

NGO-MOFA joint evaluation in FY2004

**Evaluation of “the Grant Assistance for
Japanese NGO Projects Modality”**

Summary

March, 2005

Preface

This report is the summary of the “Evaluation Study of the Grant Assistance for Japanese NGO Projects Modality” jointly carried out by NGOs and the Ministry of Foreign Affairs of Japan (MOFA).

Japan has been one of the top donor countries of ODA (Official Development Assistance) and there have been domestic and international calls for more effective and efficient implementation of assistance. The Ministry of Foreign Affairs, as the responsible ministry of ODA, has been conducting ODA evaluation mainly at the policy level with two main objectives; to support the implementation and management of ODA and to ensure its accountability.

The objectives of this evaluation study are two-fold; firstly, to improve the effectiveness and efficiency of the Grant Assistance for Japanese NGO Projects Modality by drawing recommendations and lessons learned; and secondly, to ensure accountability by publicizing the results of the study.

Enormous contributions were made by various NGOs for gathering information and conducting questionnaires. Likewise, useful comments and opinions were received from the MOFA. We would like to take this opportunity to express our sincere gratitude to all those who were involved in this review.

The Aid Planning Division of the Economic Cooperation Bureau of the MOFA was in charge of coordination. All other supportive work was carried out by the Foundation for Advanced Studies on International Development (FASID) under the commission of the MOFA.

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Summary

1. Scope of the Evaluation Study

Background and Objectives

Japan's Official Development Assistance (ODA) has maintained world-class levels. However, there are demands for more effective and efficient implementation of assistance, with increased quantity and quality. Against this backdrop, the Ministry of Foreign Affairs (MOFA) emphasizes effort in ODA evaluation, especially in light of policy and program level evaluation (including evaluation of modalities).

Assistance activities carried out by NGOs enable not only delivery of fine-tuned assistance corresponding to local community needs of developing countries, but also prompt and flexible response in providing emergency humanitarian aid. The MOFA established the "Grant Assistance for Japanese NGO Projects" (hereafter referred to as "the Modality") in 2002, by integrating the part of the existing "Grant Assistance for Grassroots Projects" modality, being implemented through Japanese NGOs and the "Grant for Supporting NGO Emergency Activities" modality. The MOFA's efforts are aimed to strengthen and support activities of NGOs.

This study was carried out as a joint evaluation by a team of evaluators from NGOs and the MOFA.

The objectives of this comprehensive evaluation study are two-fold; firstly, to improve the effectiveness and efficiency of the Modality by drawing recommendations and lessons for implementation of Japan's future assistance; and secondly, to ensure accountability by publicizing the results of the evaluation study.

Perspectives of Evaluation

This evaluation study was carried out in light of three perspectives; namely 1) relevance of the Modality "purpose", 2) adequacy of the Modality's operational "process", and 3) "results" of the Modality's operation.

(1) Relevance of the Modality "purpose"

- (i) relevance to Japanese government policy on development assistance

- (ii) relevance to the needs of Japanese NGOs
 - (iii) relevance to recipient country needs (government, counterparts and local residents)
 - (iv) relevance in comparison with other financial modalities to support NGOs
- (2) Adequacy of the Modality's operational "process"
- (i) adequacy of the Modality delivery
 - (ii) adequacy of fund provision procedures
 - (iii) adequacy of financial management by NGOs after provision of funds
- (3) "Results" of the Modality's operation
- (i) results of fund provision
 - (ii) attainment of the purpose of the assistance
 - (iii) results of positive and negative impacts

Process of the Evaluation

This evaluation study was carried out by a team of evaluators from NGOs and the MOFA, with assistance from business consultants.

The duration of the study was from September 2004 to March 2005. The study was comprised of the components of literature review, a questionnaire survey, interviews with stakeholders in Japan and a field survey in Cambodia.

The subjects of the questionnaire survey were 55 Japanese recipient-NGOs of funding under the Modality, and other 15 Japanese NGOs not using the Modality. Valid answers were returned from approximately 70 percent (38 out of 55) for NGOs supported through the Modality, and 60 percent (9 out of 15) for NGOs not receiving support from the Modality. The total rate of valid answers returned was 67 percent. Interviews were conducted with representatives of six NGOs conducting projects in Cambodia through assistance from the Modality, and officers of the Non-Governmental Organizations Assistance Division of the MOFA to complement the questionnaire survey.

