambodia

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Evaluation Period: June 2012 - February 2013
Case Study Country: Kingdom of Cambodia

Original Report: http://www.mofa.go.jp/policy/oda/evaluation/FY2012/text-pdf/cambodia_h_summary.pdf

Background and Objectives

This study made a comprehensive evaluation of Japan's assistance policy and specific efforts in the health sector in Cambodia by taking into account the background of assistance and complex aid trends, including recent activities by other development partners and diverse international health-related initiatives, with the aim of obtaining lessons and recommendations for future assistance policies and their implementation. In the comprehensive evaluation, in addition to the perspective of development, this study took into consideration factors serving as a benchmark for evaluation from the aspect of diplomacy, such as achievements in which Japan's contribution efforts had an impact on the policy of Cambodia and the assistance offered by other development partners.

The target for this evaluation covers all the specific efforts, such as assistance programs, that were implemented in the period between 2002 and 2011 under Japan's policies related to assistance in the health sector in Cambodia.



A local counselor, trained by a Japanese NGO, giving postnatal health care guidance

Evaluation Results

Main Results

Japan's assistance to Cambodia's health sector, which has been mainly focused on the following four areas—maternal and child health, tuberculosis control, human resource development, and support for medical facilities and

equipment—was generally highly appreciated in any of the following aspects: Relevance of Policies, Effectiveness of Results, Appropriateness of Processes and diplomatic viewpoints. Particularly in the areas of maternal and child health and tuberculosis control, quantitative indicators of results were significantly improved, indicating that Japan's contribution has been effective. With regard to the aid process, evaluation results have confirmed that "respect for the ownership of Cambodia" and "particular emphasis on capacity building of Cambodia" are distinctive features of Japan's aid.

Due to limited budget allocation, it is required to implement assistance programs to some extent on the basis of "selection and concentration" according to the Country Assistance Policy for Cambodia announced in April 2012. In the areas of maternal and child health and tuberculosis control, however, based on the success of Japan's efforts in these areas over the years and the existence of excellent counterparts, future focus should be placed on continuing aid in the form of acting one step ahead of the current program, including more emphasis on assisting Cambodia's policy-making (maternal and child health area) and the establishment of an international training center, as well as the development of an international standard model that will help them prepare for a transition to industrialized country-type disease control measures (tuberculosis control area).

Relevance of Policies

Japan's assistance to the health sector of Cambodia has been mainly focused on the following four areas: maternal and child health, tuberculosis control, human resource development and improvement of medical facilities and equipment. All forms of assistance to the health sector are in line with Cambodian health sector strategic plans, Japan's ODA-related policies and international development goals and initiatives.

Effectiveness of Results

With regard to Japan's individual projects, planned outputs have generally been achieved successfully. Particularly in the areas of maternal and child health and tuberculosis control, a significant improvement was seen in outcome indicators, such as the rates of deliveries attended by a skilled provider and of tuberculosis case detection, and impact indicators, such as the maternal mortality ratio, infant mortality rate and tuberculosis mortality and

prevalence rates, indicating that Japan's contribution has been significant.

Appropriateness of Processes

Japan's assistance places emphasis on coordination between schemes to simultaneously enhance the national center and promote technical cooperation, and also on dialogue and collaboration with counterparts. Both those involved on the Cambodian side and development partners highly appreciate Japan's assistance in that Japan's approach respects the ownership of Cambodia and supports the country's capacity building efforts.

Diplomatic Viewpoints

Both the results and modalities of Japan's assistance are highly appreciated both in and outside of Cambodia, producing positive diplomatic effects, including a strengthened relationship with the Government of Cambodia and the enhancement of recognition in the international community.

Main Recommendations

1 Ensuring the effectiveness and presence of assistance amid "selection and concentration"

It is required to implement assistance programs on the basis of "selection and concentration" due to limited budget allocation. However, we believe it is necessary to continue assistance in the areas of maternal and child health and tuberculosis control in the form of developing the programs that have so far been implemented, based on the success of Japan's efforts in these areas over the years and the existence of excellent counterparts.

2 Maternal and child health - Enhancing assistance in policy-making

It has become more difficult to show the presence of Japan in the area of maternal and child health because many development partners are involved. In the future, Japan should place more focus on assisting Cambodia's policy-making for issues related to maternal and child health in order to improve the effectiveness of Japan's assistance as well as its presence.

3 Tuberculosis control - Technical cooperation aimed at establishing an international training center and at controlling industrialized country-type tuberculosis

Japan's efforts in tuberculosis control have achieved a rarely paralleled success and have been highly appreciated internationally. In this area, future focus should be placed on continuing technical cooperation in the form of acting one step ahead of the current program, including the establishment of an international training center and the development of an international standard model for tuberculosis control programs in the transitional period from a high-burden tuberculosis country* to an industrialized country.

* Refers to 22 countries, including India and China, which together account for approximately 80% of new tuberculosis patients in the world.

4 Human resource development - Assistance in creating policy frameworks for the HRD Department of the Ministry of Health

It is recommended to discontinue the assistance project for the Technical School for Medical Care (TSMC), but to continue technical assistance to the Department of Human Resource Development (HRD) of the Ministry of Health so as to keep on contributing to establishing policy frameworks, such as the qualification system.

5 Improvement of medical facilities and equipment - Careful consideration of the aid targets' circumstances and capabilities

The demand for medical facilities and equipment is expected to continue. In responding to such demand, careful consideration should be given based on sufficient information on the entire structure of public and private healthcare service providers in the region where an assistance target facility is located, as well as ensuring of the facility's management capabilities, medical expertise and personnel quantity.

6 Strategic outreach activities for the socially vulnerable through coordination between assistance to the public sector and to grassroots efforts

It is recommended to use such schemes as Grant Assistance for Japanese NGO Projects and JICA Partnership Program (JPP) strategically and effectively in such a way as to complement public services in assisting the socially vulnerable.



National Maternal and Child Health Center (NMCHC)

Examples of MOFA's Response Measures

- In the areas of maternal and child health and tuberculosis control, in which Japan has been providing assistance for many years, MOFA will examine appropriate forms of future assistance, aiming for a step beyond the current program, based on the successful outcome of Japan's past efforts. Future assistance will be determined on the basis of "concentration and selection" and will take into account the current conditions and needs on the Cambodian side in these two areas. Even when Japan is unable to continue its assistance in the future, MOFA will give due consideration through the ongoing cooperation program to enable the Cambodian government to implement relevant projects on its own over the medium to long term.
- In the area of maternal and child health, Japan has been sending experts under long-term assignments to the National Maternal and Child Health Center (NMCHC). Going forward, MOFA will explore potential forms of assistance in this area at a policy-making level.

Follow-Up Study on Cultural Grant Assistance

Background

Cultural Grant Assistance is an ODA scheme with a view to contributing to the promotion of culture and higher education, as well as to conservation of the cultural heritage of recipient countries. Among the equipment provided under this scheme, some deteriorated gradually due to frequent use and other factors. In this regard, Japan also implements maintenance and repair assistance for such equipment as a follow-up project.

Objectives

In order to check the conditions of the equipment provided under the scheme, MOFA conducts studies of individual projects following certain periods after their provision. MOFA also considers the possibility of maintenance and repair assistance through follow-up projects based on these study results.

Methodology

In FY2012, follow-up studies were implemented for a total of 8 cases in which 3-4 years have passed since the provision of equipment. These studies were implemented by Japan's overseas diplomatic establishments through hearings with local implementing agencies using designated forms, followed by on-site inspections of equipment by embassy or consulate staff to the extent possible.

To supplement the follow-up study, case studies and assessments were conducted by the external institution for a total of 9 cases in FY2012.

Summary of Evaluation Results

As a result of these studies, while there were some projects in which malfunctions were found in the provided equipment, the implementing agencies had made maintenance efforts including repairing equipment. Therefore, Japan carried out maintenance and repair assistance to complement local maintenance management efforts as follow-up projects in FY2012. For other projects, no specific problems have been reported regarding the current conditions of equipment.

While Japan's assistance was appreciated and local projects were highly regarded, this survey also revealed that the projects were creating ripple effects in terms of supporting Japanese companies and promoting exchanges between the citizens of the two countries.

