

Annual Report on Japan's ODA Evaluation 2014



# Preface

This year marked the 60th anniversary of Japan's Official Development Assistance (ODA) for developing countries. During these 60 years, Japan provided assistance to people in developing countries and regions for maintaining peace, stability, and prosperity in the international community. Japan's ODA has unique components, such as assistance for self-help efforts, emphasis on sustainable economic growth, and promotion of human security. Such assistance has contributed to economic growth and poverty reduction in developing countries as well as to the resolution of various issues facing the international community.

Over the years, however, the environment surrounding Japan and the international community has changed considerably, necessitating the further evolution of Japan's ODA. To adapt to these changes, this year, the Ministry of Foreign Affairs of Japan (MOFA) has decided to revise the ODA Charter. The Charter is currently being reviewed with the aim of establishing a new Charter by the end of this year. In this process, we are receiving various inputs, including those from experts, NGOs, civil society groups, and the business community.

Under the new Charter, ODA evaluation must play a more critical role in order to implement ODA with even higher quality and fulfill accountability to the Japanese people.

To deepen understanding of ODA evaluation among a wider range of people, MOFA strives to carry out ODA evaluations in a clear and comprehensible manner. Furthermore, MOFA works to ensure that the evaluation results contribute to improving ODA policies and developing new projects. Moreover, every year MOFA issues an annual report that introduces such initiatives and 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 outlines the results of evaluations conducted mainly in FY2013 by MOFA, other government ministries and agencies, Japan International Cooperation Agency (JICA), and a partner country, respectively. Chapter 3 explains the status of MOFA's follow-ups on FY2012 ODA evaluation results.

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

November, 2014

**Toyohisa Kozuki**

Deputy Vice-Minister

Minister's Secretariat

MOFA



## Cover Photos

### Top left: From the “Country Assistance Evaluation of Lao PDR”



#### Bus running in Vientiane donated through Japan’s ODA

In the capital city of Lao People’s Democratic Republic (Lao PDR), Vientiane, the demand for public bus has been increasing considerably as a means of transportation for the people. Moreover, old buses are in service, leading to various problems, including accidents, traffic congestion, and air pollution. In the light of this situation, Japan assisted with the procurement of 42 buses which were made in Japan, have excellent fuel efficiency, and are environmentally friendly, along with the procurement of parts and equipment for bus maintenance and repair. This assistance has contributed to securing the safety of bus transportation and reducing traffic congestion and accidents in Vientiane.

### Bottom left: From the “Evaluation of Assistance to the African Millennium Villages Initiative”



#### A woman harvesting squash leaves in an African Millennium Village (AMV) in Malawi

AMV is an assistance project proposed by the United Nations Millennium Project (UNMP). It aims to eliminate extreme poverty in impoverished villages in Sub-Saharan Africa, where the achievements of the Millennium Development Goals (MDGs) have been delayed. The project does so through a comprehensive development approach, which seeks self-sustaining development capabilities of villages.

Japan provided assistance to nine villages in eight countries through the United Nations Trust Fund for Human Security (UNTFHS). In the AMV of Malawi, Japan’s assistance has enabled the harvesting of diverse crops, including maize, soybean, onion, and squash.

### Top right: From the “Country Assistance Evaluation of Colombia”



#### School children in Chapinero, Bogota

The influx of internally displaced persons (IDPs) fleeing armed conflict from rural areas and provincial cities into Bogota, the capital city of Colombia, has led to the rise of slum areas in the city. In these areas, crime, violence, drug dealing, and other problems are rampant and have caused deterioration in the security situation. Chapinero was one of such areas, and there were many children who were unable to go to school.

To address this situation, the Nueva Granada Home Foundation, a local NGO, established a school in this area in 2000 to provide education to primarily poor children, including IDPs.

In 2009, Japan provided financial assistance to the Foundation for the construction of new school buildings (three classrooms). These classrooms are used as a library, an art room, and a music room, which are intended to enrich the education provided at the school. The library, also accessible to parents, contributes to raising their literary rate.

### Bottom right: From the “Evaluation of Assistance for the Urban Transportation Sector in Viet Nam”



#### Nhat Tan Bridge (Vietnam-Japan Friendship Bridge) being constructed with Japan’s ODA

Japan is assisting with the construction of the Nhat Tan Bridge (Vietnam-Japan Friendship Bridge). This assistance aims to cope with the increasing transportation demand, especially in Hanoi, increase distribution efficiency, and lessen traffic congestion. In Phase III of this project, Japan is supporting the construction of a bridge, approach roads over the Red River running through Hanoi, and so on. The bridge is expected not only to increase distribution efficiency and reduce traffic congestion but also to promote economic development in Hanoi and in northern Vietnam. The substructure of the Nhat Tan Bridge (Vietnam-Japan Friendship Bridge) was constructed using the SPSP (steel pipe sheet pile) well foundation method, a technology which is unique to Japan.

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# Chapter 1

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### The Beginning of ODA Evaluation

The ODA evaluation in Japan began when the then Overseas Economic Cooperation Fund (OECF) conducted 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 main objective of such initial evaluation was to properly manage 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 increasing public interest, ODA evaluation has come to draw attention as a means for the Government of Japan to fulfill accountability on ODA. Therefore, in addition to the main objective of ODA evaluation to improve ODA management, MOFA has set fulfilling accountability to the people of Japan as another main objective and begun its active engagement in publicity of the evaluation results. The former ODA Charter that was approved by the Cabinet in 1992 clearly stated, "For the future improvement of its ODA, project evaluations, including third party evaluations and joint evaluations with recipients and other donors and organizations, will be strengthened" and "comprehensive evaluation of ODA will be further promoted."

Since the 1990s, increasingly serious global challenges have been seen around the world, and it has become necessary to respond to various new challenges deeply related to development assistance, such as countermeasures against poverty aggravating as a result of globalization as well as regional and domestic conflicts and international terrorism. In order to tackle these issues, the MDGs were adopted at the United Nations in 2000. In the area of development assistance, there has been a growing emphasis on comprehensive aid approaches, such as country-based and sector-based approaches, in addition to individual project-based approaches, in order to further enhance the effectiveness of ODA. With regard to ODA evaluation as well, evaluation with a broader scope is required targeting sector-based, country-based, and issue-based assistance.

At the same time, the importance of the evaluation of overall public administration came to be widely recognized

in Japan, and the Government Policy Evaluation Act (GPEA) came into force in 2002, which requires all government offices, ministries, and agencies to implement self-evaluation of policies under their jurisdiction.

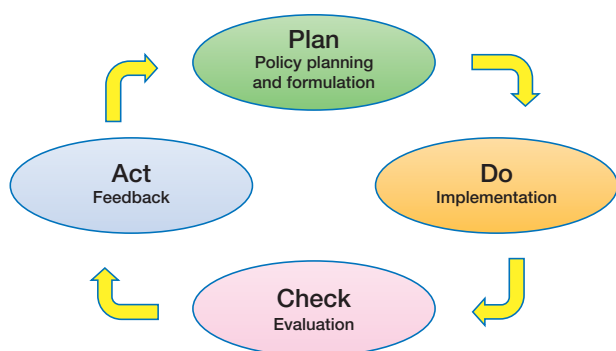
Under these circumstances, the ODA Charter was revised in August 2003, in which further enhancement of ODA evaluation was stipulated. The Charter set forth coherent evaluation from ex-ante to intermediary and from intermediary to ex-post stages; evaluation targeting policies, programs, and projects; 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 the 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" approved 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, aiming at enhancing the ODA evaluation system and reflecting the evaluation results in policies through establishment of the PDCA cycle of plan (policy planning and 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, MOFA further utilizes the lessons learned and recommendations derived from evaluation for future formulation and implementation of ODA policies. While the significance of ODA evaluation increases in Japan, expansion of evaluation objectives and scope, diversification of evaluators, reinforcement 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 its 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 gain the understanding and support from the public so that it can implement ODA in a more strategic and effective manner.

In the Review, it was decided that the following measures regarding ODA evaluation would be undertaken:

- (1) reinforcing the independence of evaluation units and recruiting external personnel to strengthen the ODA evaluation system
- (2) establishing mechanisms that ensure meaningful lessons from past successes and failures
- (3) disclosing information through promotion of “visibility” of evaluation.

Therefore, in 2011, the ODA Evaluation Division was relocated from the International Cooperation Bureau, which is in charge of ODA policies, to the Minister’s Secretariat, thereby strengthening its independence.

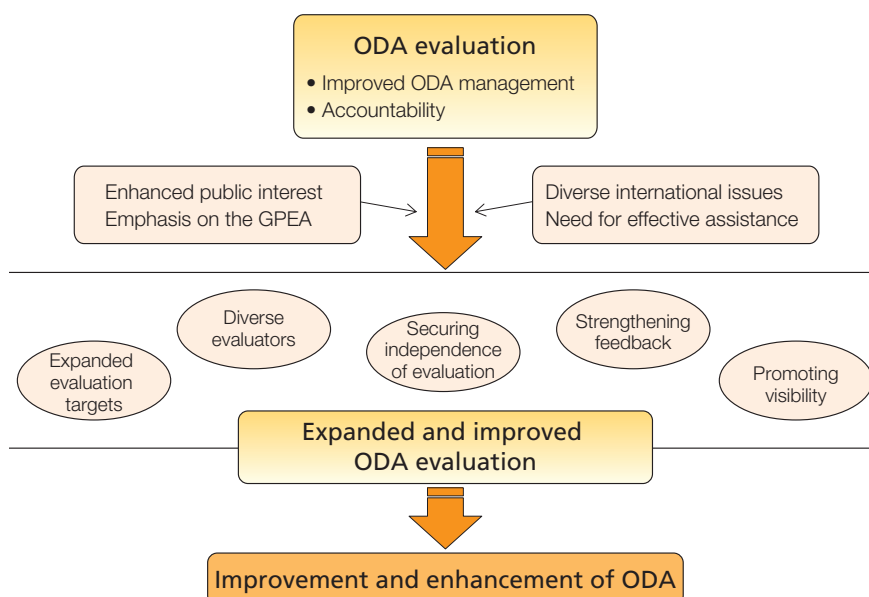
Since then, MOFA has recruited an external evaluation expert as the director of the division. Also, MOFA selects evaluation subjects in accordance with the priority areas of Japan’s diplomatic policies and development cooperation and ensures that feedback of evaluation results are incorporated into ODA policies.

With regard to the promotion of “visibility” of evaluation, MOFA creates reports on individual evaluation projects and publicizes them on the MOFA website. In addition, MOFA has introduced a rating system (to clearly indicate the grade using a graded scale) on a trial basis since 2011.

## Review of the ODA Charter

Since it was revised in 2003, the ODA Charter has played an important role as a document that defines the basis of Japan’s ODA policies. At the same time, as more than 10 years have passed since the revision, Japan and the international community have undergone significant changes, and the role required of ODA has also changed in various ways. Therefore, the Government of Japan has decided to review the ODA Charter. The Government of Japan plans to formulate a new Charter by the end of 2014, based on recommendations given in June 2014 by the Government’s advisory panel on the review of the ODA Charter established under the leadership of Minister for Foreign Affairs Fumio Kishida, as well as wider public opinions through such means as the exchange of opinions with those in various fields including NGOs and financial circles. MOFA will strive to further improve ODA evaluation under the new Charter.

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 contribute to the improvement of ODA 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 as third-party evaluations based on the Order for Organization of the Ministry of Foreign Affairs. Also, since 2002, based on the GPEA, in addition to policy evaluations that include ODA policies, MOFA has implemented ex-ante and ex-post evaluations of specific projects as required by the GPEA in the form of self-evaluation.

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

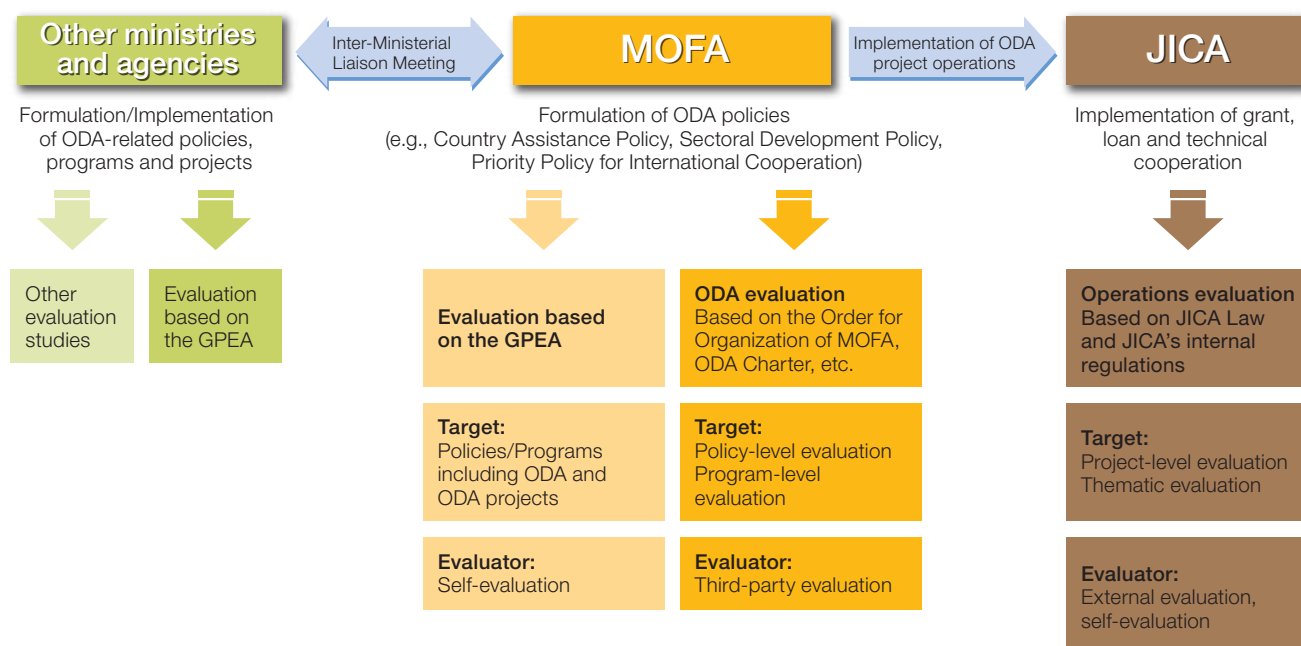
Other ministries and agencies of the Government of Japan also engage in planning and formulating policies as well as implementing programs and projects that include ODA in respective fields under their jurisdiction, and therefore, conduct their evaluations based on the GPEA. Pursuant to the Basic Act on Central Government Reform (1988), MOFA assumes a central role in coordinating all Government entities for the overall planning and other tasks associated with ODA. Accordingly, Inter-Ministerial Liaison Meetings are held, which are comprised of the relevant ministries and agencies as well as JICA. At the meetings, discussions take place on further improving the ODA evaluation activities of the entire Government, and MOFA compiles the results of the ODA evaluations of other ministries and agencies.

Chapter 2 of this report presents an overview of the evaluations conducted by MOFA, other ministries and agencies and JICA, mainly in FY2013.

### Classification by Evaluation Subject

ODA evaluations are classified into policy-level evaluation, program-level evaluation and project-level evaluation according to what is being evaluated.

Japan's ODA Evaluation Mechanism (figure 3)





## Diverse Evaluators

ODA evaluations classified by type of evaluators include self-evaluation, internal evaluation, third-party evaluation (external evaluation), evaluation conducted by recipient governments and agencies, as well as joint evaluation by MOFA and other countries and organizations.

### (1) Self-Evaluation

Self-evaluation is an evaluation conducted by the divisions that provide, implement or manage assistance of their assistance policies and programs. The evaluations conducted by MOFA and other ministries and agencies based on the GPEA are classified as self-evaluation. Some of JICA's ex-post evaluations of projects and their ex-ante evaluations are also 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 evaluations, third parties (experts, private sector consultants, etc.) selected by open competitive bidding are the principal evaluators. JICA also conducts third-party evaluation as ex-post evaluation of projects that exceed a certain amount of funding or projects which are highly likely to generate effective lessons learned.

### (4) Evaluation Conducted by Recipient Governments and Agencies

MOFA requests recipient governments and agencies, private sector consultants, and evaluation experts to conduct mainly program-level evaluation and implements around one evaluation every year. The objectives of evaluations conducted by recipient governments and agencies are to secure the fairness and transparency of Japan's ODA evaluation, promote recipient countries' understanding of Japan's ODA and enhance the evaluation capacities 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 external entities, including other donor countries, international organizations and NGOs, in addition to joint evaluations with recipient countries.

Joint evaluations with recipient countries are significant in respecting the ownership of recipient countries and strengthening partnerships between Japan and recipient countries in addition to achieving the objectives of

enhanced ODA management and fulfillment of accountability. MOFA carried out joint program-level evaluation with Viet Nam and Bangladesh, respectively, in 2005.

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 and Recommendation

In conducting evaluation, MOFA sets up the following three criteria for ODA evaluation from a development viewpoint 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 policies and programs are consistent with Japan's high-level policies on ODA and the needs of recipient countries.