A field survey was conducted for six NGO projects (out of eight projects delivered in Cambodia supported through the Modality in FY 2002 and FY 2003) as case studies. Interviews were also conducted with officers at the Japanese Embassy in Cambodia, officers of the Government of Cambodia, as well as those of donor agencies such as JICA and USAID operating in Cambodia.

2. Overview of the Modality

Background and Objectives of the Modality

The Japanese government identifies expansion and promotion of “popular-participation-type development” as a pillar in aid policy, thus attaching importance to the pivotal role of NGOs at the local and national levels. NGO activities in international cooperation can be flexible, prompt and sensibly responsive to grassroots needs. The role of Japanese NGOs in the international cooperation arena is becoming increasingly evident. Despite this, many Japanese NGOs suffer from lack of organizational capacity. The MOFA has responded to this through various measures of support.

In FY 2002, the government established the Modality by reorganizing and integrating the part of the existing “Grant Assistance for Grassroots Projects” modality being implemented through Japanese NGOs, and the “Grant for Supporting NGO Emergency Activities” modality. The objective of the Modality is to provide financial assistance for social and economic development and emergency humanitarian assistance projects undertaken by Japanese NGOs in developing countries and regions.

Outline of the Modality

The Modality is comprised of six facilities as follows:

Facility	Project activity	Grant ceiling
Assistance for Development Cooperation Projects	Economic and social development cooperation activities that have a direct effect at the grassroots level	Up to 5 million yen or 50 million yen
Assistance for NGO Partnership Projects	Development cooperation projects whereby Japanese NGOs collaborate or form a consortium	(Depending on the NGO's prior experience in international cooperation activities)
Grant Aid for NGO Emergency Humanitarian Assistance(including assistance through the Japan Platform)	Emergency humanitarian relief assistance activities for refugees and internally displaced persons (IDPs), arising from large-scale armed conflicts and natural disasters [Previously, the “Grants for Supporting NGO Emergency Activities”]	Up to 100 million yen.
Assistance for Transportation costs for	Shipping fee assistance for shipping usable second hand	Up to 10 million yen

recycled goods	goods, delivered by Japanese NGOs	
Micro-Credit Capital assistance	Grants for micro-credits managed by NGOs which have experience in delivering micro-credit programs.	Up to 20 million yen
Assistance for Anti-personnel landmine-related activities	Assistance for activities in de-mining, bomb-disposal, support towards victims and mine avoidance education	Up to 100 million yen

Eligible expenses through the Modality are as follows:

- (1) Local project expenses (expenses for delivery of the project)
 - (A) Direct expenses
 - (B) “Soft” expenses (expenses for hosting meetings and seminars; local staff salary; project management expenses; utility charges; expenses for the invitation/dispatch of experts and other human resource)
- (2) Headquarters project implementation expenses (“soft” expenses for staff at the NGO headquarters)
 - (a) Salary for staff at the NGO headquarters directly involved in project implementation
 - (b) Meeting expenses
 - (c) Communications and transport expenses
 - (d) Expenses for the preparing project materials
 - (e) Expenses for equipment rental and repair
 - (f) Miscellaneous expenses (purchase of office supplies)
- (3) External auditing expenses

Financial Provisioning Procedures of the Modality

Project proposals from NGOs are submitted to the Japanese Overseas Diplomatic Mission (JODM) or to the Non-Governmental Organizations Assistance Division of the MOFA. The proposal undergoes a preliminary audit by an external agency, followed by a selection process by the JODM and the MOFA against the organization’s eligibility for application, content of the proposed project, project relevance to local needs, relevance of project plan and reasonability of cost estimation.

For selected projects, a Grant Contract (G/C) is concluded generally between the JODM and the NGO, followed by the payment of the grant money. NGOs are required to submit a mid-term review and a final report to the JODM (or the MOFA). The JODM

conducts monitoring activities as necessary.

Modality Improvement

Based on the discussions of the consultative meetings between NGOs and the MOFA, in FY 2004, the Modality was modified in the following aspects; the MOFA's revision of grant ceilings (from a general uniform ceiling at 10 million yen), supporting local staff salaries within reasonable limits as allowable expenses covered by the Modality, and streamlining the proposal reviewing process (aimed at two to three months to complete the process).