For example, regarding a project in which printing equipment made in Japan was provided to the National University of Distance Education (UNED) in Costa Rica, the equipment was highly appreciated as "outstanding printing equipment in terms of cost performance." Consequently, the university used its own budget and newly purchased printing equipment produced by the Japanese company.

Also, with regard to a Project for the Improvement of Exhibitory and Audio-Visual Equipment of the Natural History Museum of Mongolia, implementation of the project provided the museum with the opportunity to cooperate with the Embassy of Japan in Mongolia as a means of organizing various Japanese cultural events. Furthermore, the project has contributed to the facilitation of people-to-people exchanges between the two countries through various events including the invitation of children from disaster-affected areas of the Great East Japan Earthquake to workshops free of charge upon their visit to Mongolia.



Project for the Improvement of Printing Equipment of the UNED in Costa Rica

Ex-Post Monitoring on Grant Assistance for Japanese NGO Projects

Background

The Grant Assistance for Japanese NGO Projects is a scheme to provide funding for development projects implemented by Japanese NGOs which have fulfilled certain conditions and have direct benefits for people in developing countries. With the increasing significance of development assistance by Japanese NGOs, MOFA has been implementing ex-post monitoring every year since FY2005 in order to enrich the evaluation of projects that have been implemented under the scheme.



Association for Aid and Relief, Japan (AAR)
Project for Promoting Persons with Disabilities to Work and Attend Schools in the City of Yangon, Myanmar

Objective of Monitoring

The objective of monitoring is to confirm actual conditions at the site of projects after a certain period (3-4 years) following project completion. NGOs who implemented the projects are informed of the monitoring results, and these are used as reference information when examining similar projects by the MOFA headquarters, and embassies and consulates as part of the PDCA cycle.



Japan Mine Action Service (JMAS)
FY2011 Project for Promoting the Disposal of Unexploded Ordnance in Takeo Province and Other Provinces in Cambodia

Monitoring Methods

The staff in charge of each project at embassies or consulates conduct studies 3-4 years after project completion. Studies are conducted to confirm the situation from the viewpoints of the relevance of programs, the degree of goal achievement, efficiency, impact, sustainability, social consideration and environmental consciousness, using designated formats (Ex-Post Monitoring Sheet). Also, conditions such as maintenance and management of buildings and equipment, utilization of educational and training facilities and human resources, cooperation in publicity to enhance the visibility of Japan's ODA and the maintenance and management systems of local implementing agencies are examined. The results are rated in three ranks (A, B and C) and reported to the MOFA headquarters.

As for projects that require more detailed studies and verification, MOFA requests external institutions to conduct specialized surveys.

Evaluation Results

In FY2012, out of 73 projects for which contracts were signed in FY2008, 56 projects (37 organizations in 22 countries and 1 region in total) were evaluated during the fiscal year, excluding those that could not be monitored due to various reasons including security considerations and those for which similar monitoring had already been conducted by external institutions. As a result, 42 projects were rated as "A" (high quality) and 14 projects as "B" (acceptable) (no projects were rated as "C" (low quality)).



SHAPLA NEER, a Citizens' Committee in Japan for Overseas Support
Support Project for Girls Working as Domestic Workers in Chittagong, Bangladesh

2.2 Evaluation by MOFA Evaluation Based on Government Policy Evaluation Act (GPEA)

1. Government Policy Evaluation Act (GPEA)

In Japan's policy evaluation system, all ministries and agencies are obliged to conduct self-evaluation on the policies under their jurisdiction pursuant to the "Government Policy Evaluation Act" (GPEA).

Each ministry and agency analyzes its policies based on whether their objectives and targets meet the needs of the people and society (necessity), whether the achievement is adequate when compared with the cost (efficiency) and whether expected goals have been achieved (effectiveness). The results of evaluations are utilized for reviewing policies and formulating new policies and plans.

The Ministry of Internal Affairs and Communications inspects the policy evaluation of each ministry and agency (evaluation activity to secure objectivity) and also evaluates policies that require the involvement of various ministries and agencies (evaluation to secure integrity and comprehensiveness).

2. ODA Evaluation by MOFA Based on GPEA

(1) Policy-Level (Ex-Post Evaluation)

Policy evaluation by MOFA has been conducted in accordance with the provisions of Article 6 and Article 7 of GPEA and based on the Basic Program (formulated once every 3-5 years) that stipulates basic matters concerning evaluation including methodologies, implementing systems and the disclosure of information. The evaluation on ODA policies is also conducted as part of this policy evaluation.

(2) Project-Level (Ex-Ante and Ex-Post Evaluation)

(a) Ex-Ante Evaluation

Based on the provisions of Article 9 of GPEA, regarding ODA loan projects, evaluation targets individual projects of 15 billion yen or more (except for debt relief). In terms of grant aid projects, evaluation subjects are general grant aid and other relevant projects of 1.0 billion yen or more. Ex-ante evaluation is conducted to provide the basis for the adoption of the targeted projects. Ex-ante evaluation is conducted prior to the Cabinet decision on the project, and the evaluation results are posted on MOFA's website after the signing of the Exchange of Notes (E/N).

In FY2012, ex-ante evaluation based on GPEA was conducted on 31 grant aid projects and 26 ODA loan projects.

(b) Ex-Post Evaluation

Based on the provision of Article 7 Paragraph 2 of GPEA, MOFA conducts ex-post evaluation on projects that have not yet started within 5 years after the Cabinet decision, and unfinished projects for which the provision of loans has not been completed for 10 years since the Cabinet decision. This evaluation is conducted based on the implementation plan of the evaluation in order to

consider whether the implementation of the projects in question should be continued or discontinued. The evaluation results are annually posted on MOFA's website and summarized in MOFA's Policy Evaluation Report.

In FY2012, ex-ante evaluation based on GPEA was conducted on seven ODA loan projects which had not been launched.

Turning a Little-Known Village into a Home of Quality Products ~ Assistance for Olive Farming in the West Bank of Palestine ~

—From Evaluation of Assistance to the Palestinian Territories—

Before this project, villages in the Tubas region were remote, little-known villages living in relative poverty. In rolling out a project for improving the income of olive farmers in the West Bank of Palestine, which has proven successful in Jordan, the NGO Nippon International Cooperation for Community Development (NICCO) selected one quiet village within the region where farmers were growing olives solely for themselves.

This project was implemented by leveraging two assistance programs: “Building Stabilized Communities through the Quality Improvement of Palestinian Olive Products by Introducing Ecological and Water-Sparing Farming Methods (2008 - 2012),” a partner-type project under JICA’s Grassroots Technical Cooperation Projects scheme; and “Olive Pest Control and Poverty Reduction of Women’s Groups in the West Bank, (Phases 1 to 3, 2009 - 2012),” provided under MOFA’s Grant Assistance for Japanese NGO Projects scheme. The project first concentrated on increasing farmers’ income by improving the quality of olive oil they produce and extended its scope to encouraging production and sales of home-grown vegetables and processed agricultural products for increasing the income of women’s groups.



Tubas Village located in hilly terrain

Olive oil produced under this project in the Tubas region, primarily in Tubas Village, steadily moved up in ranking in an olive oil competition held in the Palestinian Territories every year, reaching the second place in 2010. This gave Tubas a firm footing as a producer of quality olive oil.

At the beginning of the project, assistance was only provided for production of olive oil by male farmers. Activities later expanded to include women as an additional goal of helping them to increase their income. As women went on to process and sell home-grown products in jars and cans and make and sell olive oil soaps, they began to assume increasingly important roles in promoting rural area development. Although men initially were skeptical about women’s engagement, it has

become natural for both men and women to make their respective contributions to these development efforts and create a synergy in bringing about a greater outcome. It is obvious that this project has served to both increase income and empower women. The next step of the project involved production of quality olive oil in a sustainable manner through the adoption of effective pest control and establishment of organic farming. In response, the project concentrated on the development and introduction of low-cost fruit fly traps that use ammonia as well as providing training on organic farming methods.

The Governor of Tubas strongly sympathizes with these efforts and has been providing his full support to the project. For example, the Governor’s office has been purchasing processed agricultural products and soaps produced under the project, and the Governor has been attending olive oil tasting events in a show of his support. Through this project, NICCO has been working as one team with the local community and government, conducting representative activities of the local community, and has become a successful example of international cooperation at a civil society level.