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

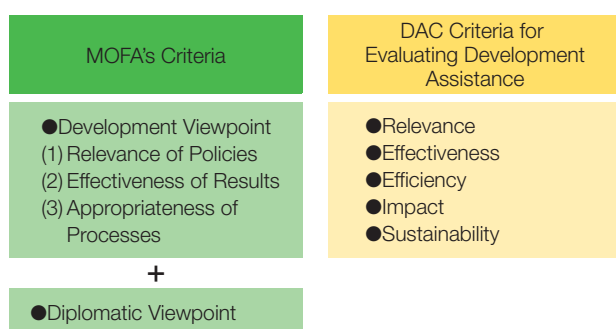
(3) Appropriateness of Processes: whether processes have been taken that would ensure the relevance and effectiveness of policies and programs.

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

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

Also, when evaluation based on the GPEA is conducted, MOFA takes into consideration the feature of each program, and selects duly such viewpoints as necessity, effectiveness and efficiency. JICA conducts evaluation basically in line with the five DAC Evaluation Criteria.

Criteria for ODA Evaluation (figure 4)



In the third-party evaluations carried out by MOFA and JICA, items which should be actively promoted or improved for implementing ODA policies and individual projects in the future are extracted as “recommendations” based on the results of the evaluations using the above criteria. The recommendations are presented to the implementers of the ODA policies for the projects in question.

### Application of Evaluation Results

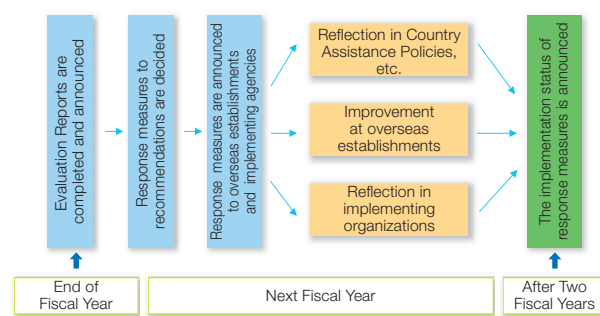
For establishing a PDCA cycle, it is important that the evaluation results and recommendations from ODA evaluations are fed back to policymakers and project implementers in order to reflect them in policy-making and project implementation for future policy formulation and implementation.

Therefore, MOFA feeds back the evaluation results to its relevant divisions, JICA, and Japan’s overseas establishments, and develops measures for addressing the recommendations extracted from the evaluation results, taking account of their concreteness, feasibility and other criteria. Furthermore, to ensure that the recommendations are reflected in subsequent policy formulations and other processes, MOFA follows up on and discloses such measures. Also, since FY2010, as part of the efforts for “visualizing” ODA, these measures and their implementation status (follow-up status) are published in the Annual Report on ODA Evaluation (Please refer to Chapter 2 for the measures in response to the results of the FY2013 ODA evaluation and Chapter 3 for the follow-up efforts to the results of the FY2012 ODA evaluation).

The evaluation results are also distributed to stakeholders in recipient countries through translated evaluation report summaries, thereby striving to provide feedback to recipient countries.

In addition, JICA conducts monitoring and evaluation based on a consistent framework at each phase of a project’s PDCA cycle, and strives to improve the development achievements of the project.

Follow-up of Evaluation Results (figure 5)



### Publicity of Evaluation Results

To facilitate understanding of Japan’s ODA evaluation, MOFA proactively publicizes evaluation results. In conducting third-party evaluation, MOFA recommends that evaluators (third parties) prepare reader-friendly evaluation reports. Also, MOFA posts a summary and a full text of each report as well as their translations on MOFA’s ODA website.

Furthermore, MOFA compiles an overview of the results of evaluations conducted by MOFA, JICA, and other ministries and agencies in the previous fiscal year, response measures to each recommendation and the implementation status of the response measures to the recommendations from two fiscal years ago into the Annual Report on Japan’s ODA Evaluation which is published annually. This report is widely distributed to Diet members, experts, NGOs, universities, libraries and others, and is also available on MOFA’s ODA website.

JICA also annually publishes the Annual Evaluation Report that compiles the operations evaluation activities of the previous year (see Chapter 2, p. 32 for more information on JICA’s activities).

## 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.

EVALNET holds regular meetings about twice every year. It aims to facilitate the evaluation efforts of countries and promote development aid 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, evaluation of the effectiveness of assistance by international organizations, evaluation capacity development (ECD) of partner countries and ways to incorporate human rights and gender aspects in evaluations have been discussed. Japan has been participating in EVALNET meetings to share information on evaluation measures. Japan is furthermore a member of the ECD task force established under EVALNET with a view to contributing to the ECD of partner countries.

### ■ OECD-DAC Development Cooperation Peer Review of Japan

From 2013 to 2014, Japan underwent a development cooperation peer review by the OECD-DAC, which examines the development cooperation policies of DAC members and their implementation status once every four to five years. In this year's review, France and Australia served as examiners. The review of Japan took place in Tokyo, with field studies taking place in Senegal and Indonesia. The Peer Review report was published in July 2014. In connection with Japan's ODA evaluation, the report identified progresses made since the previous review in 2010, including that "Japan has strengthened the independence of the evaluation function in MOFA." The report also noted that going forward "Japan should continue efforts to introduce performance indicators and measures in its country and thematic policies and programmes."

## Japan's Contribution

### ■ The ODA Evaluation Workshop

MOFA has been holding the ODA Evaluation Workshop since 2001, inviting government officials and experts from Asian and Pacific countries.

The objectives of the workshop are: (1) to promote

understanding of ODA evaluation issues and evaluation methodologies in the Asia-Pacific region and thereby enhance evaluation capacities of developing countries; and (2) to improve ODA evaluation capacities not only to further enhance the aid effectiveness of donor countries but also to enhance the ownership and transparency of partner countries and their development effectiveness.

In the previous 11 workshops, participants shared information and exchanged views on various issues including countries' specific efforts for enhancing evaluation capacities and joint evaluations of ODA by partner and donor countries.

### 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, Viet Nam
11	26-27 November 2012	Manila, Philippines

## Promoting International Collaboration in Evaluation through Better Common Understanding

Hans Lundgren, Head, Results and Evaluation Team, Development Co-operation Directorate, the OECD

In this brief contribution, I will relate some experiences from my work with promoting a common understanding in the field of development evaluation. Without a shared understanding of key terms and concepts, communication is difficult and there is reduced scope for international collaboration.

We live within our language borders. Learning another language is certainly a big challenge for most of us but opens up new opportunities. It provides access to a deeper understanding of other cultures and to new intellectual horizons. Languages differ widely in terms of structure and grammatical rules. Often, vocabulary is more varied for certain terms. For instance, in my mother tongue Swedish, a number of different expressions exist for various types of snow - this is apparently even more refined in the Inuit language of Greenland.

In our efforts to understand scientific, human and social realities, we have developed models and terminology in every domain imaginable. Evaluation is not different – despite being a relatively young discipline, it has already developed a huge amount of models and concepts. Some of these constructed concepts are not always easy to understand.

In some of my earliest exposure to evaluation in the development field in the 1990s during evaluation workshops we organised in Asia, Africa and Latin America, I observed that participants had difficulty in communicating with each other. They did not use the same terms or meant totally different things with them.

This was compounded by the fact that the development agencies providing the ODA financing had often also elaborated their own definitions. We started out, together with the World Bank and other partners, to develop a common vocabulary. In the scoping phase, we found that many evaluation terms had quite varied definitions, elaborated in-house in a well-meaning attempt to clarify internally. Collectively, however, this became somewhat of a conceptual jungle. For instance, we found more than 20 definitions of the

term impact. During a participatory process extending over more than two years, we managed to reach agreement in 2002 on a set of key terms in development evaluation and results based management.\*<sup>1</sup> The original was produced in English, Spanish and by a parallel working group in French. The glossary has since been translated and adapted into a number of languages, so far at 17, including Kiswahili. The process of adaptation is important as it is not always possible to translate, but a new term may need to be developed or an existing one elaborated upon, and national or regional evaluation expertise is needed for this. The specialised vocabulary needs to fit into the national language in order to be used.

We have since continued to develop common norms and standards to support international collaboration in evaluation. For instance, the more recent DAC Evaluation Quality Standards,\*<sup>2</sup> agreed to among all major development agencies, have now been published in Arabic, English, French, German, Korean, Spanish, and Portuguese. The interest in these technical documents is surprisingly high, for instance the Arabic version was downloaded 14,000 times within only two months after its release. This is another sign that evaluation is on the rise in many countries and that people would like to know more about the results of development programmes – be they financed by international development partners or governments. The rapid increase in the number of evaluation associations and societies across the world is also very good news – provided that evaluations produced will be of good quality and effectively used to inform public sector accountability, decision-making and learning.



\*1 Glossary of Key Terms in Evaluation and Results-based Management (English) <http://www.oecd.org/dac/evaluation/2754804.pdf>

(Japanese) <http://www.mofa.go.jp/mofaj/gaiko/oda/kaikaku/hyoka/pdfs/yogo.pdf>

\*2 Quality Standards for Development Evaluation

<http://www.oecd.org/dac/evaluation/qualitystandards.pdf>



# Chapter 2

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## 2.1 An Overview of FY2013 ODA Evaluation

Chapter 2 mainly provides an overview of ODA evaluations conducted by MOFA, other ministries and agencies and JICA in FY2013.

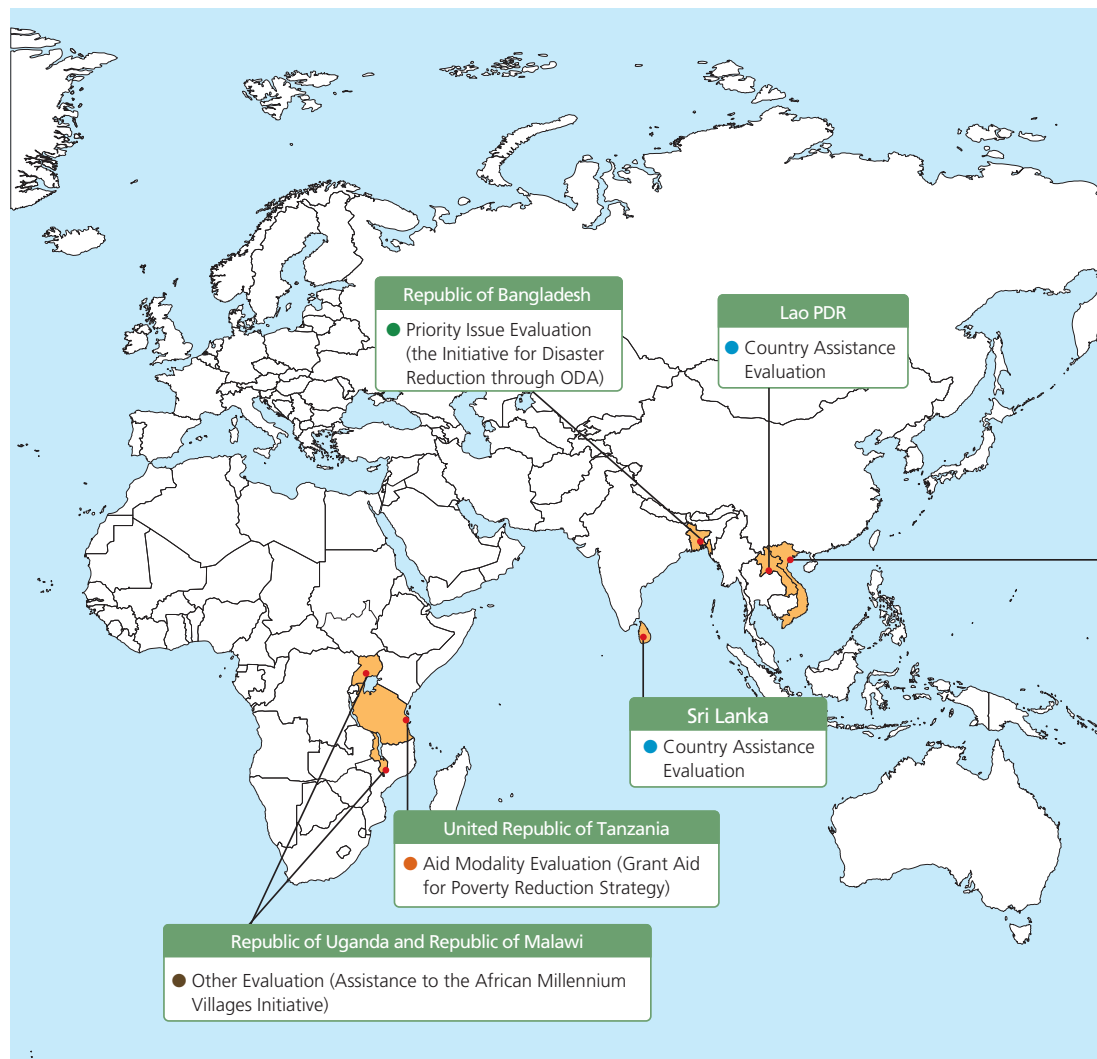
### Evaluation by MOFA

MOFA implemented eight third-party ODA evaluations in FY2013 that it commissioned to external experts. This chapter provides an overview of these evaluations and presents MOFA's response measures (as of July 2014) to the recommendations derived from these evaluations.

As can be seen in the results of the Country Assistance Evaluation of Lao PDR, which comments, "The consistency of Japan's assistance policy for Lao PDR with development policies and needs of the Government of Lao PDR is rated very high," Japan's assistance is in line with Japan's assistance policies as well as the needs of recipient countries and the international community and thus is desirable in terms of the Relevance of Policies and Effectiveness of Results. At the same time, as can be seen in the results of the Evaluation of Assistance to the African Millennium Villages Initiative, which comments, "The Embassies of Japan and the JICA offices in the relevant countries were not mandated to directly administer or supervise the progress of the projects, since Japan's assistance to the AMV was delivered through international organizations. However, Japan should have proactively followed the outcomes of the projects and requested sufficient feedback," some points for improvement of this assistance are presented. The full texts of the individual evaluation reports are available on the MOFA website.

Also, MOFA's two ex-post monitorings on grant aid projects and self-evaluation based on the GPEA are outlined.

- Country Assistance Evaluation: 3 (Lao PDR, Sri Lanka, Colombia)
- Priority Issue Evaluation: 1 (the Assistance under the Initiative for Disaster Reduction through ODA)
- Aid Modality Evaluation: 1 (Grant Aid for Poverty Reduction Strategy)
- Sector Evaluation: 1 (Assistance for the Urban Transportation Sector in Viet Nam)
- Other Evaluation: 2 (Assistance to the African Millennium Villages Initiative, "Human Resource Development in the area of Development" and "Supporting Development Education")



## Evaluation by Other Ministries and Agencies

Other ministries and agencies conduct self-evaluations of ODA-related policies mainly based on the GPEA. This chapter lists the evaluation studies conducted by other ministries and agencies in FY2013.

## Operations Evaluation by JICA

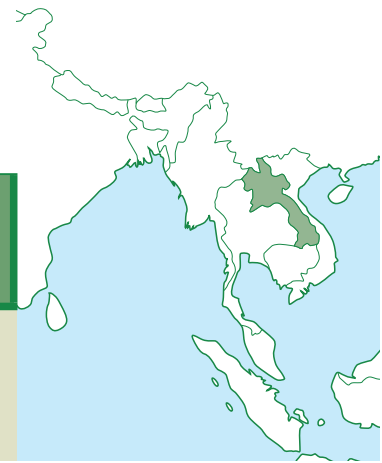
This chapter provides an overview of JICA's operations evaluation. The details of JICA's individual evaluation results are available on the JICA website.

## Partner Country-led Evaluation

In FY2013, MOFA requested Vietnamese consultants to conduct an evaluation of Japan's assistance programs. This chapter presents an overview of this evaluation.

- Sector Evaluation: Evaluation of Japan's ODA to the Health Sector in Viet Nam





## Country Assistance Evaluation of Lao PDR

Chief Evaluator: Jin SATO, Associate Professor, Department of Pioneering Asian Studies, Institute for Advanced Studies on Asia, the University of Tokyo  
Advisor: Shino WATANABE, Associate Professor, Faculty of Liberal Arts, Saitama University  
Consultant: ALMEC Corporation  
Evaluation Period: July 2013 – February 2014

Original Report: <http://www.mofa.go.jp/policy/oda/evaluation/FY2013/pdfs/laos.pdf>

### Background and Objectives

Lao PDR sets achieving the MDGs and graduating from Least Developed Countries (LDC) as national targets. However, various outstanding issues are not yet resolved.

The objectives of the evaluation are to review Japan's ODA to Lao PDR in a comprehensive manner and to provide recommendations and lessons learned for formulation and implementation of future ODA policies.

The primary scope of the evaluation of ODA in Lao PDR is the same as coverage of the Country Assistance Policy for Lao PDR adopted in 2012.

### Evaluation Results

#### ● Development Viewpoint

##### (1) Relevance of Policies

The consistency of Japan's assistance policy for Lao PDR with development policies and needs of the Government of Lao PDR is rated very high. Its consistency with Japan's high-level policies is also high. Therefore, the relevance of policies is rated very high.