The Operational Guidelines of the Modality articulate the relevance between Japan's ODA Charter and the project, definitions of local participation and self-help for enhancing self-sustainability, and safety.

Achievement of the Modality

This Modality was established in FY 2002. The Modality is demonstrating outstanding performance by improving execution of funds by 28 percent, from 591.4 million yen in FY 2002, to 757.7 million yen in FY 2003.

- FY 2002: 32 countries, 60 projects, 36 organizational entities, 591,362,087yen (excluding the 70 million yen fund going to the Japan Platform)
- FY 2003: 27 countries, 56 projects, 34 organizational entities, 757,699,019 yen (excluding the 100 million yen fund going to the Japan Platform)
- FY 2004: 568.5 million (at the end of December 2004) (excluding the 100 million yen fund going to the Japan Platform)

3. Evaluation

3.1 Evaluation on the Relevance of the Modality Purpose

Relevance to Japanese Government Policy on Development Assistance

The Modality aims to provide financial assistance for social and economic development and emergency humanitarian assistance projects undertaken by Japanese NGOs in developing countries and regions. Japan's new ODA Charter emphasizes "appropriate communication and cooperation with" various stakeholders for development, and considers NGOs as one of the main stakeholders with which the cooperation of Japan's

ODA should be strengthened.

The previous Medium-Term Policy on Official Development Assistance called for more cooperation with NGOs, and put importance on the cooperation with private institutions such as NGOs not only for addressing key issues like poverty, but also for gaining public understanding on international aid. The new Medium-Term Policy on ODA (officially approved in 2005) also encompasses the strengthening of cooperation with NGOs in light of new focal points such as “human security”. Overall, Japanese aid policies recognize the growing role of NGOs in promoting delivery of effective and efficient aid. From the point of view of the NGOs supported through this Modality, the majority of answers to the questionnaire survey recognize the Modality to be relevant to Japanese aid policy. In recent years, the role of NGOs for delivery of more effective and efficient assistance has been expanding.

Relevance to Needs of Japanese NGOs

Though playing a pivotal role in providing grassroots aid, Japanese NGOs face various difficulties including weak financial foundation. The majority of Japanese NGOs in this field work with an annual budget of under 10 million yen, most of which are private funds such as donations and membership fees. The recent economic recession has negatively affected these funds to decline. Lack of financial resources and instability thereof is one of the most prominent issues that many NGOs hold in common. This issue links into a vicious circle of lack of competent human resource, which in turn results in low organizational capacity, thus limiting publicity, and further shuns the financial resource inflow. The Modality supports the needs of these NGOs as it addresses this financial gap. The results of the questionnaire survey show that the majority of the NGOs agree on the Modality’s relevance to the financial necessities of NGOs.

On the other hand, as disagreeable points, NGOs raised problems with the Modality as being the Modality’s limited allowable expenditure for management and indirect costs (“headquarters project implementation expenses”), and the Modality’s inclination towards funding more hardware construction as opposed to soft project components. However, a closer look at the past trends of the Modality’s grant provisions indicates that on average, about 16 percent of the grant money per project went to indirect costs, bearing comparison with other supporting modalities. As for the Modality’s tendency to fund more hardware-oriented projects, the Modality does in fact provide for “soft”

expenses, and this is evidenced by the few projects that were predominantly soft component projects. While it does hold true that many of the supported projects have indeed been hardware-oriented, this trend is not due to the limitations of the Modality. Whether NGOs can obtain funding for their proposed projects may depend more on the capacity of NGOs to design and plan effective projects that combine hard and soft components, as well as the capacity of the JODM and the MOFA to disseminate information on the Modality and to select such projects. Most essentially, project outcomes need to be evaluated adequately, regardless of the project's hard or soft component-orientation, and calls for increased capacity of both NGOs and the MOFA in appraisal and evaluation.