An olive farmer in the village

Overview

With respect to individual projects of technical cooperation, ODA loans and grant aid implemented by JICA, JICA evaluates them using a common framework (project-level evaluation). JICA also evaluates and analyzes groups of projects in a comprehensive manner (thematic evaluation) in addition to project-level evaluation. In conducting evaluation, JICA not only aims to utilize the evaluation results (feedback) but also endeavors to ensure accountability by increasing the objectivity, transparency and disclosure of evaluation results.

Furthermore, JICA aims for the consistent implementation of evaluation and the utilization of evaluation results by adopting a common basic framework at all stages of projects (planning, implementation, monitoring, evaluation and feedback) in line with the PDCA cycle, taking account of the characteristics of each ODA scheme, implementation period and the time-frame for expected results.

JICA is also committed to the clear and coherent publication of evaluation results by developing a unified rating system for ex-post evaluation.

For further details, please refer to the following JICA website.

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



Walawe Left Bank Irrigation Upgrading and Extension Project (Dual Canal System: The left is for rice and the right is for other crops.)



The Project for the Provision of Portable Steel Bridges on Upazila and Union Roads



The Enhancement of Tax Administration Project (tax education for taxpayers by the Darkhan-Uul Tax Office)

2.4 Evaluation by Other Ministries and Agencies

Evaluation by Other Ministries and Agencies (FY2012)

Policy/Program/ Project	Title	Evaluation type	Evaluator
Financial Services Agency			
Program	Technical Assistance to the Financial Authorities in Emerging Market Economies in Asia	Evaluation based on GPEA	Self-evaluation
Ministry of Internal Affairs and Communications (MIC)			
Policy	Promotion of Global Strategy in the ICT Sector	Evaluation based on GPEA	Self-evaluation
Ministry of Justice			
Program	Promotion of International Cooperation in Legal Administration	Evaluation based on GPEA	Self-evaluation
Ministry of Finance			
Program	Assistance Extended through Multilateral Development Banks	Evaluation based on GPEA	Self-evaluation
Ministry of Education, Culture, Sports, Science and Technology			
Program	Dissemination of Japanese Culture and Promotion of International Cultural Exchange	Evaluation based on GPEA	Self-evaluation
Program	Promotion of International Cooperation	Evaluation based on GPEA	Self-evaluation
Program	Promotion of International Exchange	Evaluation based on GPEA	Self-evaluation
Ministry of Health, Labour and Welfare			
Project	Promoting Participation in and Cooperation to Activities of International Organizations: Contribution to Technical Cooperation Projects toward Realization of Decent Work Conducted by the International Labour Organization (ILO)	Evaluation based on GPEA	Self-evaluation
Program	Voluntary Contribution to WHO, Contribution to UNAIDS	Evaluation based on GPEA	Self-evaluation
Ministry of Agriculture, Forestry and Fisheries			
Policy	Establishment of Comprehensive Food Security	Evaluation based on GPEA	Self-evaluation
Program	Promotion of Initiatives toward Exercising the Multi-Functionality of Forests with International Cooperation	Evaluation based on GPEA	Self-evaluation
Ministry of Economy, Trade and Industry			
Policy	External Economic Policy	Evaluation based on GPEA	Self-evaluation
Ministry of Land, Infrastructure, Transport and Tourism			
Policy	Promoting International Cooperation and Coordination	Evaluation based on GPEA	Self-evaluation
Ministry of the Environment			
Project	Water Environment Partnership in Asia	Evaluation based on GPEA	Self-evaluation

History of Japanese Cubans (on the Isle of Youth)

—From Country Assistance Evaluation of Cuba —

The Isle of Youth (Isla de la Juventud in Spanish) is an island located approximately 100 km south of the main Island of Cuba, a trip of about 30 minutes by air, and with a population of about 80,000. The island thrived mainly on production of sugar cane in the early 20th century and is now producing rice as well as fruits and vegetables. In view of its rich natural environment, which is said to have inspired Robert Louis Balfour Stevenson to write his novel *Treasure Island*, along with beautiful dive spots that are famous internationally, there have been growing expectations for expansion of its tourism business. Of the 1,000 Japanese Cubans living in Cuba, about 300 dwell on the island. The evaluation team visited the island as part of its field survey to explore the history of Japanese Cubans and review the implementation status of Grant Assistance for Grassroots Human Security Projects.



Meeting with Nikkei people of the Isle of Youth

Immigration of Japanese people to Cuba began in 1908, with the first settler, Masaru Miyagi, from Okinawa Prefecture. There was an influx of Japanese immigrants from Japan and from the continents of North and South America during the period from 1919 to the mid-1930s, reaching its peak in around 1926. Immigration of Japanese people did not occur for about five decades from 1936 to 1998. Immigrants and their descendants (“Nikkei” people) celebrated their 100th anniversary in 2008. Five generations of Nikkei people are now living on the Isle of Youth, including Mr. Michiro Shimazu, a first-generation settler who is 105 years old (the oldest settler living in Cuba). They are originally from nine prefectures, namely Okinawa, Kagoshima, Kumamoto, Fukuoka, Hiroshima, Nagano, Niigata, Fukushima and Miyagi.

Over their long history of more than 100 years, Nikkei people faced a number of difficulties. During World War II, they were regarded as enemy nationals, and about 350 men were confined in a concentration camp on the island from 1941 to 1946. The lives of their families were equally difficult and insecure. This concentration camp was later turned into the National Memorial Museum, Presidio Modelo. Presently, the museum is open to the public and shows visitors various exhibitions, including how Nikkei people held in the camp were treated during the war time.

After going through these hardships, Nikkei people have become members of Cuban society. They have also been working to pass on Japanese traditions and culture from generation to generation. As one effort, the Japanese Cuban Society of the Isle of Youth is undertaking activities to promote communication among Nikkei people, including hosting a traditional Obon Festival every summer.

As the aging of Nikkei people and generational shifts proceeded, however, many generations now have no direct knowledge of Japan. During an interview, they expressed their expectations for more cooperation and assistance from Japan in this field, with many voicing their desire to receive Japanese language teaching volunteers to study Japanese, to set up a place to gather, such as Japanese Cuban Society Center, and to create occasions to communicate with Japanese people and other Nikkei people in neighboring countries. The administrative authorities of the special municipality of the island, being eager to reinforce their relationship with Nikkei people, also conveyed the intention to provide assistance if the said society center were to be built on the island.

Note: To date, a total of nine Grant Assistance for Grassroots Human Security Projects have been provided to the island, including “Project for Improving Productivity of Farmland of the Camilo Cienfuegos Loan Service Cooperative Association in the Special Municipality of the Isle of Youth.” During the field survey, the evaluation team visited facilities related to the “Project for Promotion of Rice Production in the Isle of Youth” and “Project for Portable Water Supply System Improvement on the Isle of Youth.”



Pump station installed for “Project for Portable Water Supply System Improvement on the Isle of Youth”

Chapter 3

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3.1 Country Assistance Evaluation

MOFA formulates response measures to the recommendations obtained from third-party evaluations and follows up by implementing these measures. This Chapter introduces the follow-up efforts as of July 2013 regarding response measures to the main recommendations obtained from third-party evaluations in FY2011. The summary of each evaluation report is available on the MOFA website (<http://www.mofa.go.jp/policy/oda/evaluation/year/index.html#2011>).

Country Assistance Evaluation of Thailand

Recommendation 1

MOFA should specify the priority areas for its assistance to Thailand.

Japan's assistance for Thailand should be focused on the "Region" (Mekong region, ASEAN region, etc.). On this basis, based on the policy to prioritize benefits for the Region, MOFA should place emphasis on areas where Thailand's advantage in the Region is to some extent clear, as the pillar of its assistance. For instance, improvement of logistics and the development of railways should be the areas that can contribute to developing the regional network. Also, areas that will lead to the enhancement of the Regions' sustainability, including assistance for reducing air pollution and contamination of international river basins, as well as areas for strengthening the Region's identity, including academic exchanges, should be regarded as priority areas.

Recommendation 2

Points to consider with regard to the scheme and scale of Japan's assistance to Thailand based on the Basic Policy

Based on the Basic Policy, which states, "Japan should shift its priority from bilateral assistance to regional assistance," Japan's assistance to Thailand should focus on the Region and should be implemented regardless of the scheme or scale.