##### (2) Effectiveness of Results

The evaluation team confirmed that Japan's assistance policy for Lao PDR achieved the objectives set forth in the assistance policies by priority areas indicated in the objective framework\* and that they were effective in achieving each priority area. Therefore, it is concluded that the effectiveness of results is high.

##### \* Objective framework

A chart that systematically describes the scope of the evaluation target and the policy objectives to explain in what direction the aid would extend its impact. Please refer to page 6 of the original report to find the objective framework of Country Assistance Evaluation of Lao PDR.



A national road of the capital amended with Japan's assistance

##### (3) Appropriateness of Processes

The Japan's assistance policies for Lao PDR are appropriately carried out by the ODA Task Force and related organizations. Processes of sharing information and deepening mutual understanding with the Government of Lao PDR are appropriate. Collaboration with development partners, private sectors, NGOs, and other bodies is also appropriately conducted. Consequently, the appropriateness of processes is very high.

#### ● Diplomatic Viewpoint

The evaluation team confirmed that the diplomatic relationship between Japan and Lao PDR is important from the perspectives of the more than 50 years of friendly relations, personal and cultural interaction in the public and private sectors, and shared values at international conferences.

### Recommendations

#### 1 Assistance for Achieving the MDGs

It is important that both governments collaborate to formulate a development program taking into consideration the results of the MDGs progress report announced in 2013 at opportunities, such as periodic policy dialogues or reviews of the Rolling Plan.



## 2 Japan's Role as a Leading Development Partner

The evaluation team confirmed that coordination among development partners in Lao PDR is generally effective. However, some development partners point out that deliberation on comprehensive development in each sector is not adequate. As a leading development partner, Japan should enhance its presence to play a leading role in policy dialogues with the Government of Lao PDR.

## 3 Continuous Assistance to Enhance the Capacity of Government Officials of Lao PDR

Japan should continue to enhance the capacity of the government officials of Lao PDR, which is still limited especially because human and financial resources are limited. Support focusing on reinforcement of administrative capacities leads not only to bolster the capacity to receive assistance, but also to develop the friendly relationship of two countries by increasing supporters of Japan within the Government of Lao PDR.

## 4 Reflecting the Opinions of the Government of Lao PDR and Japanese-Affiliated Companies in Lao PDR when Formulating Country Assistance Policies

The number of Japanese-affiliated companies doing business in Lao PDR and the amount of investment from Japan have been increasing in recent years. Japan's ODA Task Force should take the information and opinions of Japanese-affiliated companies into consideration to formulate future country assistance policies.



An airport and a solar panel established with Japan's assistance

## 5 Providing and Sharing Information

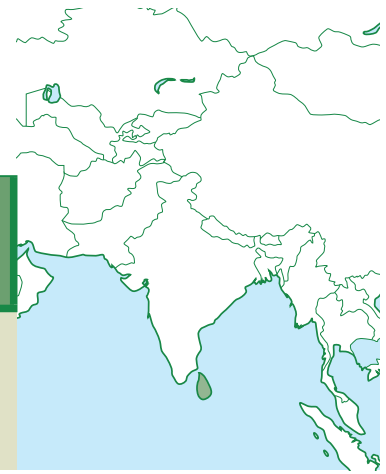
It is important that the Embassy of Japan in Lao PDR and the JICA Laos Office continue to exchange information through periodic meetings, coordinating conferences, and day-to-day interactions with development partners.

### Examples of Response Measures to Recommendations

- MOFA is implementing assistance related to goals of MDGs that were deemed difficult to achieve according to the MDGs progress report for Lao PDR. Based on policy dialogues with the Government of Lao PDR, MOFA will make efforts to achieve the goals in coordination with other donors, focusing on priority areas in accordance with Japan's Country Assistance Policy by utilizing ongoing projects.
- In particular, MOFA will formulate projects based on Japan's Country Assistance Policy to continuously assist the areas of basic education and maternal and child health.
- Japan supports the human resource development of the ministries and agencies of Lao PDR through the provision of the Japan's Grant Aid for Human Resource Development Scholarship (JDS) and implementation of Group and Region-Focused Training. Human resource development of the ministries and agencies of Lao PDR is the primary objective of many of Japan's Technical Cooperation Projects. MOFA also contributes to strengthening the capacity of government officials to receive assistance, such as dispatching policy advisors to formulate programs of the ministries and agencies and to support aid coordination. MOFA will continue to extend assistance in this sector, such as the signing of Exchanges of Notes (E/N) on new JDS.
- Embassy of Japan in Lao PDR will take steps to strengthen information sharing by making more effective use of the Sector Working Groups and their subordinate Sub-sector Working Groups prescribed in the Round Table Process (forum for coordination and information sharing between the Government of Lao PDR and development partners for increasing aid effectiveness).
- With regard to assistance for the removal of unexploded ordnances in Lao PDR, Japan will promote information sharing with the United States as aid coordination between Japan and the United States and carry out mutually complementary cooperation.

# Country Assistance Evaluation of Sri Lanka

Chief Evaluator: Shinobu YAMAGUCHI, Professor, the Global Scientific Information and Computing Center, Tokyo Institute of Technology  
Advisor: Ananda KUMARA, Director of the Center for International Exchange and Regional Collaboration, Suzuka International University  
Consultant: Global Link Management, Inc.  
Evaluation Period: July 2013 – February 2014



Original Report: <http://www.mofa.go.jp/policy/oda/evaluation/FY2013/pdfs/srilanka.pdf>

## Background and Objectives

The evaluation of Japan's ODA policies in Sri Lanka from FY2007 to FY2012 was conducted to improve Japan's ODA policies, ensure accountability to the Japanese people, and raise the profile of Japan's assistance overseas.

## Evaluation Results

The evaluation results of Japan's assistance to Sri Lanka from a development viewpoint are summarized as follows: the relevance of policies was rated "high"; the effectiveness of results was rated "high"; and the appropriateness of processes was rated "high." The overall rating was "highly satisfactory." Additionally, from a diplomatic viewpoint, Japan's assistance to Sri Lanka was perceived as highly contributing to diplomatic relations between the two countries.

### ● Development Viewpoint

#### (1) Relevance of Policies

Japan's policy on assistance to Sri Lanka is highly relevant to Japan's high-level ODA policies, Sri Lanka's national development plan, and international priority issues. Despite the limited donor-coordination system in Sri Lanka, Japan's policy on assistance to Sri Lanka achieved a degree of complementarity with other donors by sorting the assistance by both the content and geographical areas.



The monument that commemorates the establishment of the New Mannar Bridge, which Japan has assisted

#### (2) Effectiveness of Results

Overall, Japan's assistance to Sri Lanka was characterized as very effective. Regarding the goals of priority sectors (listed in the Country Assistance Program) of "post-conflict reconstruction" and "improvement of lives (Human Security)" as well as the "development of economic infrastructure," effective assistance was facilitated by Japan's strengths; namely, sensitivity to human security and the transfer of high-quality technologies. With respect to the priority sector "poverty alleviation and regional development," effective models with high ripple effects were developed. In the priority sector of "improvement of capability to acquire foreign currency," considering the magnitude of this development issue, the overall level of Japan's assistance was relatively small; therefore, the impact was unavoidably limited.

#### (3) Appropriateness of Processes

The processes for policy and project formulation and implementation were followed in an appropriate manner. However, there were matters for consideration including the policy and budgetary decision-making processes and the timing of publication of the evaluation results.

### ● Diplomatic Viewpoint

Japan's long-standing assistance to Sri Lanka largely contributed to the friendly relations between the two countries. Continuing assistance such as improving the investment environment for the sustainable economic growth of Sri Lanka, a country which secures important maritime transport routes, is also critical for the economy and security of Japan.



Staff of international NGOs, which have been supported by Japan, teaching demining to the locals

## Recommendations

### 1 Implementing High-Quality Assistance

To ensure the quality of Japan's assistance to Sri Lanka, which is composed of hard and soft components, it is beneficial to link different schemes by incorporating capacity building and transfer of technology in infrastructure development. Moreover, "All Japan" mechanisms should be devised by cooperating with Japanese companies that offer high-quality technologies.

### 2 Expanding Assistance to Development Sectors Using Japanese Technologies and Skills

Japan should assist in areas of high comparative advantage to other donors, including energy conservation, renewable energy, and disaster risk reduction (DRR). In addition, assistance should be enhanced to strengthen higher education for industrial development and expand the capacity of local, small, and medium enterprises.

### 3 Promoting South-South Cooperation

South-South Cooperation should be promoted between Sri Lanka, a country having attained a high degree of development indicators, and African and other Asian countries. Sharing good practices of Japan's assistance in health and post-conflict reconstruction areas can both enhance the impact of Japan's assistance and help advance the position of Sri Lanka regarding its foreign relations.

### 4 Leading an Aid Coordination Role Using Existing Donor Coordination Mechanisms

In Sri Lanka, the Government demonstrates strong ownership of aid coordination, and there are no donor-driven aid coordination mechanisms. Within the limited aid coordination framework that exists, Japan should continue playing a mediator's role between donors and the Government of Sri Lanka and a supporting role when the Government of Sri Lanka leads the donor coordination.

#### Examples of Response Measures to Recommendations

- Japan will extend high quality assistance by combining "soft" and "hard" components in such sectors as transportation, electricity, and DRR, where Japanese technologies are expected to be utilized. For example, Japan will provide financial assistance that makes use of Japanese technologies together with "soft" assistance such as formulation of master plans and capacity building.
- Japan will provide assistance that contributes to energy conservation (in particular, improving the efficiency of electricity system) and DRR. As the development of domestic industries is fundamental to the economy of Sri Lanka, Japan will consider effective ways of assistance aiming at improvement of investment climate and human resource development in industrial sectors.
- Japan will support Sri Lanka's initiative of the South-South Cooperation. For example, in the health sector, training programs will be carried out for African and South Asian countries in Sri Lanka from JFY2014, by utilizing the human resources developed through the ODA project "Improvement of Quality and Safety in Healthcare Institutions through 5S/TQM\* in Sri Lanka" implemented from JFY2009 to JFY2012.

#### \* 5S/TQM

5S is the acronym of Japanese words, namely Seiri (Sort), Seiton (Set), Seisou (Shine), Seiketsu (Standardize), and Shitsuke (Sustain). The concept is a key for management technique originally initiated in Japanese industrial Sector. TQM stands for Total Quality Management.

# Country Assistance Evaluation of Colombia

Chief Evaluator: Yasunaga TAKACHIHO, Professor, Tamagawa University  
Advisor: Makoto SUNAGAWA, Select Professor, Akita International University  
Consultant: KRI International Corp.  
Evaluation Period: July 2013 – February 2014



Original Report: <http://www.mofa.go.jp/policy/oda/evaluation/FY2013/pdfs/colombia.pdf>

## Background and Objectives

This evaluation targets the overall policies associated with Japan's assistance for Colombia in order to realize Colombia's sustainable socioeconomic development (the cooperation launched in or after FY2003). The objectives of the evaluation were: 1) to obtain lessons and recommendations for formulation and implementation of future ODA policies; and 2) to contribute to the improvement of ODA and to use the evaluation for publicity and promotion of the visualization of ODA.

## Evaluation Results

The team deems that cooperation has produced "satisfactory results" as its overall evaluation.

### ● Development Viewpoint

#### (1) Relevance of Policies

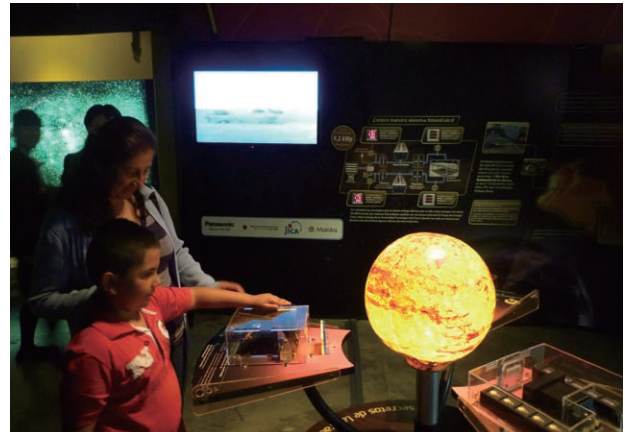
As a whole, relevance of policies is extremely high from the viewpoint of conformity with the high-level policy in Japan's ODA policy for Colombia, priority areas provided in the Government of Colombia's national development plan, international priority issues, and direction of other donors' assistance.

#### (2) Effectiveness of Results

It was confirmed that a certain level of contribution was achieved in most areas. Japan's contribution was significant in "peacebuilding" and "social development and building of equitable society," while the performance was low, and direct contribution was limited in "sustainable economic growth" and "environment and disaster prevention."

#### (3) Appropriateness of Processes

The team deems that the processes of formulating and implementing assistance policy are appropriate. It is expected to improve regular monitoring and evaluation to verify whether or not cooperation is implemented toward achieving Japan's ODA policy goals for Colombia.



Display equipment of solar power system provided by Japan

### ● Diplomatic Viewpoint

Japan's assistance to Colombia has been limited in terms of volume. However, Japan has provided its cooperation in a stable and continuous way, and therefore the evaluation team finds that the diplomatic relationship between the two sides has been strengthened. Additionally, from the standpoint of deepening the economic relationship, spillover effects from Japan's cooperation to Colombia are starting to appear, and the team recognizes that these effects show promise for the future.

## Recommendations

### 1 Cooperation that Meets Needs in the Private Sector

It is expected that, in its assistance to Colombia, Japan will conduct studies to verify current conditions and needs for the development of Colombian private enterprises, infrastructure development and other items, and then study concrete forms of cooperation that meet development needs in Colombia and help Japanese private enterprises to enter the Colombian market.

### 2 Assistance that Helps Rectify Disparities through Regional Development

It is expected that Japan will continue to implement cooperation that contributes to the rectification of inter-regional disparities, such as technical cooperation related to the "One Village, One Product" and development of



regional infrastructure, and also pay attention to social inclusion, such as care for conflict victims and the socially vulnerable groups, using its experience in the peacebuilding field as a base.

### 3 Continuous Support for DRR Cooperation, an Area in which Japan Has a Comparative Advantage

The team thinks that cooperation in DRR is an area that will require continued assistance from Japan, taking into consideration the diplomatic importance to tackle with global issues and spillover effects, such as impact on economic relations that stems from the development of disaster-resilient infrastructure as well as the needs and high expectations from the Colombian side.

### 4 Study of Even More Effective Assistance Approaches to Expand Development Effects

Given the limited amount of assistance provided, it is expected that Japan will promote cooperation that is even more effective and generates greater synergy effects by linking up relevant schemes available under its ODA and reinforcing its strategic collaborations with other donors. Moreover, it is expected that Japan will expand schemes that include provision of ODA Loan, which have not been realized in Colombia in recent years, for supporting expansion of Japan's private enterprises into the Colombian market. It is further expected that Japan will give attention to finding ways to broaden its cooperation, including linking ODA with investment

finance by government funds such as the Japan Bank for International Cooperation (JBIC), etc.

### 5 Support for Sharing Technology which Has High Spillover Effects for Neighboring Countries

It is hoped that, Japan will continue to provide technical cooperation that not only contributes to improvements in Colombia but also helps the Government of Colombia to disseminate technologies to its neighbors. As for cooperation fields, cooperation, such as DRR and productivity and quality improvement in which Japan has a comparative advantage, will be promising.

#### Examples of Response Measures to Recommendations

- The Country Assistance Policy for Colombia sets out under its priority area "balanced economic growth" that Japan intends to implement assistance for projects such as "One Village, One Product" with a view to contributing to regional revitalization. Japan will continue to implement cooperation that helps reduce the urban-rural disparities through regional development, including technical cooperation related to the "One Village, One Product."
- As the Country Assistance Policy for Colombia identifies "tackling environmental issues and disasters" as one of its priority areas, Japan will continue to implement cooperation in the area of DRR, taking into account the requests from the Government of Colombia.
- Japan will continue to implement effective cooperation by combining applicable ODA schemes, such as Grant Assistance for Grassroots Projects, Technical Cooperation Projects, Dispatch of Experts, Training Programs, and Dispatch of Volunteers, while pursuing coordination with other donors. In addition, Japan will consider to provide ODA loans and other assistance based on Japan's assistance policy and requests from the Government of Colombia.



A map which shows the products under "One Village, One Product"

# Evaluation of the Assistance under the Initiative for Disaster Reduction through ODA

Chief evaluator: Kaoru HAYASHI, Professor, Department of International Understanding, Faculty of International Studies, Bunkyo University  
Advisor: Kimiro MEGURO, Director, Professor, International Center for Urban Safety Engineering, Institute of Industrial Science, the University of Tokyo  
Consultant: Foundation for Advanced Studies on International Development  
Evaluation Period: July 2013 – February 2014  
Case Study Country: People's Republic of Bangladesh\*  
\*The field survey was called off due to political instability in Bangladesh. Instead, the survey was conducted by a local consultant under the instruction of the evaluation team.