Follow-Up Efforts

- Taking account of the evaluation results reported in March 2012, the new Country Assistance Policy, which was formulated in December 2012, raised the "promotion of mutual benefit and contribution to regional development based on strategic partnership" as the basic assistance policy. Also, as one of the priority areas, the Policy presented "coping with mutual challenges in the ASEAN region" as one of the pillars to support facilitation of connectivity in ASEAN and Mekong regions, so that not only Thailand but the whole region can reap the maximum benefit.

Recommendation 3

MOFA should improve its organizational structure in implementing assistance to the Region.

In order for Japan to focus on the regional framework, it is important to facilitate exchanges among Japan's related organizations, such as overseas diplomatic establishments and JICA offices, at the regional level. For instance, this is expected to create opportunities where Japan's overseas diplomatic establishments in Thailand and its surrounding countries (Laos, Cambodia, etc.) can exchange and coordinate views on Japan's assistance to these countries.

Follow-Up Efforts

- In May 2011, MOFA established the permanent Mission of Japan to the ASEAN in Jakarta, where the ASEAN Secretariat is located. Furthermore, in March 2012, MOFA increased the number of staff dispatched to the mission.
- The meeting for experts on infrastructure development projects in Asia was held in April 2013, with the participation of various organizations such as overseas diplomatic establishments, JICA offices, JETRO offices and private companies in Asia, in which participants exchanged information and views regarding the circumstances of respective countries.

Country Assistance Evaluation of Peru

Recommendation 1

Utilization of the Country Assistance Policy as a diplomatic measure

MOFA should decide the timing of revision of its Country Assistance Policy taking account of the circumstances on the Peru side.

Follow-Up Efforts

- MOFA formulated the Country Assistance Policy for Peru in December 2012. Based on the development strategy prioritized by the Humala Administration, the Policy advocates “contribution to sustainable economic development that accompanies the realization of social inclusion” as the basic principle.

Recommendation 2

Ensuring strategies, and facilitation and diversification of technical cooperation

(1) Ensuring strategies

It is essential to review and coordinate assistance strategies from the perspective of “selection and concentration.” For this purpose, the Evaluation Team proposes that MOFA should further promote assistance for environmental conservation as well as for disaster risk reduction and reconstruction, and once again review each priority area in light of Japan’s comparative advantages and the significance of the assistance.

(2) Facilitation and diversification of technical cooperation

As there are many areas in Peru where social order has been improved, MOFA should review its policy on dispatching staff overseas and revise the policy to reflect the current situation and the assistance needs in Peru.

Follow-Up Efforts

- “Economic-social infrastructure development and income disparity reduction,” “environmental measures” and “disaster risk reduction measures” were established as the three priority areas of assistance. MOFA considers these are the areas that Japan can demonstrate its expertise and comparative advantage.
- In response to improved social order in Peru, policies for dispatching staff were revised by eliminating restrictions in November 2012 that were previously imposed on dispatched staff such as volunteers. MOFA plans to double the number of dispatched personnel to Peru.

Recommendation 3

Further strengthening publicity

It is necessary to further enhance publicity effects in an integrated manner, for example, by adding narratives to various projects and by commissioning external experts to make PR documents.

Follow-Up Efforts

- The Embassy of Japan in Peru has been working to strengthen ODA publicity on various occasions such as interviews with the Ambassador by the media, writing articles and conducting lectures. As a result, the number of opportunities in which the local media reported Japan ODA-related news has increased significantly. The Embassy of Japan in Peru and JICA Peru Office have been actively disseminating ODA-related news through various means such as websites and issuing press releases. Accordingly, Japan-related news is most frequently reported in terms of the coverage on international cooperation by the local media.

Evaluation of Assistance for the Transition to a Market-Oriented Economy in Three Central Asian Countries (Republic of Kazakhstan, Kyrgyz Republic and Republic of Uzbekistan)

Recommendation 1

MOFA should clarify the policy objectives and share them with relevant circles.

After 20 years since independence, the study revealed that consensus had not been fully formed among relevant parties regarding the policy objectives of the assistance for transition to market-oriented economies. If Japan is to continue its assistance with the aim of realizing a transition to market-oriented economies, it is indispensable to clarify its policy objectives and share them with the people concerned.

Recommendation 2

MOFA should shift assistance from a model that treats the Central Asian region as a unit to one based on the respective levels of economic development of the three countries.

There is currently a significant gap among the three countries in economic growth and levels of liberalization and openness. It is now the time to shift Japan's assistance model from one that treats the Central Asian region as a unit to one based on the respective levels of economic development of the three countries.

Follow-Up Efforts

- Taking account of the fact that significant differences are arising among the three Central Asian countries in terms of the progress in transition to market-oriented economies and economic development, the Country Assistance Policies for the Republic of Uzbekistan, Republic of Kazakhstan and Kyrgyz Republic now reflect the actual assistance needs of the three countries.
- Specifically, "promotion of economic growth and implementation of assistance for reducing income disparity" is presented as the overall objective in the Country Assistance Policy for the Republic of Uzbekistan, "assistance for balanced nation-building in terms of economic and social development" in the Country Assistance Policy for the Republic of Kazakhstan, and "assistance for sustainable and balanced economic growth which facilitates consolidation of democracy" in the Country Assistance Policy for the Kyrgyz Republic. MOFA has been implementing economic cooperation based on these policies.

Recommendation 3

MOFA should pursue the promotion of Japan's visibility not only with the framework of technical cooperation but with wider full-cast diplomacy.

The Japan Center for Human Resources Development has also been greatly successful as a measure for nurturing feelings of friendship toward Japan, and therefore is noteworthy in terms of its well-known status and presence in each country. In order for Japan to maintain and extend its high presence, it is necessary to tackle the issues not only through the framework of technical cooperation but with wider full-cast diplomacy.

Follow-Up Efforts

- MOFA, JICA, the Japan Foundation and JETRO are constantly exchanging opinions in order to support the activities of the Japan Center for Human Resources Development.
- With the completion of the technical cooperation project in September 2012, the Kazakhstan-Japan Center for Human Development was transferred to Kazakh Economic University. Currently, to support the activities of the Center, the Japan Foundation has sent two experts, and JICA has also dispatched short-term experts when necessary.
- As for the Uzbekistan-Japan Center for Human Development and Kyrgyz Republic-Japan Center for Human Development, MOFA will continue its consultation with relevant institutions on the future transfer of these Centers after the completion of technical cooperation projects.

Recommendation 4

MOFA should formulate strategies for publicizing ODA and advance them.

It is expected that MOFA should aim to formulate PR strategies through drafting clearcut ODA publicity policies for the Government of Japan including those based on each country's circumstances and through considering a multi-year action plan based on those policies. Furthermore, it is necessary to advance PR activities, such as by considering the timing and period for implementing PR, utilizing multiple forms of mass media to aim to produce multiple effects and diversifying PR medium.

Follow-Up Efforts

- MOFA has been striving to implement ODA projects in a more effective and efficient manner by reviewing its ODA publicity. In addition to strengthening communication via the ODA website, information is effectively disseminated through Facebook and Twitter in a timely manner.

Evaluation of Aid for Trade (AfT)

Recommendation 1

MOFA should underscore the effects of Japan's AfT considering the development of Asia's low-income countries. Japan's contribution should be emphasized by highlighting the current significance of Japan's AfT to low-income countries in Asia, instead of stressing the past significance of its AfT to upper-middle-income countries in East Asia. Furthermore, in order to more strongly emphasize the impact of AfT at home and abroad, dissemination of the "Development Initiative for Trade" (December 2005) and "Development Initiative for Trade 2009" (July 2009) should be facilitated in an effective manner.

Follow-Up Efforts

- In March 2013 in Tokyo, Japan hosted the 6th Regional Technical Group (RTG) meeting on AfT in Asia and the Pacific, in which participants discussed the roles fulfilled by AfT, including Japan's contribution, in developing the investment and business environment in the Asia Pacific region. Also, based on these results, the second edition of the RTG report was drafted and announced at the 4th Global Review of AfT held in July 2013.
- To enhance the recognition of AfT and the initiatives at home and abroad, relevant pages on the MOFA website were updated to disseminate the current efforts. Moreover, the second edition of the RTG report will be posted on the website.

Recommendation 2

MOFA should strive for aid coordination with new partners.

In the international aid community, which includes AfT, emerging donors, the private sector and civil society are assuming greater roles. Therefore, Japan should aim for effective aid coordination with these new development partners to further promote the effectiveness of Japan's AfT.

Follow-Up Efforts

- Japan made intellectual contributions to the establishment of "The Global Partnership for Effective Development Co-operation (GP)," which is a post-Busan framework in which various development actors such as emerging countries, the private sector and civil society participate. Also, after the establishment of the GP, the Asian Development Forum (ADF) was held in Indonesia in March 2013 with the aim of sharing knowledge with various development actors particularly in the Asian region and extracting their expertise and experiences. Accordingly, recommendations were formulated at the forum, which have been shared with other regions and DAC as the current efforts in Asia. Since Japan particularly has a long history and experiences of triangular cooperation, Japan is actively disseminating such experiences at a wide range of international forums while also promoting dialogues with emerging countries and encouraging their participation in the international community as regards triangular cooperation.

Recommendation 3

Regional development should be facilitated.

Development of infrastructure for promoting efficient trade with neighboring countries is one of the key components of AfT. In this regard, regional development is greatly important to create synergy with the development of these neighboring countries. In facilitating regional development, it is vital to review development plans in a timely manner.

Follow-Up Efforts

- Based on the principle of AfT, Japan actively implemented infrastructure development projects including development of roads and railways for the regional corridor and development of regional power networks, achieving the committed amount for the "Development Initiative for Trade 2009." Also, at the 5th Tokyo International Conference on African Development (TICAD V) held in 2013, assistance for promoting regional trade through the introduction of One Stop Border Posts (OSBP) in which customs procedures are jointly conducted by both border countries upon entry and embarkation, development of regional power networks and providing support for growth corridors in respective African regions were incorporated as Japan's assistance for Africa.

Evaluation of Training and Dialogue Program

Recommendation 1

Strategic value of the Training and Dialogue Program should be enhanced.

From the perspectives of international contribution and national interests (regional interests), it is important to enhance the strategic value of the program such as clarifying the objectives of the program based on a sufficient understanding of the long-term, multi-faceted impact (diplomatic strategy, development and internationalization of Japan's local cities), in addition to the short- to mid-term development impact (such as development of human resources and contribution to development tasks). Furthermore, it is required to classify trainees according to the program objective (high-level officials, counterparts of technical cooperation projects and youths).

Follow-Up Efforts

- JICA revised its standard for implementing training programs, which shows basic guidelines for training implementation, that "training programs should be developed in accordance with the rolling plans, and also, the training lineup should be restructured to ensure high-quality training, which will have an advantage in implementing in Japan." In line with this revision, training programs have been appropriately selected.
- Initiatives have been taken for some training programs to further enhance the relevance with other technical cooperation projects by targeting the counterparts of related projects as the main participants.

Recommendation 2

Training schemes should be enhanced in line with cooperation programs.

Rather than aiming to "implement all kinds of programs," with a view to implementing high-quality training that leads to greater impact, training programs aimed at realizing short- and mid-term human resource development and development effects should be considered as part of cooperation programs. The organizational structure should also be reinforced to carry out these efforts. In order to further realize refined, high-quality training, MOFA should facilitate program-based approach for the Training and Dialogue Programs, and should try to increase the budget and extend the period of each program instead of reducing the overall number of training programs and the trainees.

Follow-Up Efforts

- In identifying requests from partner countries, Japan consulted with the partner government so that the request is made in accordance with the cooperation programs of the Rolling Plan for the country. Also, some projects have been implemented based on MOFA's Priority Policy for International Cooperation and political requests such as assistance for small and medium-sized companies.
- As a result of the above-mentioned process for identifying requests from partner countries, the number of training programs was reduced by more than 10% compared with the number of training programs implemented in FY2011. Efforts have been made to ensure more appropriate content and training period by actively discussing with respective ministries and implementing agencies.

Recommendation 3

Partnership with ex-participants should be promoted.

Based on the understanding that alumni associations of ex-participants in respective countries are valuable assets of the Training and Dialogue Program that has been established over a period of about half a century, the possibilities for making greater use of these resources should be given full consideration. Specifically, it is desirable to consider sustaining interaction with ex-participants and utilizing these personnel as development partners in terms of diplomatic effects over the longer term.

Follow-Up Efforts

- Media such as SNS were actively utilized, and a Facebook page was opened to strengthen the network with ex-participants. Additionally, JICA established a more strategic structure so that a single section can follow up the activities regarding ex-participants, which were previously handled by several sections.

Evaluation of Japan's Grant Assistance for the Food Aid Project (Kennedy Round (KR))

Recommendation 1

MOFA should formulate and announce the scheme document of KRs and clarify the causal relationship between the objective and the means.

In implementing future KRs, MOFA should comprehensively study the extent of "food shortages" which MOFA takes into account in deciding the provision of KRs as well as the objectives of projects from diplomatic and other perspectives. It is necessary for MOFA to formulate and announce a document which clarifies the objectives of KRs. In particular, it is desirable to make clear the positioning of KRs in promoting food security of developing countries or supporting agricultural and rural development within Japan's ODA policy. During this process, it should also be reviewed whether appropriate means for achieving the objective have been adopted.

Follow-Up Efforts

- The Food Aid Convention (FAC), which came into force in January 2013, advocates principles that should be respected when signatory countries implement food assistance with a view to saving lives of the most vulnerable, mitigating starvation, enhancing food security and improving nutrition. The Convention does not regulate the obligations that signatory countries should fulfill but presents guidelines to take into account in food assistance. FAC incorporates elements that were not considered in the previous Conventions, including the diversification of assistance methods and participation of interested parties in supervision and evaluation of food assistance. Japan will implement food assistance in line with the objectives and other elements of FAC.

Recommendation 2

MOFA should conduct assistance with a greater focus on "eradication of extreme hunger" and specifying the beneficiary.

KRs should be regarded as short-term assistance in food security policies. They should put more focus on eradication of extreme hunger and limit the beneficiary to those facing threats to the lives and safety such as hunger, poverty, diseases, and others. One way of doing so would be to (1) promote KRs in cooperation with international organizations, (2) introduce food-for-work or food-for-training projects targeting the socially vulnerable in collaboration with Japan's agricultural cooperation projects or NGOs, and (3) implement assistance targeting the poor in the urban areas. At the same time, (4) to be in line with the specification of the beneficiary, MOFA should consider abolishing the counterpart funds system depending on the circumstance of recipient countries.

Follow-Up Efforts

- MOFA decided to exempt the obligations of partner countries to reserve counterpart funds through consultation at inter-governmental committees for bilateral KRs that are implemented after the FY2012 Cabinet decision, only in cases where the implementation system including monitoring is secured, it is required to respond to the needs for emergency and humanitarian assistance, and it is difficult to reserve the counterpart funds.

Recommendation 3

MOFA should advance collaboration with Japan's agricultural cooperation projects, other donors and NGOs with a view to reducing dependence of developing countries on food aid and consolidating food security.

In order to reduce dependence of developing countries on food aid and assist the promotion of food security, it is indispensable to incorporate a graduation support program in comprehensive food aid and to formulate policies on the scheme itself so that synergy effects can be produced with other ODA projects in the agricultural and rural development sector. It is essential not to focus on Japan's comprehensive assistance alone but to elevate collaboration with other donors and NGOs depending on the condition of each recipient country.

Follow-Up Efforts

- Regarding Japan's KR initiatives, MOFA is appropriately exchanging opinions with various organizations, including the Tokyo office of the UN World Food Program (WFP). Information is also shared by exchanging opinions with other member countries and parties of FAC.

Evaluation of Grant Aid for Fisheries

Recommendation 1

MOFA should promote collaboration with technical cooperation projects.

Before implementing the Grant Aid for Fisheries, MOFA should obtain supportive information from a comprehensive master plan (or feasibility study) and sector study, and consider tie-ups with other scheme projects.