Original Report: <http://www.mofa.go.jp/policy/oda/evaluation/FY2013/pdfs/drr.pdf>

## Background and Objectives

The Government of Japan, based on its experiences and knowledge, has been actively implementing international cooperation in DRR. At the second UN World Conference on Disaster Reduction (WCDR) in 2005, the Hyogo Framework for Action (HFA) was formulated. The Government of Japan also presented the “Initiative for Disaster Reduction through ODA” (hereinafter referred to as “the Initiative”) as its basic policy for international cooperation in DRR. In 2015, Japan will host the third WCDR, where the post-2015 framework for DRR will be adopted.

Based on these circumstances, this evaluation was conducted with the objective of comprehensively assessing the Initiative implemented by the Government of Japan since the second WCDR, so that it can be used as a reference for Japan’s future policy planning in preparation for the third WCDR. An additional objective is to disseminate information on the achievements and strengths of Japanese cooperation in DRR thus far and to further strengthen the Japanese presence in this field. Furthermore, this evaluation aims to fulfill accountability towards the citizens of Japan through the publication of its results and will be useful in conducting public relations regarding ODA.



Cox's Bazar Radar Station (completed in 2007)

The scope of this evaluation includes the Initiative and the assistance provided under it, with the period for evaluation set as the time since the Initiative was announced in 2005. Furthermore, the inputs and achievement for assistance projects in Bangladesh were ascertained as the case study.

## Evaluation Results

The Initiative was significant in that it allowed Japan's assistance in the field of DRR, which has been implemented over many years, to be clearly demonstrated within and outside of Japan. Additionally, the financial commitments for support under the Initiative were carried out as pledged, with especially successful results in human resources development. For more than 20 years, Japan has contributed to international cooperation in the field of DRR by hosting international conferences and ensuring that DRR is clearly stipulated in international agenda in the field of development. The benefits of cooperation in DRR can be seen in the case study country of Bangladesh.

### ● Development Viewpoint

#### (1) Relevance of Policies

Addressing global issues, the Initiative and assistance provided under it are in line with Japan's ODA Charter and the Mid-Term Policy. It is also consistent with international issues as well as other donors' policies. Japan's comparative advantage in terms of its experiences, knowledge, and technological capability in DRR is also thoroughly utilized. Therefore, the Relevance of Policies can be considered extremely high.

#### (2) Effectiveness of Results

The amount of financial assistance in the field of DRR and the proportion of the total amount of ODA have increased under the Initiative. It is the largest amount when looking only at the field of DRR, accounting for 33% (2005-2011) of the total assistance provided by OECD-DAC member countries and international organizations. In the case study country of Bangladesh, more



Cyclone Shelter in Chittagong (completed in 2005)

time is necessary to verify effectiveness in the field of human resources development, but the development of weather radars and cyclone shelters has contributed greatly to mitigating disaster damage. Therefore, the cooperation provided under the Initiative can be considered effective.

### (3) Appropriateness of Processes

While there are many Japanese organizations in the field of DRR (ministries and agencies, DRR-related organizations, JICA, offices of international organizations in Japan, NGOs, local governments, and private companies, etc.), the division of roles within the central government is clearly delineated. Their collaborative efforts and information sharing, including that with other relevant organizations, continue to progress, and the overall implementation process is judged as appropriate. When formulating similar initiatives in the future, it is advisable to incorporate a system for policy monitoring. Additionally, it is hoped that partnerships with private companies having considerable knowledge and a high level of technological skills will also be further developed.

#### ● Diplomatic Viewpoint

Japan has contributed greatly to raising the priority of DRR in the field of development. Announcing the Initiative at the second WCDR was effective in increasing Japan's presence within the international community. Japanese technologies and systems have a comparative advantage in regard to cooperation in the field of DRR. This type of cooperation has been specially positioned to increase the sense of reliability placed in Japan and to allow the promotion of friendly bilateral relations.

## Recommendations

### 1 Mainstreaming of DRR

In order to promote the mainstreaming of DRR, it is advisable to compile disaster statistics from disaster-prone

countries and introduce a disaster risk assessment system at the earliest possible stage so that DRR aspects can be incorporated into all projects.

### 2 Strengthening Strategic Utilization of "Soft Component" Assistance

When providing economic and social infrastructure development assistance, it is important to simultaneously strengthen the strategic combination with soft component assistance, such as human resources development and institution building, in order to increase its impact.

### 3 Formulation of a New Initiative with a Clear Message

By presenting a new initiative at the third WCDR in 2015, Japan will be able to express its approach to DRR assistance more clearly. It is then hoped that Japan will clearly show that it places importance on prevention, explicitly state its post-HFA involvement, and prepare a monitoring framework with a clearly indicated system of goals.

### 4 Partnerships with Diverse Actors

For cooperation in the field of DRR, it is important to form partnerships with local governments possessing know-how, DRR-related organizations, NGOs, international organizations, private companies, universities, and research institutions. To do this, it is advisable to increase the opportunities for these actors to work closely and exchange information by appealing to the relevant organizations.

#### Examples of Response Measures to Recommendations

- The mainstreaming of DRR means assessing disaster risks and taking measures against them during the implementation of any development projects. MOFA will lead the mainstreaming of the DRR by advancing the study of the disaster risk assessment system for its development projects and promoting it in other countries.
- In order for assistance for strengthening economic and social foundations to deliver greater impact, it is essential that human resources who can be employed are developed in optimal ways in recipient countries, taking into account their community, cultural, and organizational frameworks. MOFA will continue to strengthen its human resource development initiatives.
- Japan, which has experienced the Great East Japan Earthquake and other major disasters, is one of the few most disaster-prone countries among developed countries. Japan thus has many insights and lessons learned on disasters from its experience. Furthermore, Japan is the world's leading donor in DRR. In order to further raise Japan's profile, MOFA will consider reviewing the Initiative for Disaster Reduction through ODA and announcing a new initiative at the Third World Conference on Disaster Risk Reduction.



# Evaluation of Grant Aid for Poverty Reduction Strategy

Chief Evaluator: Motoki TAKAHASHI, Professor, Graduate School of International Cooperation Studies of Kobe University  
 Advisor: Juichi INADA, Professor, Department of International Economics of Senshu University  
 Consultant: Mitsubishi UFJ Research and Consulting Co., Ltd.  
 Evaluation Period: July 2013 – February 2014  
 Case Study Country: United Republic of Tanzania

Original Report: <http://www.mofa.go.jp/policy/oda/evaluation/FY2013/pdfs/prs.pdf>

## Background and Objectives

This evaluation study was conducted with the aims to comprehensively review Japan’s Grant Aid for Poverty Reduction Strategy (PRS)\* to make benchmark recommendations in policy planning and future implementation of PRS Grant Aid and to ensure accountability by making the evaluation results widely available to the general public. This evaluation has addressed PRS Grant Aid implemented by the Government of Japan between FY2007 and FY2011 (14 programs in five countries). The evaluation team has evaluated Japan’s PRS Grant Aid in terms of relevance of policies, effectiveness of results, and appropriateness of processes as well as from the diplomatic viewpoint – according to the ODA Evaluation Guidelines (8th edition) published by the Ministry of Foreign Affairs of Japan.

**\* PRS Grant Aid**

A grant aid cooperation scheme aiming to comprehensively support work to implement and achieve poverty reduction strategies in developing countries.

## Evaluation Results

PRS Grant Aid is a form of budget support used to reinforce the policies of recipient countries, providing an added value unique to the scheme. In terms of recipient countries’ need for their nation building and policy and institutional reforms, it is expected to leverage PRS Grant Aid as a strategic tool and expand the scale of support in the medium to long term.

### ● Development Viewpoint

#### (1) Relevance of Policies

Relevance of policies is high from the perspectives of (i) consistency with the development needs of recipient countries, (ii) consistency with Japan’s ODA policies (the ODA Charter and the Mid-Term Policy on ODA), Japan’s assistance policy for Africa and Country Assistance Policies for the relevant countries, (iii) consistency with global priority issues MDGs and trends in international cooperation involving budget support, (iv) Japan’s comparative advantages, and (v) Japan’s participation in budget support.

#### (2) Effectiveness of Results

Overall, although the extent to which the development program objectives had been achieved was not yet quantitatively measured, the evaluation team concluded that a certain effect had emerged in the case of Tanzania. As for the three reform facilitation effects of PRS Grant Aid, budget support appears to have a “pushing effect” from a perspective whereby budget support helped accelerate national reform whereas more time is necessary to observe the “symbolizing effect.” As for the “coordination effect,” the evaluation team has confirmed that the Government of Tanzania has promoted consultations and shared the direction of its policy reforms both internally and jointly with donors.

#### Effects to Enhance the Effectiveness of Reform, as Generated by the Inputs of Budget Support

Pushing Effect	Effect of supporting reform promotes in the government of a partner country and “pushing” reform of the government itself
Symbolizing effect	Strong ownership and commitment of a partner country government toward reform, and the effect of symbolically announcing ownership and commitment in and outside the country
Coordination effect	Effect of facilitating and enhancing the building of the reform implementation mechanism and “coordination” within government and between the government and donors (including promoting dialogues on policy reform and sharing of direction), and coordinating development coordination

#### (3) Appropriateness of Processes

PRS Grant Aid appears more or less appropriate in terms of the process of formulating this scheme (scheme design), and the implementation and monitoring processes. However, there are points for future improvement to ensure the relevance of policies and effectiveness of results.

### ● Diplomatic Viewpoint

PRS Grant Aid promoted development coordination among donors and between donors and the governments concerned and allowed them to engage in consultations over policy reform and share directions. Moreover, Japan’s participation in budget support enhanced support to the governments concerned at policy level. In



addition, the evaluation team confirmed the PRS Grant Aid has a positive meaning in that Japan, through its technical cooperation, disseminated and expanded the knowledge, technologies and skills necessary for recipient countries to implement prioritized policies and administrative financial reform. This means that it maximizes not only the effects of Japan's diplomacy but also unique features of Japan's approach to assisting nation building of recipient countries that increase development effects by linking PRS Grant Aid to technical cooperation.

## Recommendations

### 1 Promotion of Information-sharing on the Decision-making Process of Countries Subject to PRS Grant Aid

Currently, there are certain directions and viewpoints which present the decision about the countries to which PRS Grant Aid should be granted, but the parties concerned with aid in Japan have not shared information concerning the decision-making process on countries subject to the PRS Grant Aid. In light of the experience to date, the decision-making process of selecting recipient countries should be clarified and shared with the parties concerned.

### 2 Review of the Scale and Timing of PRS Grant Aid, and Commitment at the Policy Level Extending More Than One Fiscal Year

The scale of PRS Grant Aid is expected to expand in the medium to long term considering the significance of its roles.

As for timing, Japan should consider to arrange disbursement to meet the needs of the recipient countries such as disbursing at an early stage of the fiscal year of recipient countries in light of the budget system. The timing should be determined flexibly.

At policy level, Japan should consider officially expressing its commitment to programs extending over multiple fiscal years. The official announcement of the continuous provision of PRS Grant Aid signals that Japan highly prioritizes assistance in nation building and reform in the recipient countries and supports the direction of reform, with moves expected to enhance mutual credibility in bilateral diplomatic relations.

### 3 Development of a Strategic Field System and Functions Based on "Selection and Concentration"

Inputs for PRS Grant Aid (such as development of field systems and functions, and personnel allocation) should be set out based on the priority order of recipient countries in accordance with the principles of "selection and concentration" in the short term. In the medium to long term, various human resources with enthusiasm and capacity for PRS Grant Aid and budget support, as well as those who are enthusiastic about and capable of providing support for administrative and financial reform in developing countries should be developed.

### 4 Monitoring of Effects Unique to Japan/Diplomatic Effect

Japan should establish a framework to monitor PRS Grant Aid effects unique to Japan and the diplomatic effects, perform regular monitoring based on the framework and publish the results. Monitoring the effects of Japan's diplomacy does not suit joint monitoring with other donors which is the usual practice for budget support type aid. In this respect, the evaluation team recommends that Japan should establish an original framework to monitor progress towards the objectives of PRS Grant Aid programs, regularly review them under the framework, and publish the results to the general public.

### 5 Disseminating Japan's Development Approach in line with Rules in International Cooperation Society

Japan should actively signal, via PRS Grant Aid and budget support, its development approaches. Such an action is expected to pave the way to establish rules against emerging countries and donors that engage in assistance with ultimately adverse effects. Such regulations should be jointly established with the governments of recipient countries via the budget support framework.

\*The evaluation team recommends that the title of this scheme "PRS Grant Aid" should be reconsidered on this occasion. Taking into consideration the recent trend in international aid, the term "PRS Grant Aid" should be desirably renamed before it becomes outdated.

#### Examples of Response Measures to Recommendations

- Improvement measures in the decision-making process of the recipient countries of Grant Aid for PRS, including the improvement of the workflow, will be examined by MOFA through sharing information with JICA from the preparation phase of project planning so that the recipient countries may be decided based on Japan's cooperation programs, Country Assistance Policy, and in coordination with Japan's Technical Cooperation for such countries.
- The scale of Grant Aid for PRS needs to be adjusted in the context of the total grant aid budget. The Government of Japan cannot make commitments regarding the implementation of Grant Aid for PRS in and after the next fiscal year. However from the perspective of addressing the medium- and long-term challenges of recipient countries, based on Japan's cooperation programs and Country Assistance Policies, as described above, MOFA will examine the appropriate scale, timing of implementing Grant Aid for PRS, and the pros and cons of making policy-level commitments to programs extending over multiple fiscal years.
- MOFA will review the workflow on an individual project basis and the mechanisms of monitoring development effects, while also taking into account the examination of the mechanisms of grant aid sub-schemes.





# Evaluation of Assistance for the Urban Transportation Sector in Viet Nam

Chief Evaluator: Yasutami SHIMOMURA, Professor Emeritus, Hosei University  
Advisor: Hironori KATO, Professor, the University of Tokyo  
Consultant: INGÉROSEC Corporation  
Evaluation Period: July 2013 – February 2014  
Case Study Country: Socialist Republic of Viet Nam

Original Report: <http://www.mofa.go.jp/policy/oda/evaluation/FY2013/pdfs/transportation.pdf>

## Background and Objectives

Japan has provided assistance for the urban transportation sector in Viet Nam, which economically continues to grow at a high rate, for the capacity development for plan formulation, operation, maintenance, and management in the form of technical cooperation as well as a series of investment in infrastructure by means of ODA loans, and the need for this assistance continues to remain strong. In this evaluation, assistance for the urban transportation sector, which Japan provided mainly to Hanoi and Ho Chi Minh City from FY2006 to FY2012, was reviewed for the purpose of obtaining recommendations and lessons learned for the formulation of assistance policies for this sector and implementation of assistance in this sector in the future. Additionally, the evaluation had the objectives of fulfilling accountability to the people of Japan and being put to use for public relations (PR) of ODA by means of feedback to the Government of Viet Nam and other donors.

## Evaluation Results

An overall evaluation conducted based on the set indicators and standards provided results that are satisfactory to a certain extent. However, it is difficult to directly measure the diplomatic effects, with all that can be expected consisting of indirect synergistic effects resulting from the development of transport arteries which is an adjacent sector to the urban transportation sector.

### ● Development Viewpoint

#### (1) Relevance of Policies

Policies have been formulated in accordance with the development objectives of Viet Nam, are consistent with the ODA Charter, Medium-Term Policy and Country Assistance Program and Policy for Viet Nam, and are likewise consistent with a shared view of importance of assistance for Viet Nam among donors and in documents such as assistance policy/content of assistance by other donors. Furthermore, it can be recognized that Japan has comparative advantage in terms of technical issues, assistance methods, and other areas. Therefore, the evaluation team judged that the relevance of policies is extremely high.



Nhat Tan Bridge under construction

#### (2) Effectiveness of Results

The results have contributed to the development of infrastructure in Viet Nam and have had a positive impact on foreign corporations expanding into Viet Nam. The benefits of projects related to transportation safety can also be recognized. In addition, it can be acknowledged that the drivability on roads has been improved, traffic congestion has been alleviated and other outcomes have been achieved, having an impact on logistics in the northern and southern areas, and it is expected that the effects will be manifested across the areas mainly in Hanoi and Ho Chi Minh City. Therefore, the results have had a certain level of achievement as of this evaluation, and further contribution will be expected in the future.

#### (3) Appropriateness of Processes

The Country Assistance Program and Policy for Viet Nam are formulated, and projects are selected based on information that is collected by the Embassy of Japan in Viet Nam and JICA Viet Nam Office. Assistance projects are mainly managed by the JICA Viet Nam Office which maintains close communication with related agencies and stakeholders, and efforts are made to reflect requests and needs from the Vietnamese side for aid coordination. Consequently, the evaluation team judged that the processes have been implemented in an appropriate manner. However, it is a challenge to accumulate data in measuring the quantitative effects. In addition, issues such as project delays due to the impact of land acquisition will be shared and discussed at the ODA Task Force and Infrastructure Policy Conference, and cooperation between donors will be requested.

## ●Diplomatic Viewpoint

The diplomatic importance of assistance in this sector is significant, but it is difficult to directly measure the diplomatic effects. The number of corporations entering the country and volume of foreign direct investment will increase due to the synergistic effects of development in urban transportation and transport arteries, and it is expected that this will have indirect diplomatic effects such as increasing the influence and negotiating power of Japan on the strategy of Viet Nam for industrialization. In order to conduct evaluation from a diplomatic viewpoint, review of assistance in the transportation sector as a whole for areas other than urban transportation needs to be conducted.