Follow-Up Efforts

- The possibility of collaborating with technical cooperation projects is examined when formulating projects for Grand Aid for Fisheries. Also, a basic research study on various Grant Aid projects for Fisheries conducted in the past, which includes the perspective of collaborating with technical cooperation projects, was launched. Accumulated findings through this study will be actively utilized for formulating future projects.

Recommendation 2

Sufficient understanding of recipients' needs

There are certain cases in which donated facilities are not fully used when recipients' needs are not sufficiently comprehended. For this reason, MOFA should implement the following measures to 1) mandate the approval from recipient governments and other organizations such as facility operation groups regarding plans from the stage of preparatory studies, 2) secure enough time for consultants to conduct studies on site and give considerations so that detailed plans can be implemented by making use of local personnel as much as possible, and 3) enable the recipient government to recognize the importance of being engaged in the detailed planning and project to strengthen ownership.

Follow-Up Efforts

- Preparatory studies are conducted in principle prior to implementing main studies to carefully identify the needs and beneficiary's views on the projects.
- Stakeholder meetings are held at each stage of the study in order to carefully clarify the views of stakeholders. Considerations are also given to hold the meeting separately for each target group in cases where stakeholder composition is complicated. In holding the meetings, it is ensured that the involvement of the study mission is minimal so that the recipient government will take the lead in conducting the meetings and in turn nurture ownership of the projects.

Recommendation 3

MOFA should recognize the diplomatic impact (evaluation method)

With the introduction of diplomatic perspectives in evaluation based on MOFA's ODA Evaluation Guidelines, three processes of evaluation were suggested in line with these guidelines: 1) sharing diplomatic goals at the on-site level in Japan, 2) fostering the recipient government's understanding of Japan's diplomatic goals, and 3) action by the recipient government.

Follow-Up Efforts

- In the ODA Evaluation Guidelines revised in May 2013, these three processes of evaluation recommended in the evaluation were introduced as favorable examples in the section explaining the evaluation methods from a diplomatic perspective.

Evaluation of Japan's Cooperation in the Education (Vocational Training) Sector in Senegal

Recommendation 1

MOFA should take account of the vocational training sector as a whole and strengthen collaboration with other organizations.

In order for Japan to contribute to Senegal's overall policy objectives such as economic growth and poverty reduction, MOFA should take account of the vocational training sector as a whole and strive to collaborate with other educational or vocational training organizations and aid agencies. MOFA should aim for harmonization with other donors and coordination (alignment) with Senegal's sector development or overall social and economic development, as it will also enhance diplomatic impact in the end, although it might not be a good way for Senegal's general public to recognize Japan's contribution as in the case of the Vocational and Technical Training Center (CFPT: Centre de Formation Professionnelle et Technique).

Follow-Up Efforts

- Approach to the vocational training sector
Basic information gathering and identification are currently carried out to comprehend overall issues of the sector. Based on these investigation results, MOFA will consider cooperation that will contribute to resolving the issues of overall needs for human resources for industries in Senegal.
- Collaboration with other organizations and donors
Information is appropriately shared with France, Belgium and Luxemburg, with whom cooperation is currently implemented in this field. Additionally, information of organizations conducting training, including the management field, is also collected through the above-mentioned investigations, thereby considering the possibility of collaboration with CFPT.

Recommendation 2

MOFA should consider exit strategies.

Because the assistance projects for CFPT have been carried out over a very long period, it is inevitable that the sustainability of these projects received low evaluations. Therefore, MOFA is expected to consider exit strategies to seek a balance between the goals of diplomatic impact for Japan and development effects for Senegal. Specifically, the evaluation team suggests (1) exploring possibilities to provide assistance for development and implementation of curriculums for corporate training and for securing teachers, (2) enhancing cooperation with private companies, and (3) elevating CFPT's function as a base for south-south cooperation, as possible exit strategies.

Follow-Up Efforts

- Implementation of corporate training
In October 2012, instructor training for a newly established Heavy Machinery Maintenance Course (total of 6 months in FY2012) and one-day workshop for students who are taking this course were held at the Komatsu Dakar Training Center.
- Cooperation with private companies
Japanese private companies operating in Senegal have been participating in the curriculum selection committee for setting up new courses and national qualification tests for each course at the time of graduation.
- Strengthening the base for south-south cooperation
CFPT has been conducting a third-country training program, Vocational Training for African Countries, over the past 15 years. Furthermore, CFPT respectively dispatched third-country experts to Mali in FY2006 and FY2008 and Democratic Republic of the Congo in FY2012.
- Other exit strategies
Measures are currently taken to strengthen management capability of CFPT in technical cooperation projects.

Reference

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List of ODA Evaluation Studies (MOFA)

For reference, this Chapter lists ODA evaluations conducted by MOFA, chronology of ODA evaluation, abbreviations and acronyms used in this Report and related websites. The evaluation reports by MOFA before FY2003 can be found on the MOFA website (<http://www.mofa.go.jp/policy/oda/evaluation/index.html>).

MOFA (FY 2003 – 2012)

FY2003

Policy-Level Evaluation

Evaluation Category	Title of Evaluation Study	Evaluator
Country Assistance Evaluation	Evaluation of the Medium-Term Policy on ODA	Third-party
	Country Assistance Evaluation of Indonesia	Third-party
	Country Assistance Evaluation of India	Third-party
	Country Assistance Evaluation of Pakistan	Third-party
	Country Assistance Evaluation of Jordan	Third-party
Priority Issue Evaluation	Mid-term Evaluation of Okinawa Infectious Diseases Initiative (IDI)	Third-party

Program-Level Evaluation

Evaluation Category	Title of Evaluation Study	Evaluator
Sector Program Evaluation	Evaluation on Infrastructure Development Sector Cooperation in Papua New Guinea	Third-party
	Evaluation on Water Resources Development Sector Cooperation in the Kingdom of Morocco	Third-party
	Evaluation on Japan's ODA to the Education Sector in Ghana	Third-party
	Evaluation on Environment Sector Cooperation in Senegal	Third-party
	Evaluation on Japan's Basic Human Needs Sector Cooperation in Bolivia	Third-party
Aid Modality Evaluation	Evaluation of Japan Disaster Relief (JDR) Teams (Vietnam, Algeria)	Third-party
	Evaluation of Japan's Cultural Grant Aid	Third-party

FY2004

Policy-Level Evaluation

Evaluation Category	Title of Evaluation Study	Evaluator
Country Assistance Evaluation	Country Assistance Evaluation of Laos	Third-party
	Country Assistance Evaluation of Uzbekistan and Kazakhstan	Third-party
	Country Assistance Evaluation of Bangladesh	Third-party
	Country Assistance Evaluation of Ethiopia	Third-party
Priority Issue Evaluation	Mid-Term Evaluation on Japan's Contribution to the Achievement of the MDGs in the Area of Education	Third-party
	Mid-Term Evaluation on Japan's Contribution to the Achievement of the MDGs in the Area of Health	Third-party
	Evaluation of Japan's Anti-Personnel Mine Action Assistance Policy	Third-party

Program-Level Evaluation		
Evaluation Category	Title of Evaluation Study	Evaluator
Sector Program Evaluation	Morocco-UNICEF Country Programme Evaluation	Joint evaluation with other donor (UNICEF)
	Evaluation of the Bridge Construction Program for Tegucigalpa and on Main Highways in Honduras	Recipient government/agencies
Aid Modality Evaluation	Review of Adjustment Lending –Overview of Structural Adjustment Loans and Sector Adjustment Loans	Third-party
	Evaluation of Grant Assistance for Japanese NGO Projects Modality	Joint evaluation with NGOs
	Program Assistance: The Democratic Republic of Timor-Leste	Joint evaluation with other donor (USAID)
	Evaluation of Grassroots Human Security Grant Aid for Bolivia	Recipient government/agencies

FY2005

Policy-Level Evaluation		
Evaluation Category	Title of Evaluation Study	Evaluator
Country Assistance Evaluation	Country Assistance Evaluation of Cambodia	Third-party
	Country Assistance Evaluation of Kenya	Third-party
	Country Assistance Evaluation of Tanzania	Third-party
	Country Assistance Evaluation of Senegal	Third-party
Priority Issue Evaluation	Evaluation of Japan's ODA Contribution to Poverty Reduction	Third-party
	Evaluation of Japan's Peacebuilding Assistance Policy	Third-party