## Key Recommendations

### 1 Recommendations for Program Approach

More attention should be paid to the connection among projects in the program and the connection with adjoining programs, and the organic coordination among assistance projects should be recognized as an explicit indicator.

### 2 Recommendations Concerning Sharing Data

The data studied or used for each project should be efficiently managed within JICA. In addition, assistance plans concerning the collection of data related to changes in commuting distances for jobs and schools as well as changes in retail and trading areas should be formulated in preparation for the completion of an urban railway system.



Maintenance of traffic networks in Hanoi (intersection in Kim Lien)

### 3 Coordination Issues among Donors for Infrastructure Operation

In terms of operational issues, heightened problem consciousness and further understanding of technology needs to be promoted on the Vietnamese side and coordination among donors should be conducted in advance. Also, discussion concerning standards should take place from the master plan formulation stage, and other such work should be included in the plan in order to review specific measures to cope with the various issues.

#### Examples of Response Measures to Recommendations

- Japan will design projects by paying attention to the linkages between projects as well as to the relevance with adjoining programs.
- Viet Nam should manage data related not only to individual projects but also related to all sectors. However, Japan will consider providing technical assistance in data management according to Viet Nam's current capabilities in order to ensure the appropriate management of such data from the perspective of the Program Approach\*.
- Implementing agencies should be the primary actors in donor coordination. Japan's basic stance is to respect such initiatives and ownership. With regard to assistance for infrastructure systems, competition among donors is inevitable. If Japan is to take part in the master plan formulation, Japan will press for the introduction of Japanese standards based on advance consultations with the Vietnamese side.

#### \* Program Approach

An approach whereby the main development goals (program objectives) are shared through policy discussions with developing countries, from which the specific ODA project is determined.



# Evaluation of Assistance to the African Millennium Villages Initiative

Chief Evaluator: Katsuya MOCHIZUKI, Professor, the Department of International Cooperation, Graduate School of Toyo Eiwa University  
 Advisor: Midori YAJIMA, Assistance Professor, Center for Sustainability Science (CENSUS), Hokkaido University  
 Consultant: Mizuho Information & Research Institute, Inc.  
 Evaluation Period: July 2013 – February 2014  
 Case Study Countries: Republic of Uganda and Republic of Malawi

Original Report: <http://www.mofa.go.jp/policy/oda/evaluation/FY2013/pdfs/amv.pdf>

## Background and Objectives

The Millennium Villages Project (MVP) is an assistance program proposed by the UNMP. It aims to eliminate extreme poverty in impoverished villages in Sub-Saharan Africa, where the achievements of the MDGs have been delayed. The project does so through a comprehensive development approach, which seeks self-sustaining development capabilities of villages. Through the UNTFHS, Japan provided a total of about 20 million US dollars (about 2 billion yen) in assistance to the AMV, which is a part of the MVP. The study's purpose is to comprehensively evaluate Japan's assistance to the AMV by conducting a review from the development and diplomatic viewpoints. By doing so, the evaluation seeks to ascertain the lessons learned and recommendations in order to formulate and implement assistance policies in the future.

## Evaluation Results

### ● Development Viewpoint

#### (1) Relevance of Policies

The AMV is consistent with high-level international norms and frameworks on development such as the MDGs. It is also consistent with Japan's high-level (ODA) policies, such as Japan's ODA Charter/Medium-Term Policy on ODA, as well as the development agenda and the policies of countries where the Millennium Villages (MVs) are located. The approaches that the AMV has proposed, to achieve the MDGs, carry a certain degree of justification. They were also difficult to achieve under the conventional aid modalities of Japan that were based on requests from developing countries. Therefore, assistance from Japan for the AMV is considered to be significant, necessary, and policy-relevant.

#### (2) Effectiveness of Results

MVs that received assistance from the AMV showed certain improvements in each of the sectors, corresponding to input. The sectors include: agriculture and business development, health, education, water and sanitation, and the development of infrastructure. Considerations and efforts for attaining "operational sustainability" in project operations were also acknowledged to some extent. However, when examining the results from the perspective of whether the projects ensure any "special effects" that compensated for the "aid maldistribution," some degree of "Spillover Effect to the Outside" was found to some extent, although the "Synergy Effect between Sectors" did not fully appear. These two effects were examined bearing in mind the characteristics of the AMV, in which assistance was intensively transferred to various sectors in specific regions. Additionally, the "Big Push Effect for Self-Sustained Growth" (hereinafter referred to as the "Big Push Effect"), which is the primary objective of the MVP, could not be confirmed during this evaluation and was recognized as being a future issue even at the local level.

#### (3) Appropriateness of Processes

The Embassies of Japan and JICA offices in the relevant countries were not mandated to directly administer or supervise the progress of the projects, since Japan's assistance to the AMV was delivered through international organizations. However, Japan should have proactively followed the outcomes of the projects and requested sufficient feedback, since the policy intention for this project was to be a trial run for new aid approaches proposed by the UN. It would therefore appear that, even though it was not responsible for supervising the AMV projects directly, Japan should have proactively followed

Characteristics of the AMV		"Special effects" which are expected to compensate for the issues of "aid maldistribution" caused by the AMV's characteristics	
Injecting aid in specific regions	⇒	Spillover Effect to Outsidess	Effects that give direct benefits to surrounding areas. Effects coming from the transfer of skills and the movement of human resources (that acquired skills from AMV projects) Demonstration effect
Injecting aid in various sectors	⇒	Synergy Effect between Sectors	Objective synergy effect Subjective synergy effect (facilitating self-reliance among local residents)
Intense inputs of (large amounts of) aid	⇒	"Big Push" Effect for Self-Sustained Growth	

the outcomes of the projects and requested sufficient feedback. Moreover, at the level of local organizations related to the AMV, their roles and relations should have been clarified, and the common understanding on the AMV framework should have been adequately established among them.

### ●Diplomatic Viewpoint

Japan's assistance to the AMV has had the following diplomatic impacts; it contributed assistance to Africa provided by the international community, promoting the concept of human security, which Japan advocates in the international arena, and enhanced the diplomatic presence of Japan in the international community. It was also expected to create direct diplomatic impacts for the countries where the MVs are implemented. However, Japan's degree of contribution to the AMV was not well recognized by the governments and local communities of these countries.

## Recommendations

### 1 Monitoring and Evaluating the "Big Push Effect for Self-Sustained Growth"

Providing assistance to the AMV was a significant trial project for both the UN and Japan. However, the outcomes were insufficient to compensate for the "aid maldistribution" at the time of the evaluation. By demonstrating the "quick impact" of assistance, without having satisfactory verification of assistance to the AMV, there is a risk of facilitating external/aid dependence among local aid recipient communities. Therefore, it is necessary to clearly articulate the monitoring and evaluation indicators to measure the core of the AMVs, "Big Push Effect for Self-Sustained Growth." It is also necessary to carefully validate the results based on data relating to the MVs.

### 2 The Need for the Verification of Long-Term Impacts

Originally, the AMV was expected to create a "Big Push Effect" over a short-term period such as five years; however, this seems difficult to achieve due to the nature of this type of rural development project. In order to confirm this Effect, it would be necessary to modify the approach by providing assistance on a longer term and large-scale basis, or changing the locations of assistance. Additionally, it is essential to constantly follow the areas that were improved by the AMV, not only by verifying the "Big Push Effect."

### 3 Reviewing Continued Assistance for the MVP

It is acknowledged that the AMV created a certain level of special effects, namely the "Spillover Effect to the Outside" and the "Synergy Effect between Sectors," whereas it is difficult to conclude that the AMV did create the "Big Push Effect" as originally expected. Moreover,

the MVP has several advantages as a broadly recognized approach of poverty reduction, such as a certain level of MVP reputation, the commitment of the UN and specialized agencies, a system excelling at collecting data that is indispensable for research and development, and the experience and expertise required to involve private companies and organizations. Hence, from the perspective of aid diplomacy, it is suggested to consider continuing the assistance to the MVP, through which a useful development model could be researched and created for future international discussions.

### 4 Strengthening the Implementation and Administrative Structure

If MVP assistance is to be continued, it is essential to understand the quantitative data needed to verify the "Big Push Effect." Due to the fact that the AMV did not provide sufficient data on the project reports to validate its effects, we have no choice but to declare that the project implementation and administration of the supervisory organizations were insufficient. In light of this, the extent of responsibilities should be clarified among the concerned organizations. This includes the agencies that design and implement the projects, the international organizations that mediate aid, and research organizations that analyze the outcomes. Clarification of the above is necessary to put into effect a structure by which Japan, as a principal donor, can ensure monitoring of the progress and outcomes of the projects definitively and continuously. Therefore, an alternative is to consider thoroughly reviewing the aid mechanism by which Japan directly funds the project-implementing agencies. Another alternative is to conduct joint research of the aid models by both the MVP project-implementing agencies and research institutions of Japan.

#### Examples of Response Measures to Recommendations

- In cases where Japan extends new assistance for MVP projects by non-UNTFHS means, MOFA will request project implementing agencies to establish clear result framework with indicators for measuring the "big push effect" as well as to monitor outcomes and verify impacts of the projects. In addition, MOFA will share the results of and lessons learned from past MVP assistance conducted through UNTFHS with stakeholders of newly developed and on-going MVP project assistance.
- MOFA will duly consider the continuance of assistance for the MVP, while following the status of AMV projects (grant aid) in Cameroon and other countries. In the case that Japan continues assistance to the MVP, MOFA will also seek to strengthen the implementation and administrative structures of the MVP.



# Evaluation of “Human Resource Development in the area of Development” and “Supporting Development Education”

Chief evaluator: Yuriko MINAMOTO, Professor, Graduate School of Governance Studies, Meiji University  
Advisor: Kaoru HAYASHI, Professor, Department of International Understanding, Faculty of International Studies, Bunkyo University  
Consultant: International Development Center of Japan Inc.  
Evaluation Period: July 2013 – February 2014  
Case Study Country: None

Original Report: <http://www.mofa.go.jp/policy/oda/evaluation/FY2013/pdfs/hr.pdf>

## Background and Objectives

MOFA and JICA have been making conscious efforts to develop and secure the services of excellent human resources in order to implement Japan's development cooperation for excellent results. The objectives of this evaluation study are listed below.

- (1) The evaluation team comprehensively evaluates “Human Resource Development in the area of Development” and “Supporting Development Education” in light of the significance of such training and support.
- (2) The evaluation team derives recommendations for the future planning and implementation of Japan's assistance programs based on the evaluation results concerning “Human Resource Development in the area of Development” and “Supporting Development Education”.

## Evaluation Results

### ● Development Viewpoint

#### (1) Relevance of Policies

In regard to the relevance of policies, a certain consistency is ensured as a whole. However, in regard to consistency with the need for development specialists, there is no clear policy or strategy. There is no clear target set; therefore, no concrete strategy was evolved for “Human Resource Development in the area of Development” and “Supporting Development Education” at the policy level. In this context, the relevance of plans to materialize policies is judged to be low.

#### (2) Effectiveness of Results

In regard to the effectiveness of results, a certain positive contribution is achieved as a whole. In regard to “Human resources are developed to implement development cooperation for excellent results (Principal Objective 1)”, each capacity development program for NGOs has recorded some progress which is relevant to the improvement of their activities. As such progress is linked to the development of human resources and enhancement of the organizational strength of NGOs, these programs are judged to have greatly contributed to Principal Objective 1. Meanwhile, the contribution of another program designed to develop the capacity of human resources working at the front line in the area of development is rather limited due to the limited scope of the abilities to be improved and the

small number of places for programs. In regard to “Interest, understanding and support are enhanced for development cooperation (Principal Objective 2),” a significant contribution has been made in terms of the training of teachers because teachers have been trained to act as “cores” in the implementation of development education within and outside of schools and also because local “networks” of teachers have been formed to promote development education.

#### (3) Appropriateness of Processes

In regard to the appropriateness of processes, it is deemed to be high as a whole. In the case of the programs for NGO Human Resources Development, the process to examine and formulate a plan or strategy is judged to be highly appropriate. In the case of programs for Human Resource Development in the area of Development and programs for Supporting Development Education, there is no permanent system for discussion or review with the broad participation of stakeholders because of the characteristics and circumstances of these programs. In addition, because of the absence of a corresponding plan for these programs, it is difficult to analyze the program examination and formulation process under these programs. In regard to “The process to formulate a plan and to determine a program menu” and “The process to implement and improve a program,” the appropriateness of processes is high, because each program employs a process to reflect the opinions of participating experts and stakeholders.

### ● Diplomatic Viewpoint

From the diplomatic viewpoint, the evaluation team has reviewed the diplomatic impacts in reference to three aspects. They are activities by organizations and persons that have utilized some programs of “Human Resource Development in the area of Development” and “Supporting Development Education,” activities by NGO staff members to assist the rehabilitation of areas devastated by the Great Sichuan Earthquake and the number of Japanese nationals working for international organizations and understanding of and support for international cooperation among the Japanese public. The results of this evaluation indicate that “Human Resource Development in the area of Development” and “Supporting Development Education” in Japan have comprehensively produced impacts for the facilitation of Japan's diplomacy even though the direct causal relationship is somewhat unclear.



## Recommendations

### For Policy Formulation

#### 1 Formulation of Consistent Policies and Plans Based on the Policy Framework and Japan's High-level Policies

For future advancement of "Human Resource Development in the area of Development" and "Supporting Development Education," the formulation of concrete policies and plans based on the policy framework\* is important for the purpose of strategically implementing the relevant programs.

\* A policy framework is a chart that describes possible development from relevant individual projects to overall goals of policies, which aims to contribute to the consideration of desirable policies and plans.

### To Raise the Effectiveness of Results

#### 2 Continuation and Enhancement of the Training of Human Resources Equipped with Strong Practical Capabilities

There are many universities and graduate schools providing courses related to international development, and the number of under-graduate and post-graduate students of these courses actually exceeds the demand. It is essential to continue and strengthen programs, etc. which are designed to produce human resources which are equipped with the strong practical capabilities required at the front line of development.

#### 3 Continuation and Enhancement of the Assistance for Strengthening of the Personnel and Organizational Structure of NGOs

Continuous inputs by MOFA and JICA are required to bolster operating foundations of NGOs. It is also necessary to reinforce the collaboration with the Japan NGO Center for International Cooperation (JANIC) and other intermediate support organizations, while paying proper attention to such recent trends and challenges surrounding NGOs as training and securing the service of capable managers. It is also important for the NGO-MOFA Regular Meetings to continually focus on the development of human resources. From the viewpoint of promoting and supporting smaller NGOs, it is essential to examine how to develop a mechanism to effectively utilize external resources, including pro bono services.

#### 4 Continuation and Enhancement of the Assistance with the Importance of Development Education in Mind

Although the number of teachers interested in international education is increasing, the current teaching environment is not ideal for teachers to actively pursue international education and development education partly because of the reduction of teaching hours allocated for overall educational curriculum under the revised Teaching Guidelines set by the Ministry of Education, Culture, Sports, Science and Technology of Japan (MEXT). It is important to request that the MEXT clearly indicates these types of education in the Teaching Guidelines if possible.

#### 5 Emphasis on and Enhancement of Efforts to Maintain and Expand Local "Cores" and "Networks"

It is important to make efforts to maintain and expand local "cores," such as teachers and "networks" established locally as a result of supporting development education. Established "cores" and "networks" are major achievements of supporting development education and should form the foundations for the further vitalization of development education in the coming years.

### The Implementation Process of Assistance

#### 6 Development of a System and Process which Represent the Opinions of Experts and Stakeholders Involved in the Implementation of Supporting Development Education

There is no system or process to consolidate and reflect the opinions of experts and stakeholders by means of the regular exchange of opinions on the general contents of Supporting Development Education. As the example of the NGO-MOFA Regular Meetings shows, it is useful to establish a forum for the exchange of opinions with experts and stakeholders.

#### 7 Continuation and Expansion of Collaboration with Important External Organizations for Development Education

Supporting Development Education is implemented based on the understanding that teachers are the main players in development education with JICA providing support for teachers. It is essential to actively seek and expand collaboration with important external organizations in development education if policy objectives related to development education are to be successfully achieved.

### Examples of Response Measures to Recommendations

- MOFA will strengthen programs to develop human resources equipped with strong practical capabilities. For example, the program beneficiaries will be expanded from "PhD candidates and PhD holders" to include also "professionals with some work experience in the development field."
- JICA will support the expansion of the base of the human resources for international cooperation and the strengthening the practical capabilities of human resources including personnel in private sector. JICA will increase the quota of the internship program for graduate students and open the access to the pre-assignment training program for JICA experts.
- MOFA will consider improving existing assistance schemes by fully taking into account the role of NGOs in international cooperation and the environment surrounding NGOs. In addition, MOFA will continue to strengthen its partnerships with NGOs through a series of dialogues with NGOs such as the NGO-MOFA Regular Consultation Meeting. At the same time, MOFA will continue and reinforce the assistance for strengthening the human resource development and organization of NGOs.
- Bearing in mind the importance of maintaining and expanding "cores," such as teachers, and "networks" established domestically, JICA will take steps to implement assistance focusing on teachers participating in "JICA's Development Education Study Tour for Teachers Program," who make up many of the members of such "cores" and "networks." In such ways, JICA will maintain and expand domestic "cores" and "networks."