Program-Level Evaluation		
Evaluation Category	Title of Evaluation Study	Evaluator
Sector Program Evaluation	GOJ-GOB Programme Level Evaluation: Japanese Assistance to LGED Related Sectors (Japan-Bangladesh Joint Evaluation)	Joint evaluation with recipient country
	Vietnam-Japan Joint Evaluation on the Japan's ODA Program for the Transport Infrastructure Development in the Red River Delta Area of Vietnam	Joint evaluation with recipient country
	Evaluation Study on Japan's ODA to the Education Sector in the Philippines	Joint evaluation with NGOs
	Evaluation on Japan's ODA for Mongolia: "To Construct General Education School Buildings" Projects and Program "Grant Assistance for Grassroots Human Security Projects"	Recipient government/agencies
Aid Modality Evaluation	Evaluation of Japan's Grant Assistance for Grassroots Human Security	Third-party
	Review of General Budget Support (PRBS in Tanzania and PRSC in Vietnam)	Joint evaluation with other donors
	Evaluation of the Non-Project Grant Aid Program in Zambia	Recipient government/agencies

FY2006

Policy-Level Evaluation		
Evaluation Category	Title of Evaluation Study	Evaluator
Country Assistance Evaluation	Country Assistance Evaluation of Zambia	Third-party
	Country Assistance Evaluation of Bhutan	Third-party
	Country Assistance Evaluation of Vietnam	Third-party
	Country Assistance Evaluation of Madagascar	Third-party
	Country Assistance Evaluation of Morocco	Third-party
Priority Issue Evaluation	Evaluation of Japan's ODA for Agriculture and Rural Development	Third-party
	Evaluation on Japan's Assistance for Forest Conservation and its Contribution to Global Issues	Third-party
	Evaluation on Japan's Support for Regional Cooperation –A Case Study of Central America–	Third-party

Program-Level Evaluation

Evaluation Category	Title of Evaluation Study	Evaluator
Sector Program Evaluation	Evaluation Study on Japan's ODA to the Health Sector in Thailand	Joint evaluation with NGOs
	Evaluation on Japan's ODA to the Education Sector in the Independent State of Samoa	Recipient government/agencies
	Evaluation on Japan's ODA to the Road and Bridge Sector in Sri Lanka	Recipient government/agencies
Aid Modality Evaluation	Evaluation on Japan's Development Studies	Third-party
	Country-Led Evaluation on Japan's Grant Assistance for Grassroots Human Security Projects (Afghanistan)	Recipient government/agencies

FY2007

Policy-Level Evaluation

Evaluation Category	Title of Evaluation Study	Evaluator
Country Assistance Evaluation	Country Assistance Evaluation of Indonesia	Third-party
	Country Assistance Evaluation of Sri Lanka	Third-party
	Country Assistance Evaluation of China	Third-party
	Country Assistance Evaluation of Tunisia	Third-party
	Country Assistance Evaluation of Nicaragua	Third-party
	Country Assistance Evaluation of Mongolia	Third-party
Priority Issue Evaluation	Evaluation of Japanese Educational Cooperation Policy "Basic Education for Growth Initiative (BEGIN)"	Third-party
	Evaluation of Japanese Assistance to Africa through the TICAD Process	Third-party

Program-Level Evaluation

Evaluation Category	Title of Evaluation Study	Evaluator
Sector Program Evaluation	USAID-Japan Joint Evaluation on "The US-Japan Partnership for Global Health"	Joint evaluation with other donors (United States)
	Evaluation of Japanese Development Assistance to Malaysia Project	Recipient government/agencies
	Evaluation of Japan's ODA on Consolidation of Peace and Security in Africa in Relation to The Fourth Tokyo International Conference on African Development (TICAD IV)	Recipient government/agencies
	Evaluation of Japanese Cooperation in El Salvador's Eastern Region	Recipient government/agencies

FY2008

Policy-Level Evaluation

Evaluation Category	Title of Evaluation Study	Evaluator
Country Assistance Evaluation	Country Assistance Evaluation of Mozambique	Third-party
	Country Assistance Evaluation of Ecuador	Third-party
	Country Assistance Evaluation of Pacific Island Countries	Third-party
	Country Assistance Evaluation of Romania/Bulgaria	Third-party
	Country Assistance Evaluation of Turkey	Third-party
Priority Issue Evaluation	Evaluation of Japan's Assistance in Response to Tsunami Disaster	Third-party
	Evaluation of Japan's ODA in the Health Sector	Third-party
	Evaluation of "Initiative for Japan's ODA on Water" and "Water and Sanitation Broad Partnership Initiative (WASABI)"	Third-party

Program-Level Evaluation		
Evaluation Category	Title of Evaluation Study	Evaluator
Sector Program Evaluation	Evaluation of Japan's Assistance to the Education Sector in Laos	Third-party (joint evaluation with NGOs)
	Evaluation on "Japan's ODA for Improvement of Management Capacity of Operation and Maintenance Regarding Water Supply in Egypt" and "Japan's ODA for Water Supply development in Egypt"	Recipient government/agencies
	Evaluation of Japan's ODA on Consolidation of Peace in Timor-Leste	Recipient government/agencies

FY2009

Policy-Level Evaluation		
Evaluation Category	Title of Evaluation Study	Evaluator
Country Assistance Evaluation	Country Assistance Evaluation of Bangladesh	Third-party
	Country Assistance Evaluation of Ethiopia	Third-party
	Country Assistance Evaluation of India	Third-party
	Country Assistance Evaluation of Brazil	Third-party
	Country Assistance Evaluation of Ghana	Third-party

Other Evaluation		
Evaluation Category	Title of Evaluation Study	Evaluator
Evaluation of Assistance Offered through Special Aid Schemes	Evaluation on Multilateral ODA: The United Nations Trust Fund for Human Security	Third-party
Application of Evaluation Results	Review of Japan's ODA Evaluations Between FY2000-2007	Third-party

Program-Level Evaluation		
Evaluation Category	Title of Evaluation Study	Evaluator
Sector Program Evaluation	Evaluation of Japan's ODA for the Education Sector in Afghanistan	Recipient government/agencies
	Evaluation of Japan's ODA in Guatemala's Health and Water Sectors	Recipient government/agencies

FY2010

Policy-Level Evaluation		
Evaluation Category	Title of Evaluation Study	Evaluator
Country Assistance Evaluation	Country Assistance Evaluation of Bolivia	Third-party
	Country Assistance Evaluation of Egypt	Third-party
	Country Assistance Evaluation of Malaysia	Third-party
	Country Assistance Evaluation of the Philippines	Third-party
	Country Assistance Evaluation of Uganda	Third-party
Priority Issue Evaluation	Evaluation of Assistance for Peace-Building (Timor-Leste)	Third-party

Program-Level Evaluation

Evaluation Category	Title of Evaluation Study	Evaluator
Aid Modality Evaluation	Evaluation of "the Grant Assistance for Japanese NGO Projects"	Third-party
Sector Program Evaluation	Evaluation of Japan's ODA in Bangladesh's Transport Sector	Recipient governments/ agencies
	Evaluation of Japan's ODA in Senegal's Water Sector	Recipient governments/ agencies

Other Evaluation

Evaluation Category	Title of Evaluation Study	Evaluator
	Evaluation of the Implementation of the Paris Declaration Case Study of Japan	Third-party

FY2011

Policy-Level Evaluation

Evaluation Category	Title of Evaluation Study	Evaluator
Country Assistance Evaluation	Country Assistance Evaluation of Thailand	Third-party
	Country Assistance Evaluation of Peru	Third-party
	Evaluation of Assistance for the Transition to a Market-Oriented Economy in Three Central Asian Countries (Republic of Kazakhstan, Kyrgyz Republic, Republic of Uzbekistan)	Third-party
Priority Issue Evaluation	Evaluation of Aid for Trade	Third-party

Program-Level Evaluation

Evaluation Category	Title of Evaluation Study	Evaluator
Aid Modality Evaluation	Evaluation of Training and Dialogue Programs	Third-party
	Evaluation of Japan's Grant Assistance for the Food Aid Project (KR)	Third-party
	Evaluation of Grant Aid for Fisheries	Third-party
Sector Program Evaluation	Evaluation of Japan's Cooperation in the Education (Vocational Training) Sector in Senegal	Third-party
	Evaluation of Japan's ODA to Education Sector in Mozambique	Recipient governments/ agencies

FY2012

Policy-Level Evaluation

Evaluation Category	Title of Evaluation Study	Evaluator
Country Assistance Evaluation	Country Assistance Evaluation of Nepal	Third-party
	Country Assistance Evaluation of Cuba	Third-party
	Evaluation of Assistance to the Palestinian Territories	Third-party
	Country Assistance Evaluation of the Republic of Malawi	Third-party
Priority Issue Evaluation	Evaluation of Japan's Assistance for Policies and Institutions that Promote Gender Equality	Third-party

Policy-Level Evaluation

Evaluation Category	Title of Evaluation Study	Evaluator
Aid Modality Evaluation	Evaluation of Triangular Cooperation	Third-party
	Evaluation of Japan Disaster Relief Team	Third-party
Sector Program Evaluation	Evaluation of Assistance to the Health Sector in Cambodia	Third-party

Chronology of ODA Evaluation

	MOFA	JICA	International Community
1975		Ex-post evaluation began (Former JBIC).	
1981	Economic Cooperation Evaluation Committee was established in Economic Cooperation Bureau. Ex-post evaluation began.	Evaluation Reviewing Committee was established. A section specializing in ex-post evaluation was established in former JBIC.	Predecessor of DAC Network on Development Evaluation was established.
1982	Publication of Annual Evaluation Report on Japan's Economic Cooperation began.	Ex-post evaluation began.	
1984	ODA Evaluation Division was established in Economic Cooperation Bureau.		
1988		Section specializing in project evaluation was established.	
1991			DAC advocated "the five DAC Criteria."
1992	The ODA Charter was adopted by the Government of Japan.		
1995		Publication of Annual Evaluation Report began.	
1996			DAC announced New Development Strategy.
1998			World Bank announced Comprehensive Development Framework (CDF).
1999	Medium-Term Policy on ODA was formulated.		
2000			Millennium Development Goals (MDGs) were adopted.
2001	External Advisory Committee for ODA Evaluation Feedback was established. GPEA was enacted (implemented in 2002).	Ex-ante evaluation began.	
2003	Ex-ante evaluation started under GPEA.		DAC Network on Development Evaluation was established.
	External Advisory Committee for ODA Evaluation Feedback was reorganized as External Advisory Meeting on ODA Evaluation. The ODA Charter was revised.		
2005	New Medium-Term Policy on ODA was formulated.		Paris Declaration was adopted at the Second High Level Forum on Aid Effectiveness (HLF).
2008		New JICA was established.	Accra Action Plan was adopted at the third HLF.
		External Experts Advisory Committee on Evaluation was established.	
2010	The ODA Review (final report) was announced.		DAC Development Evaluation Quality Standards were formulated.
	External Advisory Meeting on ODA Evaluation terminated.	External Experts Advisory Committee on Evaluation was reorganized as Advisory Committee on Evaluation.	
2011	ODA Evaluation Division was relocated from International Cooperation Bureau to Minister's Secretariat.		Fourth HLF was held in Busan, Korea.
	Annual Evaluation Report on Japan's Economic Cooperation was renamed Annual Report on Japan's ODA Evaluation.		
2012			The Global Partnership for Effective Development Co-operation was established.

List of Abbreviations and Acronyms

APEC	Asia-Pacific Economic Cooperation
AfT	Aid for Trade
ASEAN	Association of Southeast Asian Nations
CFPT	Vocational and Technical Training Center (Centre de Formation Professionnelle et Technique)
DAC	Development Assistance Committee
ECD	Evaluation Capacity Development
E/N	Exchange of Notes
ESD	Education for Sustainable Development
EU	European Union
EVALNET	DAC Network on Development Evaluation
FAC	Food Aid Convention
GAD	The Initiative on Gender and Development
GP	The Global Partnership for Effective Development Co-operation
GPEA	Government Policy Evaluation Act
G8	Group of Eight
G20	Group of Twenty
HLF	High Level Forum
ICT	Information and Communications Technology
IMF	International Monetary Fund
INSARAG	The International Search and Rescue Advisory Group
ILO	International Labour Organization
JBIC	Japan Bank for International Cooperation
JDR	The Japan Disaster Relief Team
JETRO	Japan External Trade Organization
JICA	Japan International Cooperation Agency
JOCV	Japan Overseas Cooperation Volunteers
KR	Kennedy Round
LDC	Least Developed Country
LL	Language Laboratory
MDBs	Multilateral Development Banks
MDGs	Millennium Development Goals
MOFA	Ministry of Foreign Affairs of Japan
NGO	Non-Governmental Organization
ODA	Official Development Assistance
OECD	Organisation for Economic Co-operation and Development
OECF	Overseas Economic Cooperation Fund
PD	Paris Declaration
PDCA	Plan, Do, Check, Act
PPP	Public Private Partnership
TICAD	Tokyo International Conference on African Development
UNED	National University of Distance Education
WFP	World Food Programme
WHO	World Health Organization
WTO	World Trade Organization

Related Websites and Reference

Websites	URL
MOFA: Japan's ODA	http://www.mofa.go.jp/policy/oda/index.html
MOFA: Japan's ODA Evaluation	http://www.mofa.go.jp/policy/oda/evaluation/index.html
MIC Administrative Evaluation Bureau	http://www.soumu.go.jp/english/aeb/index.html
JICA Evaluation	http://www.jica.go.jp/english/our_work/evaluation/index.html
OECD-DAC Network on Development Evaluation	http://www.oecd.org/dac/evaluation/
MDGs (UN Millenium Development Goals)	http://www.un.org/millenniumgoals/
UNICEF (United Nations Children's Fund)	http://www.unicef.org/
UNESCO (United Nations Educational, Scientific and Cultural Organization)	http://www.unesco.org/
UNDP (United Nations Development Programme)	http://www.undp.org/
UNEP (United Nations Environment Programme)	http://www.unep.org/
UNFPA (United Nations Population Fund)	http://www.unfpa.org/
UNHCR (United Nations High Commissioner for Refugees)	http://www.unhcr.org/
FAO (Food and Agriculture Organization of the United Nations)	http://www.fao.org/
WHO (World Health Organization)	http://www.who.int/
UNAIDS (Joint United Nations Programme on HIV/AIDS)	http://www.unaids.org/
IMF (International Monetary Fund)	http://www.imf.org/
World Bank	http://www.worldbank.org/
ADB (Asian Development Bank)	http://www.adb.org/
IDB (Inter-American Development Bank)	http://www.iadb.org/
AfDB (African Development Bank)	http://www.afdb.org/
USAID (US Agency for International Development)	http://www.usaid.gov/
DFID (UK Department for International Development)	http://www.dfid.gov.uk/
AFD (French Development Agency)	http://www.afd.fr/
BMZ (Germany's Federal Ministry for Economic Cooperation and Development)	http://www.bmz.de/
EuropeAID	http://ec.europa.eu/europeaid/index_en.htm
IDEAS (International Development Evaluation Assosiation)	http://www.ideas-int.org/
The Japan Evaluation Society (JES)	http://evaluationjp.org/english/index.html

Reference	URL
Japan's ODA Charter	http://www.mofa.go.jp/policy/oda/reform/charter.html
Japan's ODA White Paper	http://www.mofa.go.jp/policy/oda/white/index.html
Country Assistance Policies	http://www.mofa.go.jp/policy/oda/assistance/index2.html
ODA Evaluation Guidelines (7th Edition)	http://www.mofa.go.jp/policy/oda/evaluation/basic_documents/pdfs/guideline2012.pdf
Annual Report on Japan's ODA Evaluation (former Annual Evaluation Report on Japan's Economic Cooperation)	http://www.mofa.go.jp/policy/oda/evaluation/index.html
Japan's ODA Data by Country	http://www.mofa.go.jp/policy/oda/data/index.html
Glossary of Key Terms in Evaluation and Results Based Management (OECD/DAC)	http://www.oecd.org/dac/evaluationofdevelopmentprogrammes/glossaryofkeytermsinevaluationandresultsbasedmanagement.htm#Reference_material/

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