## 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 the conservation of the cultural heritage of recipient countries. The equipment provided under this scheme includes equipment for a language laboratory (LL) for Japanese language learning, audio-visual equipment for theaters and museums, and equipment for restoration, research and studies of ancient monuments to universities and institutes engaging in the preservation of cultural heritage. As the equipment includes various types of equipment such as precision machines, even when they are maintained and well managed on site, some inevitably deteriorate or fail over time due to such factors as climate conditions of the local area among others. Moreover, in the case of cooperation in sports such as providing equipment for judo or karate associations, judo uniforms and tatami deteriorate gradually due to frequent use. In this regard, implementing organizations of the recipient countries are requested to make efforts for the maintenance and management of the provided equipment.

However, in cases where the financial conditions of the implementing organizations have not been improved since the provision of such equipment, and when additional assistance at a relatively smaller scale is able to comprehensively restore the failed system, the Japanese side provides assistance so that the provided equipment can be utilized effectively for a longer term and benefit of the aid can be enhanced.

Japan implements maintenance and repair assistance for such provided 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 considers the possibility of maintenance and repair assistance through follow-up projects based on these study results.

### Methodology

In FY2013, follow-up studies were implemented for a total of 14 projects in which 5-9 years had passed since the provision of equipment. These studies were implemented by Japanese 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.

### Summary of the Study 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. For other projects, no specific problems have been reported regarding the current conditions of equipment.

Moreover, these studies revealed that while Japan's assistance was appreciated and local projects were highly regarded, the projects were creating ripple effects in terms of the popularization of culture and sports.

For example, regarding a project in which judo equipment was provided to Zambia Judo Association, as a result of the provision of the equipment, a judo player qualified to compete in the 2012 London Olympic Games. In addition, Zambian judo players won silver and bronze medals in the African U-18 Championships in 2013.



Zambia: Project for the Improvement of Judo Equipment of Zambia Judo Association





# 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 (the disbursement through the scheme in FY2013 amounts to 3.66 billion yen for 106 projects to 57 organizations in 33 countries and 1 region in total). 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.

## Objective of Monitoring

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

## Monitoring Methods

The staff in charge of each project at embassies or consulates conduct studies in 3-4 years after project completion. Studies are conducted to examine 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 as well as 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.

## Evaluation Results

In FY2013, out of 81 projects for which contracts had been signed in FY2009, 49 projects (31 organizations in 18 countries and 1 region in total) were evaluated during the fiscal year, excluding those that could not be monitored due to security considerations, those that are still ongoing in the following year and others. As a result, 35 projects were rated as "A" (high quality), 13 projects as

"B" (acceptable), and 1 project was rated as "C" (low quality).



Japan Mine Action Service (JMAS)  
Project for the Improvement of ERW Clearance in Takeo Province in FY2012 in Cambodia



Save the Children Japan  
Infant and Young Child Feeding and Livelihood Programme (Phase III) in Myanmar



Community Road Empowerment (CORE)  
Sustainable Rural Road Maintenance using Do-nou Technology by the Community (Phase II) in Kenya

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

### 1. Government Policy Evaluation Act (GPEA)

In Japan's policy evaluation system, each ministry and agency is obliged to conduct a self-evaluation of the policies under its jurisdiction pursuant to the "Government Policy Evaluation Act" (GPEA).

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

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 cut across various ministries and agencies (evaluation to secure integrity and comprehensiveness).

### 2. ODA Evaluation by MOFA Based on the GPEA

MOFA carries out the following evaluations of ODA policies in accordance with the GPEA and its Order for Enforcement. The process for each of the evaluations is as shown in the diagram below.

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

MOFA conducts policy evaluations in accordance with the provisions of Article 6, Article 7 and Article 8 of the 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 as well as the Implementation Program (formulated every fiscal year) that stipulates the policies to be evaluated.

The evaluation on ODA policies is also conducted as part of this policy evaluation.

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

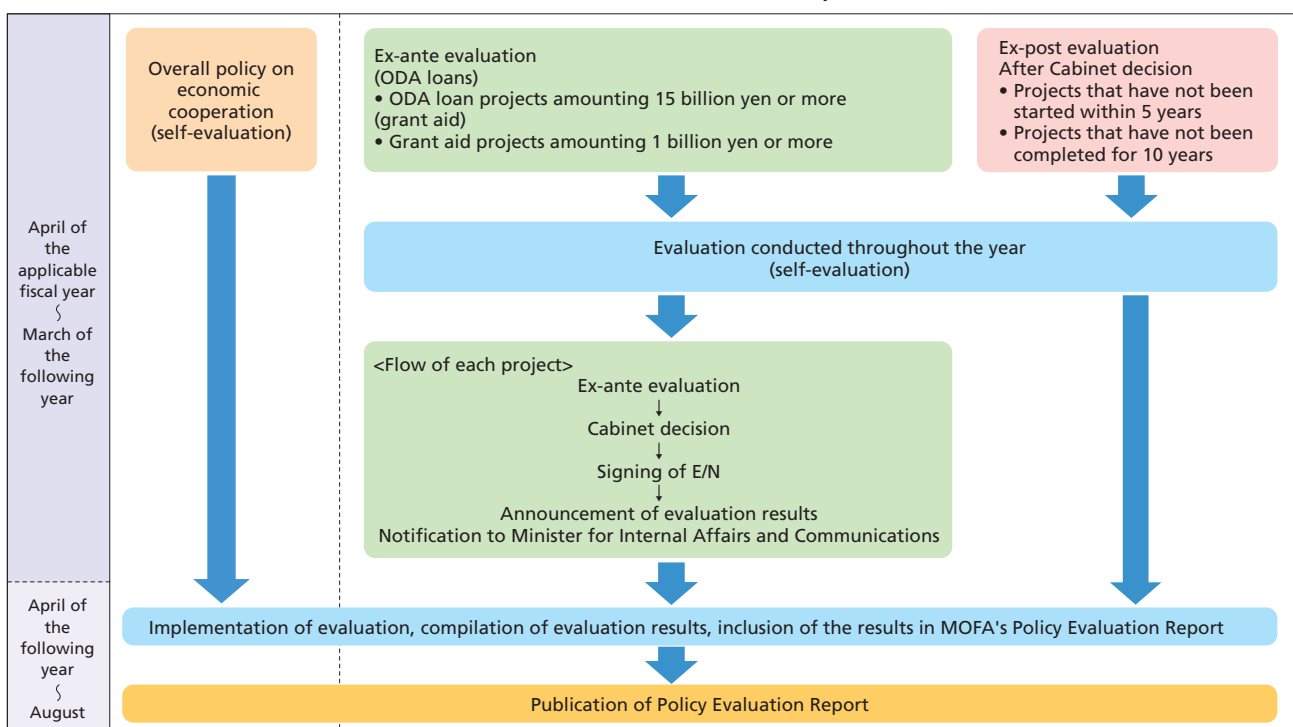
##### (a) Ex-Ante Evaluation

Based on the provisions of Article 9 of the GPEA and Article 3-5 of its Order for Enforcement, ex-ante evaluations are conducted for ODA loan projects amounting 15 billion yen or more and grant aid projects amounting 1 billion yen or more. The evaluations are conducted to provide the basis for the adoption of the projects. The ex-ante evaluation is conducted prior to the Cabinet decision on the project, and the evaluation results are publicized on the website of MOFA after the signing of the E/N. In FY2013, ex-ante evaluations based on the GPEA were conducted on 41 grant aid projects and 26 ODA loan projects.

##### (b) Ex-Post Evaluation

Based on the provisions of Article 7, Paragraph 2 of the GPEA and Article 2 of its Order for Enforcement, MOFA conducts ex-post evaluations on projects that have not been started within 5 years after the Cabinet decision, and unfinished projects for which the provision of loans has not been completed for 10 years after the Cabinet decision. This evaluation is conducted based on the implementation plan of the policy evaluation in order to consider whether the implementation of the projects in question should be continued or discontinued. The evaluation results are annually publicized on the website of MOFA and summarized in MOFA's Policy Evaluation Report. In FY2013, ex-post evaluations based on the GPEA were conducted on eight ODA loan projects which had not been completed.

Flow of MOFA ODA Evaluation Based on the Government Policy Evaluation Act (GPEA)



## 2.3 Evaluation by Other Ministries and Agencies

### Evaluation by Other Ministries and Agencies (FY2013)

Ministries and agencies conduct evaluations of ODA policies, programs and projects in accordance with the GPEA in principle. Evaluations of policies, programs and projects performed in FY2013 are as follows. Those marked with a star (★) are summarized in the Japanese version of this report.

Policy/Program/ Project	Title	Evaluation type	Evaluator
<b>Financial Services Agency</b>			
Program	★ Technical Assistance to the Financial Supervisory Authorities in Emerging Market Economies in Asia	Evaluation based on the GPEA	Self evaluation
<b>Ministry of Internal Affairs and Communications</b>			
Policy	★ Promotion of Global Strategy in the ICT Sector	Evaluation based on the GPEA	Self evaluation
Project	International Contribution through Universal Postal Union	Evaluation based on the GPEA	Self evaluation
Project	The support for the activities of the United Nations Statistical Institute for Asia and the Pacific	Evaluation based on the GPEA	Self evaluation
<b>Ministry of Justice</b>			
Program	★ Promotion of International Cooperation in Legal Administration	Evaluation based on the GPEA	Self evaluation
<b>Ministry of Finance</b>			
Program	★ Assistance Extended through Multilateral Development Banks	Evaluation based on the GPEA	Self evaluation
<b>Ministry of Education, Culture, Sports, Science and Technology</b>			
Program	Dissemination of Japanese Culture and Promotion of International Cultural Exchange	Evaluation based on the GPEA	Self evaluation
Program	Promotion of International Exchange	Evaluation based on the GPEA	Self evaluation
Program	★ Promotion of International Cooperation	Evaluation based on the GPEA	Self evaluation
<b>Ministry of Health, Labour and Welfare</b>			
Program	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 the GPEA	Self evaluation
Program	★ Voluntary contribution to WHO, Contribution to UNAIDS	Evaluation based on the GPEA	Self evaluation
<b>Ministry of Agriculture, Forestry and Fisheries</b>			
Policy	★ Establishment of Comprehensive Food Security	Evaluation based on the GPEA	Self evaluation
Program	★ Promotion of Sustainable Forest Management in Developing Countries under International Cooperation	Evaluation based on the GPEA	Self evaluation
<b>Ministry of Economy, Trade and Industry</b>			
Policy	★ External Economic Policy	Evaluation based on the GPEA	Self evaluation
<b>Ministry of Land, Infrastructure, Transport and Tourism</b>			
Policy	★ Promoting International Cooperation and Coordination	Evaluation based on the GPEA	Self evaluation
<b>Ministry of the Environment</b>			
Project	★ Promotion of Clean Asia Initiative:CAI	Evaluation based on the GPEA	Self evaluation



### 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 and cross-cutting 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 and transparency of evaluations and disclosing evaluation results.

JICA aims for the consistent implementation of evaluation and the utilization of evaluation results by adopting a common basic framework at all stages of individual projects (pre-project evaluation, monitoring during project implementation, post-project evaluation and feedback) in line with the PDCA cycle, taking into account of the characteristics of each ODA scheme (technical cooperation, ODA loan, and grant aid), implementation period and the time-frame for expected results. In addition, JICA is also committed to the clear and coherent publication of evaluation results by developing a rating system for ex-post evaluation.



Pediatric nursing education training (Nursing Education Improvement Project in Uzbekistan)



A drainage before the implementation of the Lunawa Environment Improvement and Community Development Project, Sri Lanka (photo taken in 2002)

### Ex-Post Evaluation for Verifying Effects After Project Completion

In FY2012, following on from the previous fiscal year, JICA conducted 96 detailed ex-post evaluations (in principle, external evaluations of projects amounting to over 1 billion yen) based on a uniform evaluation system, and rated the evaluation results using the four-grade rating scale. The overall ratings were as follows: A (highly satisfactory): 36 projects (37%); B (satisfactory): 38 projects (40%); C (partially satisfactory): 15 projects (16%); and D (unsatisfactory): 7 projects (7%). A and B combined make up 77% of all projects, and it can be determined that the expected effects were generally achieved. However, ratings do not comprehensively reflect all aspects of an evaluation and are therefore used merely as reference.

Also, JICA conducted 82 ex-post evaluations (internal evaluations) primarily by JICA's overseas offices of projects over 200 million yen and below 1 billion yen. In FY2012, it was determined as of the ex-post evaluation that roughly 60% of the projects generally achieved the expected effects. On the other hand, around 40% of the projects were found to have issues.

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

[http://www.jica.go.jp/english/our\\_work/evaluation/index.html](http://www.jica.go.jp/english/our_work/evaluation/index.html)



The drainage after the implementation of the Lunawa Environment Improvement and Community Development Project, Sri Lanka



# Evaluation of Japan's ODA to the Health Sector in Viet Nam

Consultation of Investment in Health Promotion (CIHP)

- (1) Vu Song Ha, team leader, senior consultant
- (2) Tran Hung Minh, Director of CIHP, senior consultant
- (3) Bui Thi Thanh Mai, senior consultant
- (4) Dang Thi Hong Linh, consultant

Evaluation Period: October 2013 – March 2014

Case Study Country: Socialist Republic of Viet Nam

Original Report: <http://www.mofa.go.jp/policy/oda/evaluation/FY2013/pdfs/health.pdf>

## Descriptions of Evaluation

### (1) Evaluation Objective

The purpose of this evaluation is to obtain useful lessons and recommendations for Japan's future assistance policies in the health sector, which will be used when planning and implementing policies.

### (2) Evaluation Target

The target of the evaluation was Japan's ODA policies towards the health sector in Viet Nam. The following five projects conducted from 2000 to 2010 were selected as key focus areas for evaluation in two main components of the health sector, namely improvement of health and medical services and prevention of infectious diseases.

- Improvement of health and medical services
  - a) The Bach Mai Hospital Project for Functional Enhancement (Technical Cooperation)
  - b) The Bach Mai Hospital Project for Strengthening Training Capacity for Provincial Hospitals (Technical Cooperation)
  - c) Regional and Provincial Hospital Development Project (ODA Loan)
- Prevention of infectious diseases
  - d) The Project for Construction of the Facilities for Measles Vaccine Production in Viet Nam (Grant Aid)
  - e) The Project for Strengthening Capacity for Measles Vaccine Production in Viet Nam (Technical Cooperation)

### (3) Evaluation Methodology

This evaluation was conducted in three perspectives: "relevance of policies," "effectiveness of results," and "appropriateness of processes." This evaluation employed methods as follows:

- 1) Desk study to review all related documents, plans, and reports from involved organizations.
- 2) Semi-structured interviews with key informants at different levels to obtain opinions and experiences of stakeholders involved.
- 3) Observations at project sites to have better understandings of the infrastructure, equipment, and routine functions of supported facilities.

- 4) Collection of secondary data. Data collected at field visits varied, depending on output indicators of each project as well as the availability of data.

## Evaluation Results

Overall evaluation to Japan's ODA to Viet Nam's health sector is high. From the viewpoint of relevance of policies, Japan's ODA policies for providing assistance to Viet Nam's health sector have been highly consistent with the needs of Viet Nam's health sector as well as the internationally agreed development goals. From the viewpoint of effectiveness of results, evaluated projects successfully achieved planned outputs and contributed to the improvement of health care services in Viet Nam. The sustainability of all evaluated projects is also considered high. From the viewpoint of appropriateness of processes, Japan's assistance places emphasis on the dialogue, consultation and collaboration among counterparts and is well-received by Vietnamese partners in general. Meanwhile, there is a need to improve monitoring, evaluation and reporting.

### (1) Relevance of Policies

Japan's ODA policies for providing assistance to Viet Nam's health sector, in the last decade, have been highly consistent with the priorities and objectives of the Viet Nam National Strategy on People's Health Care and Protection as well as the needs of recipient agencies, in term of the improvement of accessibilities to good quality health care services. Japan's ODA to Viet Nam's health



The Center for Research and Production of Vaccines and Biologicals (POLYVAC)



The Bach Mai Hospital

care sector has also been consistent with Japan's policies and strategies such as the Health and Development Initiative (HDI) of Japan at large. In addition, the assistance of Japan's ODA for Viet Nam's health sector is in line with the Millennium Development Goals (MDGs) and the international agenda for health care provision.

### (2) Effectiveness of Results

Overall, evaluated projects successfully achieved planned outputs. Specifically, in terms of two technical cooperation projects in Bach Mai Hospital, significant improvement was seen in output and outcome indicators, including the improvement in using computer systems for patient database and financial data management, the decrease of mortality rate, and nosocomial infection rate, the enhancement of technical and training capacity, and the introduction of the Total Care. Grant aid and technical cooperation for measles vaccine production achieved their objectives to provide a stable supply of measles vaccine for Viet Nam through establishment of the physical and technical production capacity. In the ODA loan projects for three regional and provincial hospitals, capacities of these hospitals significantly improved. These improvements were reflected in the initiation of new services, the increase in the number of patients, and the reduction of mortality rates. The sustainability of all evaluated projects is also considered high. This includes the sustainability of human resources, the effective utilization and maintenance of facilities and equipment, as well as the high functioning of these health facilities.

### (3) Appropriateness of Processes

The process of implementing Japan's assistance is acknowledged as comprehensive and clear. Japan's assistance places emphasis on the dialogue, consultation, and collaboration among counterparts. Representatives from the Vietnamese side expressed their respect and satisfaction with the consultation of the Japanese experts. The mechanism for monitoring and evaluation has been started at the beginning of the project and been functioning during project implementation. However, there is no clear mechanism for monitoring and reporting established when the project ends.

## Recommendations

### 1 Continue Japan's ODA Assistance

Continue Japan's ODA assistance to the health sector of Viet Nam. Because of the macroeconomic difficulties and a dramatic decrease in the state budget of Viet Nam spending on health, ODA projects from Japan are very important for Viet Nam to maintain achievements of the health sector in Viet Nam in the last decade and to address priority issues. ODA projects should continue with priorities in the health sector of Viet Nam in the future.

### 2 Promote Participation and Communication

Projects should be managed in a more participatory manner, and communication between partners should be strengthened. More participation from local partners is recommended to increase the ownership, accountability, contribution of partners, and the effectiveness and sustainability of projects. This will also enhance the capacity of partners in project management. In addition, communication between agencies should be enhanced in order to avoid misunderstandings and achieve a high consensus in decision-making and satisfaction among partners.

### 3 Strengthen the Process of Preparation

Strengthen the process of preparation and approval for ODA projects. The process of preparation for proposed projects has been very carefully undertaken at various stages. It has resulted in a well-designed project. However, sometimes it resulted in some delays. There is a need for good collaboration in order to speed up the process.

### 4 Improve Monitoring and Evaluation Systems

Monitoring and evaluation systems should be improved. A project design matrix (PDM) should be carefully prepared with concrete but feasible indicators. Indicators also should reflect the outputs of projects and be able to be collected from the recipient's information management system. Furthermore, it should be beneficial for JICA and the health sector of Viet Nam to keep monitoring and reporting after a project ends in order to ensure the sustainability of the project. A system to keep track and manage the usage, efficiency, and maintenance status of medical equipment is recommended.

### 5 Introduce Research on the Cost of Effectiveness

Research on the cost of effectiveness is important to help JICA and the Ministry of Health to measure the effectiveness of projects and design evidence-based investment.



## Lessons Learned Extracted from Evaluation Results: FY2013 ODA Evaluation

ODA evaluations conducted by MOFA make recommendations on the future direction of the evaluated projects. Sometimes, the evaluations also present “lessons learned.” Lessons learned are not direct and concrete proposals like recommendations; rather, they are information deemed useful for the ODA policymaking and implementation process of other countries or for tackling other issues.

Of the evaluations performed in FY2013, the Country Assistance Evaluations of Lao PDR, Sri Lanka, and Colombia as well as the Evaluation of Assistance for the Urban Transportation Sector in Viet Nam identified lessons learned. All of these lessons learned have a common purpose: to improve future ODA policies. Below is a description of the key lessons learned.

### (1) Importance of Setting Clearer Targets During the Pre-Implementation Phase and of Establishing Specific Indicators

To appropriately evaluate the policy-level outcomes of ODA, it is important that clearer targets are set during the pre-implementation phase, including Country Assistance Policy targets. The indicators established for Japan's Assistance Programs in the Rolling Plans, etc. should also be made as specific as possible.

(From the Country Assistance Evaluations of Lao PDR, Sri Lanka, and Colombia)

### (2) Identifying and Responding to the Common Issues in Country Assistance Evaluations

It is necessary to understand common issues facing Japan's assistance and improve its system as a whole. Therefore, it is recommended that the results of each Country Assistance Evaluation be analyzed in a cross-cutting manner in order to identify common issues and recommendations.

(From the Country Assistance Evaluation of Sri Lanka)

### (3) Follow-up on Human Resource Development

In order to review future assistance for human resource development, it is important to monitor how students who have come to Japan to study under the Aid for Human Resource Development (JDS) program and people who have attended JICA Training and Dialogue Programs in Japan are actively serving as executives and management personnel at related organizations after returning to their countries. Appropriate follow-up of human resources and the establishment of a database should be promoted.

(From the Evaluation of Assistance for the Urban Transportation Sector in Viet Nam)

MOFA is taking steps to respond to such lessons learned. With regard to “identifying common issues,” the Review of Japan's ODA Evaluations from FY2003 to 2013 was conducted in FY2014 and compiled recommendations from past evaluations (Report of “Review of Japan's ODA Evaluations from FY2003 to 2013”): [http://www.mofa.go.jp/policy/oda/evaluation/FY2014/pdfs/review\\_03-13.pdf](http://www.mofa.go.jp/policy/oda/evaluation/FY2014/pdfs/review_03-13.pdf).

MOFA will review the issues presented in the respective lessons learned, continue to examine ways to deal with them, and implement them for better ODA implementation.



A JDS ad that was on display at the Ministry of Foreign Affairs of Lao PDR



# Chapter 3

## Follow-up Efforts on FY2012 Evaluation Results by MOFA

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## 3.1 Country Assistance Evaluation

MOFA develops response measures to the recommendations obtained from third-party evaluations and follows up on the status of the implementation of such measures. Chapter 3 describes the status of the measures taken in response to the main recommendations obtained from third-party evaluations in FY2012 (as of July 2014). A summary of each evaluation report is available on the MOFA website (<http://www.mofa.go.jp/policy/oda/evaluation/year/index.html#2013>).

### Country Assistance Evaluation of Nepal

#### 1 Activation of policy dialogues and strengthening contributions to policy

##### Main Recommendations

- MOFA should hold regular high-level discussions with the Nepalese side (e.g., annual discussions) and discuss the future direction of assistance and priority areas.
- At policy dialogues, MOFA should provide in-depth advice on policies of the Government of Nepal.

##### Status of Follow-up Efforts

- During the policy dialogue (regularly held dialogue) in February 2014, both Japan and Nepal sides exchanged views on the future direction and priority areas of assistance from their respective standpoints.
- Embassy of Japan in Nepal and MOFA in Japan exchange views on the development policies of the Government of Nepal and other relevant issues accordingly.

#### 2 Further strengthening of public relations

##### Main Recommendations

- There is room to improve the Nepalese people's overall awareness about Japan's ODA.
- MOFA should repeatedly explain its assistance policy, schemes, and the appraisal and implementation process for Nepal to other donors and government organizations, including implementing agencies in the priority areas of assistance.

##### Status of Follow-up Efforts

- As the Embassy of Japan improved the contents and timing of announcements of press releases, local newspaper coverage related to Japan's ODA has increased.
- MOFA takes such opportunities as the biannual policy dialogues with the Government of Nepal and bimonthly donor meetings to explain Japan's assistance policy, cooperation projects, etc.

#### 3 Appropriate response to aid coordination

##### Main Recommendations

(Note: Japan did not participate in pooled funds\* at the time of the evaluation)

- When attending meetings related to pooled funds, Japan should not only obtain information but also share information about Japan's assistance and its views.
- If not participating in pooled funds, Japan should explain its position clearly by strengthening public relations.

##### Status of Follow-up Efforts

- At the meetings on assistance in the education sector with the Government of Nepal and donors, Japan actively shares information about its completed and on-going assistance activities of grant aid and technical cooperation in the sector.
- Japan provides financial assistance for Nepal's School Sector Reform Program (SSRP) in collaboration with other donors.

\*Pooled funds

A pooled funding mechanism is an approach to aid coordination. Rather than donors and aid agencies implementing its projects respectively, funds from donors and aid agencies are pooled, and programs are financed based on discussions between the recipient government and aid agencies.

## Country Assistance Evaluation of Cuba

### 1 Formulation of the Country Assistance Policy

#### Main Recommendations

As the PDCA Cycle has been adopted for implementing more effective and efficient ODA, it is necessary to formulate the Country Assistance Policy for Cuba and to provide relevant information to the public.

#### Status of Follow-up Efforts

- In April 2014, MOFA formulated the Country Assistance Policy for Cuba and publicized it on the MOFA website.

### 2 Cooperation that backs up the Japanese private sector's activities in Cuba

#### Main Recommendations

Based on Japan's international cooperation policy and various strategies for the revitalization of Japan, ODA is expected to help develop a foundation for Japanese private companies to invigorate economic activities in Cuba in the future.

#### Status of Follow-up Efforts

- In October 2013, MOFA decided to dispatch an Advisor on Public Private Partnership to Cuba. The Advisor started his duty in April 2014.

### 3 Strengthening of ODA's implementation structure

#### Main Recommendations

In coming years, MOFA is expected to strengthen the structure to implement ODA activities by making the most of the framework of cooperation set by the Agreement on Technical Cooperation signed in 2009.

#### Status of Follow-up Efforts

- In October 2013, MOFA decided to dispatch an Advisor on Public Private Partnership and an Advisor on Agricultural Development. The Advisors started their duty in April 2014.



An Advisor on Public Private Partnership assigned to Cuba (at the Endoscopy Department, National Electric Medical Device Center (Centro Nacional de Electromedicina in Spanish)) (Photo: JICA)

## Evaluation of Assistance to the Palestinian Territories

### 1 The “Corridor for Peace and Prosperity” initiative should be further developed

#### Main Recommendations

The “Corridor for Peace and Prosperity” initiative that established the framework of the Four-Party Consultative Unit is suited for Japan’s implementation of 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 Argo Industrial Park (JAIP) by utilizing the “Corridor for Peace and Prosperity” initiative more effectively.

#### Status of Follow-up Efforts

- In July 2013, the Fourth Ministerial-Level Meeting of the Four-Party Consultative Unit and the Seventh Technical-Level Meeting of the Four-Party Consultative Unit were held. As a follow-up to these meetings, a three-party meeting at the field level was held in January 2014. Japan will continue to offer facilitation at the field level for coordinating among relevant parties the pending issues that arise daily and consider new core projects, while taking into account Israel-Palestine relations.

### 2 Assistance schemes that have the ability to respond with flexibility should be actively employed

#### Main Recommendations

Taking into consideration the current restrictive conditions of assistance to the Palestinian Territories, namely, that assistance requires consultation with and the approval of Israel, flexible assistance schemes should be employed as much as possible. From this point of view, Japan should continue to actively use the 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.

#### Status of Follow-up Efforts

- In FY2013, Japan implemented 12 Grant Assistance for Grassroots Human Security Projects (totaling about US\$1.38 million) for the stabilization and improvement of the Palestinian people’s livelihood, enhancement of administrative capacity, and promotion of sustainable economic growth. Also, Japan implemented 5 Grant Assistance for Japanese NGO Projects (totaling about 127 million yen).

### 3 Focus on relative advantage of Japanese assistance

#### Main Recommendations

Japan’s relative advantage in technology and human resources should be considered so as to respond to the needs of the Palestinians within the context of the “Corridor for Peace and Prosperity” initiative and build cooperative relationships in the region.

#### Status of Follow-up Efforts

- In addition to the field of public finance management, Japan continues to provide technical cooperation by assigning experts with a high degree of expertise from Japan for various other fields related to the enhancement of administrative capacity of local governments, such as waste management, sewage treatment, and agriculture. Also, Japan, in collaboration with Asian countries, is implementing human resource development assistance for Palestinians through Conference on the Cooperation among East Asian countries for Palestinian Development (CEAPAD) under Japan’s initiative.
- Japan is also currently implementing a technical cooperation project to cover a broad area of promotion of tourism through intra-regional collaboration.



## Country Assistance Evaluation of the Republic of Malawi

### 1 Development of assistance at the field level

#### Main Recommendations

A comparative advantage of Japan's assistance is focusing on field-level efforts from a long-term perspective. Assistance to Malawi should be continued using this advantage.

#### Status of Follow-up Efforts

- Japan identifies "infrastructure development for fostering agriculture and the mining industry" and "improvement of basic social services" as the priority areas of assistance. Both are areas in which Japan can leverage its insight and comparative advantage. Based on this understanding, Japan will work to maximize the outcomes of its activities at the field level by further coordinating projects and the dispatches of Japan Overseas Cooperation Volunteers and Senior Volunteers under technical cooperation programs.

### 2 Promotion of geographical connection with neighboring countries

#### Main Recommendations

Japan should actively carry out assistance that makes good use of Malawi's geographical connections with neighboring countries (e.g., Mozambique, Zambia).

#### Status of Follow-up Efforts

- Japan is making efforts for the early completion of the ongoing project for improving roads in Blantyre. Japan is also carrying out a technical cooperation project to strengthen the human resources for urban planning and development management for the effective implementation of infrastructure development.

### 3 Assistance aimed at building an industrial base

#### Main Recommendations

Private sector development is essential for Malawi's economic growth. Japan's assistance should also be aimed at promoting the growth of the private sector in Malawi.

#### Status of Follow-up Efforts

- Japan is implementing a technical cooperation project for capacity-building purposes aimed at supporting the One Village, One Product movement. In addition, Japan's Project on Capacity Development in the Mining Sector is supporting the development of the mining and mineral resource sector in Malawi. Its training program conducted in Japan is intended to develop human resources in the industry area, which is building a foundation for the entry of Japanese companies into Malawi. To assist the development of the electricity sector, Japan commenced the Project for the Extension of Tedzani Hydropower Station (Detailed Design), dispatched advisors for the electric power development plan, and is implementing Group and Region-Focused Training in the infrastructure and electricity sectors.

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

#### 1 Promote involvement of other ministries and agencies of partner countries for supporting the national machinery to promote gender equality

##### Main Recommendations

A mechanism to involve other ministries and agencies of partner countries should be incorporated into the project plan for supporting the national machinery (institutions which plan and coordinate policies on gender equality).

##### Status of Follow-up Efforts

- In Nigeria, the Project on the Activation of Women Development Centres (WDCs) to Improve Women's Livelihood is involving other ministries and agencies, including the Federal Ministry of Agriculture and Rural Development and the Small and Medium Enterprises Development Agency, in gender mainstreaming.
- In Cambodia, the Project on Gender Mainstreaming Phase 2 collaborate with other ministries and agencies at the central and local government level, including the Ministry of Agriculture, Forestry and Fisheries and the Ministry of Commerce, through the coordination of the Ministry of Women's Affairs.
- Project research, "Effective Support to National Machineries for Promoting Gender Equality," is currently under way with a view to completing the report by the end of FY2014.

#### 2 Review projects at each of their phases from a gender perspective

##### Main Recommendations

Japan should continue to place emphasis on reviewing projects from a gender perspective at their appraisal, planning, implementation, and evaluation phases, and expand the number of gender-integrated projects\*.

##### Status of Follow-up Efforts

- JICA has continued to review projects from a gender perspective both at the appraisal and project formulation phases. In addition, it introduced a biannual monitoring system and strengthened the arrangements for gathering information across different divisions in the organization regarding the status of the reflection of the gender perspective. In the project implementation phase, JICA selects some projects which will be monitored with greater priority. At each progress stage, JICA reviews the implementation status and gives advice on activities that integrate and adopt gender equality.
- JICA created a visual representation of the proportion of gender projects by region and theme.
- JICA will conduct a study to identify good practices and draw lessons learned on a number of themes.

#### 3 Improvement of the internal support system

##### Main Recommendations

The internal support system needs to be improved for more effective implementation of the Initiative on GAD that promotes gender mainstreaming\*. To this end, for strengthening the functions of the ODA gender focal point system at Japan's diplomatic missions, it is desirable to provide those focal points (officials in charge of promoting gender equality) with technical support from MOFA so that they can effectively screen projects from the viewpoint of gender and reflect it in Country Assistance Policies.

##### Status of Follow-up Efforts

- In December 2013, MOFA held the first workshop for ODA Gender Focal Points to strengthen the focal point system. The workshop outcomes were shared with 102 Japan's diplomatic missions to serve as a reference for identification and formulation of gender-related projects. MOFA plans to continue to regularly hold such workshops to strengthen the system.
- In March 2014, a remote seminar for ODA Task Forces on the theme of "aid trends and ODA in the field of gender equality" was held. Lectures and discussions on gender mainstreaming were carried out for Japan's diplomatic missions and JICA's offices in 27 countries.

\* Gender-integrated projects

Gender-integrated projects refer to projects that integrate activities which contribute to gender equality even when they do not directly concern gender equality.

\* Gender mainstreaming

Gender mainstreaming rests on the premise that all development policies, measures, and projects have different impacts on men and women. It is a process in which the respective impacts on men and women are analyzed, and their respective development challenges and needs as well as development impacts on both men and women are clarified throughout the process of the formulation, implementation, monitoring, and evaluation of development policies, measures, and projects. In the gender mainstreaming process, it is claimed that men and women should have equal opportunity to participate in development and benefit from it, and that considerations are made to prevent perpetual inequality.

## Evaluation of Triangular Cooperation

### 1 Incorporating strategy more deeply in Triangular Cooperation project formation and implementation

#### Main Recommendations

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. MOFA should consider not only the efficiency of the project but also future relationships with partner countries (third countries that provide assistance) in consideration as to whether the partner countries will continue to be steady partners of Japan. As for the implementation phase, strategies of implementation (permeation) as well as program selection are important 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 extent of Japan's commitment and to determine how to reflect it in the national interest.

#### Status of Follow-up Efforts

- Japan has proactively promoted South-South Cooperation and Triangular Cooperation in accordance with Japan's ODA Charter revised in 2003 and Japan's Medium-Term Policy on ODA formulated in 2005. Japan prepared the Guidelines on Implementing Triangular Cooperation in August 2013 and applied the Guidelines to formulate and implement Triangular Cooperation projects in a more strategic manner.

### 2 Policy support for creating mutually beneficial cooperative relationships with partner countries

#### Main Recommendations

MOFA should 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 can realize mutually beneficial cooperative relationships through ODA with emerging donor countries, if it is strategically important for Japan. Its strategies should include exit strategies for assistance for donorization of supporting partner countries.

#### Status of Follow-up Efforts

- MOFA will proceed to implement response measures.

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

#### Main Recommendations

It is essential to disseminate Japan's contributions and strategies of promoting Triangular Cooperation internationally. In order to do so, the positioning of Triangular Cooperation should be elevated as a diplomatic instrument 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 increased and allocated intensively to strategic partner countries.

#### Status of Follow-up Efforts

- As the pioneer of Triangular Cooperation, Japan proactively disseminates information about its initiatives to the international community. At the High-Level Meeting of the Global Partnership for Effective Development Co-operation (GPEDC) held in April 2014, the Japanese delegation presented on the history of Japan's Triangular Cooperation and relevant efforts. In addition, JICA and other organizations, such as the OECD, co-organized a side event and a panel discussion on the role and potential of Triangular Cooperation for the implementation of the post-2015 development agenda.

See below for a summary of the High-Level Meeting of the Global Partnership for Effective Development Co-operation:  
[http://www.mofa.go.jp/ic/dapc/page3e\\_000170.html](http://www.mofa.go.jp/ic/dapc/page3e_000170.html)

### Evaluation of Japan Disaster Relief Team

#### 1 Succession of approach that considers the needs of disaster victims

##### Main Recommendations

A local study found that many respondents praised the JDR, who had offered mental care and built a close ties with disaster victims, which provided emotional comfort to them. This is a major characteristic and strength of the JDR. It is important that the JDR continues to set a value on the mental side as well as medical side of treatment in emerging response. Japan should share its lessons learned with other partners and continue this approach of assistance.

##### Status of Follow-up Efforts

- Japan makes earnest efforts to share its assistance approaches and experience in trainings and other occasions for JDR members. Japan underscores to JDR members the importance of assistance that ensures a sense of solidarity with disaster victims.
- On the occasion of the assistance for the typhoon disaster in the Philippines in November 2013, the dispatched JDR strove to lessen the anxieties of the disaster victims by communicating with friendly eye contact with patients during the treatment and teaching children origami, etc. The JDR also provided visiting care to disaster victims in villages with limited access to assistance.

#### 2 Review and improvement of public relations

##### Main Recommendations

Media coverage on the JDR's activities is extremely influential for raising the local reputation of the JDR and its efficacy, and subsequently contributes to Japan's national interests. The JDR's relationship with the local media should be strengthened, so as to accommodate the local media's issues of concern. The system of public relations at overseas offices should be reviewed, and measures to reduce the burden of public relations on dispatched JDR team should be considered when it is necessary.

##### Status of Follow-up Efforts

- When the JDR was dispatched in response to the typhoon disaster in the Philippines in November 2013, the JDR strove to carry out comprehensive and familiar public relations activities. For example, a member of the JDR Medical Team (MOFA official) was interviewed by the local media in Tagalog.
- When the JDR was dispatched for search and rescue of a Malaysia Airlines plane in March 2014, the JDR made diligent public relations efforts towards the Japanese and foreign media, in collaboration with Japan's diplomatic missions and JICA's overseas offices. As part of its activities, some reporters were allowed to board the JDR aircraft on a searching mission.

#### 3 Enhancement of international cooperation

##### Main Recommendations

Japan should continue to be fully mindful of share information in Japan regarding the activities of the International Search and Rescue Advisory Group (INSARAG), while it ensures Japan's views based on JDR activities are heard by INSARAG. Furthermore, the JDR Rescue Team, which received "heavy status" in the INSARAG External Classification (IEC) (best of IEC ratings)", should play a leading role in encouraging international activities of Asian countries in this field. In particular, the JDR needs to continue training and recruiting Japanese members who will contribute to such roles.

##### Status of Follow-up Efforts

- The JDR Secretariat in JICA is making efforts to share information with authorities in Japan regarding the activities of INSARAG. For instance, INSARAG's guidelines have been translated and distributed. JDR trainings, which follow INSARAG standards, are provided to the JDR Rescue Team.
- In 2013, the JDR Secretariat dispatched a total of four IEC / IER classifiers to three countries, including Singapore. Furthermore, the JDR Secretariat dispatched personnel to all working groups of INSARAG. Through these efforts, Japan has contributed to the international society including Asian countries in strengthening capacities for conducting rescue activities in response to disasters.



JDR Medical Team dispatched to assist in response to the typhoon disaster in the Philippines (Left: Members communicating with friendly eye contact with patients during the treatment; Right: Members teaching origami) (Photos: JICA)



### Evaluation of Assistance to the Health Sector in Cambodia

#### 1 Ensuring the effectiveness and presence of assistance amid “concentration on core competencies”

##### Main Recommendations

Due to limited budget, Japan is required to implement assistance programs on the basis of core competencies. Based on the success of Japan’s efforts in these areas over many years and the existence of excellent counterparts, Japan should continue to extend assistance particularly in these areas of maternal and child health and tuberculosis control.

##### Status of Follow-up Efforts

- In the area of maternal and child health, MOFA is currently implementing a grant aid project to enhance the National Maternal and Child Health Center (NMCHC), which forms the centerpiece of assistance in this area.
- MOFA has achieved sufficient outcomes in its assistance for the area of tuberculosis control. MOFA is taking steps to sustain the outcomes by following-up on technical cooperation projects and extending small-scale assistance through the Grant Assistance for Japanese NGO Projects while following the self-help efforts of Cambodia through the “concentration on core competencies” principle.

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

##### Main Recommendations

Many development partners offer assistance in the area of maternal and child health, making it more difficult for Japan to show its presence. Japan can increase the effectiveness and presence of its assistance by enhancing its assistance for Cambodia’s policy-making related to the maternal and child health issues in the future.

##### Status of Follow-up Efforts

- MOFA will implement assistance, especially grant aid, to strengthen the functions of NMCHC and of provincial hospitals to ensure Japan’s presence, and will extend assistance to help achieve the policy goals of Cambodia. MOFA is also working with other donors to provide integrated assistance to midwives for the development of rules (e.g., certification system) and training curriculums for training midwives.



The National Maternal and Child Health Center



Workshop aimed at improving skills of midwives

# Reference

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## List of ODA Evaluation Studies (MOFA)

For reference, this Chapter lists ODA evaluations conducted by MOFA in the past 10 years, 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 – 2013)

#### FY2003

Evaluation Category	Title of Evaluation Study	Evaluator
Country Assistance Evaluation	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
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
Other Evaluation	Evaluation of the Medium-Term Policy on ODA	Third-party

#### FY2004

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
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

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
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)	Third-party
	Evaluation of the Non-Project Grant Aid Program in Zambia	Recipient government/agencies

## FY2006

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
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
Other Evaluation	Fact-Finding Survey on Evaluation Capacity Development (ECD) in Partner Countries	Collaboration with DAC



## FY2007

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
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

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
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

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
Sector Program Evaluation	Evaluation of Multilateral ODA: The United Nations Trust Fund for Human Security	Third-party
	Review of Japan's ODA Evaluations Between FY2000-2007	Third-party
Other Evaluation	Evaluation of Japan's ODA for the Education Sector in Afghanistan	Third-party
	Evaluation of Japan's ODA in Guatemala's Health and Water Sectors	Third-party

## FY2010

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
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 of the Implementation of the Paris Declaration Case Study of Japan	Third-party

## FY2011

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
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

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
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

## FY2013

Evaluation Category	Title of Evaluation Study	Evaluator
Country/Regional Assistance Evaluation	Country Assistance Evaluation of Lao PDR	Third-party
	Country Assistance Evaluation of Sri Lanka	Third-party
	Country Assistance Evaluation of Colombia	Third-party
Priority Issue Evaluation	Evaluation of the Assistance under the Initiative for Disaster Reduction through ODA	Third-party
Aid Modality Evaluation	Evaluation of Grant Aid for Poverty Reduction Strategy	Third-party
Sector Program Evaluation	Evaluation of Assistance for the Urban Transportation Sector in Viet Nam	Third-party
	Evaluation of Japan's ODA to the Health Sector in Viet Nam	Recipient governments/ agencies
Other Evaluation	Evaluation of Assistance to the African Millennium Villages Initiative	Third-party
	Evaluation of "Human Resource Development in the area of Development" and "Supporting Development Education"	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 (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		Publication of Ex-Post Evaluation Report on ODA Loan Projects began (Former JBIC)	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	"Report on Reform of Japan's ODA Evaluation System" was submitted to the Foreign Minister.		Millenium Development Goals (MDGs) were adopted.
2001	The GPEA was enacted (implemented in 2002). External Advisory Committee for ODA Evaluation Feedback was established.	Ex-ante evaluation began.	
2002	Fifteen Specific Measures for ODA Reform were announced.	Former JBIC set up the Ex-post Evaluation of ODA Loan Project Feedback Committee.	
2003	Ex-ante evaluation started under GPEA. External Advisory Committee for ODA Evaluation Feedback was reorganized as External Advisory Meeting on ODA Evaluation. The ODA Charter was revised.		DAC Network on Development Evaluation was established. Rome Declaration on Harmonisation was adopted at the High Level Forum (HLF) on Aid Effectiveness in Rome.
2005	New Medium-Term Policy on ODA was formulated.		Paris Declaration was adopted at the Second HLF in Paris.
2008		New JICA was established. External Experts Advisory Committee on Evaluation was established.	Accra Action Plan was adopted at the third HLF in Accra.
2010	The ODA Review (final report) was announced. External Advisory Meeting on ODA Evaluation terminated.	External Experts Advisory Committee on Evaluation was reorganized as Advisory Committee on Evaluation.	DAC Development Evaluation Quality Standards were formulated.
2011	ODA Evaluation Division was relocated from International Cooperation Bureau to Minister's Secretariat. Annual Evaluation Report on Japan's Economic Cooperation was renamed Annual Report on Japan's ODA Evaluation.		The Busan Partnership for Effective Development Co-operation was established at the fourth HLF in Busan.
2013		"Examples of standard indicators in accordance with development issues for Grant Aid projects" were completed and released.	



## List of Abbreviations and Acronyms

AMV	African Millennium Villages Initiative
APEC	Asia-Pacific Economic Cooperation
ASEAN	Association of Southeast Asian Nations
DAC	Development Assistance Committee
E/N	Exchange of Notes
EPA	Economic Partnership Agreement
EVALNET	Network on Development Evaluation
GAD	Gender and Development
GPEDC	Global Partnership for Effective Development Co-operation
HFA	Hyogo Framework for Action
HLF	High Level Forum
ICT	Information and Communications Technology
IMF	International Monetary Fund
JBIC	Japan Bank for International Cooperation
JDR	Japan Disaster Relief Team
JDS	Japanese Grant Aid for Human Resource Development Scholarship
JICA	Japan International Cooperation Agency
MDBs	Multilateral Development Banks
MDGs	Millennium Development Goals
NGO	Non-Governmental Organization
ODA	Official Development Assistance
OECD	Organisation for Economic Co-operation and Development
PDCA	Plan, Do, Check, Act
PDM	Project Design Matrix
PPP	Public Private Partnership
PRS	Poverty Reduction Strategy
TICAD	Tokyo International Conference on African Development
UNTFHS	United Nations Trust Fund for Human Security

## Related Websites and Reference

Websites	URL
MOFA: Japan's ODA	<a href="http://www.mofa.go.jp/policy/oda/index.html">http://www.mofa.go.jp/policy/oda/index.html</a>
MOFA: Japan's ODA Evaluation	<a href="http://www.mofa.go.jp/policy/oda/evaluation/index.html">http://www.mofa.go.jp/policy/oda/evaluation/index.html</a>
MIC Administrative Evaluation Bureau	<a href="http://www.soumu.go.jp/english/aeb/index.html">http://www.soumu.go.jp/english/aeb/index.html</a>
JICA Evaluation	<a href="http://www.jica.go.jp/english/our_work/evaluation/index.html">http://www.jica.go.jp/english/our_work/evaluation/index.html</a>
OECD-DAC Network on Development Evaluation	<a href="http://www.oecd.org/dac/evaluation/">http://www.oecd.org/dac/evaluation/</a>
MDGs (UN Millenium Development Goals)	<a href="http://www.un.org/millenniumgoals/">http://www.un.org/millenniumgoals/</a>
UNESCO (United Nations Educational, Scientific and Cultural Organization)	<a href="http://www.unesco.org/">http://www.unesco.org/</a>
UNDP (United Nations Development Programme)	<a href="http://www.undp.org/">http://www.undp.org/</a>
WHO (World Health Organization)	<a href="http://www.who.int/">http://www.who.int/</a>
UNAIDS (Joint United Nations Programme on HIV/AIDS )	<a href="http://www.unaids.org/">http://www.unaids.org/</a>
IMF (International Monetary Fund)	<a href="http://www.imf.org/">http://www.imf.org/</a>
World Bank	<a href="http://www.worldbank.org/">http://www.worldbank.org/</a>
ADB (Asian Development Bank)	<a href="http://www.adb.org/">http://www.adb.org/</a>
IDB (Inter-American Development Bank)	<a href="http://www.iadb.org/">http://www.iadb.org/</a>
AfDB (African Development Bank)	<a href="http://www.afdb.org/">http://www.afdb.org/</a>
USAID (US Agency for International Development)	<a href="http://www.usaid.gov/">http://www.usaid.gov/</a>
DFID (UK Department for International Development)	<a href="http://www.dfid.gov.uk/">http://www.dfid.gov.uk/</a>
AFD (French Development Agency)	<a href="http://www.afd.fr/">http://www.afd.fr/</a>
BMZ (Germany's Federal Ministry for Economic Cooperation and Development)	<a href="http://www.bmz.de/en/">http://www.bmz.de/en/</a>
AECID (Spanish Agency for International Development cooperation)	<a href="http://www.aecid.es/ES">http://www.aecid.es/ES</a>
EuropeAID	<a href="http://ec.europa.eu/europeaid/index_en.htm">http://ec.europa.eu/europeaid/index_en.htm</a>
JES (The Japan Evaluation Society)	<a href="http://evaluationjp.org/english/index.html">http://evaluationjp.org/english/index.html</a>
APT (Asia-Pacific Telecommunication)	<a href="http://www.aptsec.org/">http://www.aptsec.org/</a>
JMAS (Japan Mine Action Service)	<a href="http://jmas-ngo.jp/ja/?page_id=6316">http://jmas-ngo.jp/ja/?page_id=6316</a>
Save the Children Japan	<a href="http://www.savechildren.or.jp/jpnem/eng/">http://www.savechildren.or.jp/jpnem/eng/</a>
CORE Community Road Empowerment	<a href="http://coreroad.org/eindex2.html">http://coreroad.org/eindex2.html</a>

Reference	URL
Japan's ODA Charter	<a href="http://www.mofa.go.jp/policy/oda/reform/charter.html">http://www.mofa.go.jp/policy/oda/reform/charter.html</a>
Japan's Medium - Term Policy on ODA	<a href="http://www.mofa.go.jp/policy/oda/mid-term/index.html">http://www.mofa.go.jp/policy/oda/mid-term/index.html</a>
Japan's ODA White Paper	<a href="http://www.mofa.go.jp/policy/oda/white/index.html">http://www.mofa.go.jp/policy/oda/white/index.html</a>
Country Assistance Policies	<a href="http://www.mofa.go.jp/policy/oda/assistance/index2.html">http://www.mofa.go.jp/policy/oda/assistance/index2.html</a>
ODA Evaluation Guidelines (8th Edition)	<a href="http://www.mofa.go.jp/policy/oda/evaluation/basic_documents/pdfs/guidelines2013.pdf">http://www.mofa.go.jp/policy/oda/evaluation/basic_documents/pdfs/guidelines2013.pdf</a>
Annual Report on Japan's ODA Evaluation	<a href="http://www.mofa.go.jp/policy/oda/evaluation/index.html">http://www.mofa.go.jp/policy/oda/evaluation/index.html</a>
Japan's ODA Data by Country	<a href="http://www.mofa.go.jp/policy/oda/data/index.html">http://www.mofa.go.jp/policy/oda/data/index.html</a>