Relevance to Recipient Country Needs (Government, Counterpart and Local Residents)

From the results of the questionnaire survey conducted in Japan, the governments of recipient countries expect financial, material and technical assistance from Japanese NGOs as well as NGOs' partnership role in complementing for the inadequacies of government services. Local NGOs in recipient countries look to Japanese NGOs to enhance skills and capacity through technical support including project administration, as their primary concern. Local residents, as the direct beneficiaries of the projects supported by the Modality, look to Japanese NGOs for improvement in living standards through project delivery in bottom-up approaches. It was also emphasized that Japanese NGOs are able to address local needs, viewed from the perspective of local residents. The field survey in Cambodia also revealed that from the perspective of "human security", official aid through Japanese NGOs, such as this Modality, could be especially effective in remote areas and the underprivileged class.

Principally, the Modality is evaluated to be relevant to the needs of recipient countries. In relation to this, NGOs cited need for reviewing the single-year commitment as development projects for livelihood, especially, those taking place in remote areas often require a longer term to take on effect. Therefore, the call for multi-year commitment is not only an operational need of NGOs, but derives from needs rooted in the local beneficiaries. This is in line with the concept of "human security". The single-year commitment is applicable for all Japanese public budgets; nevertheless improvement is possible with plausible arrangements at the operational level, such as by drafting and applying for the subsequent term plan at the time of the mid-term review.

Comparison with Other Financial Modalities to Support NGOs

There are other public funds for Japanese NGOs such as the Postal Savings for International Voluntary Aid and JICA's Grass Roots Grant Assistance. The results of the questionnaire survey show that advantages of the Modality when compared with other public funds include; the availability of the large-sized funding; the allowance of headquarters project implementation expenses; and the brevity of reporting requirements. On the other hand, points that NGOs would like to see changed for improvement include; acceleration of the selection process; multiple-year commitment; and further reducing the required items for submission.

For comparison with other donor countries, the evaluation team visited the USAID office in Cambodia, to interview officers on the assistance going to NGOs from USAID. Current USAID aid going to concerned countries through US NGOs includes modalities such as the Matching Grant and the NGO Sector Strengthening Program.

There are many American and European NGOs taking on consignment work or surveying, bidding against for-profit consultancies. According to the results of the questionnaire survey, Japanese NGOs have divided opinions if it is appropriate that NGOs contract government work, competing against for-profit consultancies, as well as if this should call for favorable conditions for NGOs in the event the above should take place.

3.2. Evaluation of the Adequacy of the Modality's Operational Process

Adequacy of the Selection and Fund Provision Procedures

The Operational Guidelines of the Modality specify conditions for eligible NGOs, conditions of the grant amount, conditions on the project content, and conditions on allowable costs as selection criteria. Conditions for project content include; "Relevance to the ODA Charter" and "Participatory project design promoting self-help and self-sustainability of local communities" among others. Projects are comprehensively determined and selected against fair and relevant criteria. However, the prepared proposal format is not necessarily made to address the specified criteria, and calls for review.

Comments of dissatisfaction were returned from NGOs on procedures of selection and

grant provision of the questionnaire survey. Notably, many cited the lengthy process of project selection, and lack of transparency of the selection process. On the other hand, positive comments were: appreciation of the consultative sessions prior to proposal offered by some JODMs; and the flexibility of the Modality in accepting proposals year round. Comments from NGOs indicate that procedures of grant money provision once projects have been selected are agreeable, as in most cases, the grant money is deposited within approximately one month of the contract conclusion.

With regard to the comments on the lengthy process of selection, this calls for reexamining the two-pronged nature of the process; namely, the “entrance stage” and the “selection stage”. Even after the proposal has been submitted, if the submitted proposal fails to comply with all the requirements, it is revised before entering into the “selection stage”; this is the “entrance stage”. The longer the “entrance stage”, the lengthier the entire process of selection becomes. Through the meetings with the MOFA and NGOs, the evaluation team agreed that the Modality’s procedures and management aspects are improving. One issue however, is the need for NGOs to enhance capacity in proposal drafting and articulation.

Adequacy of Financial Management by NGOs after the Provision of Funds

Upon selection of projects, the grant money is deposited into the NGO’s bank account in the country of operation, and the project manager in charge and the accountant thereafter manages the funds. NGOs are responsible for submitting a mid-term financial report to the JODM or the MOFA, to be reviewed against and heed guidance or advice if necessary. No major fraudulences or defects have been reported in the past. NGOs must also execute an external audit on the subject project.

For most projects, monitoring and evaluation activities are being undertaken, though questionable in terms of substantiality. At the same time, few NGOs are in compliance with the requirement for publicizing project information and a project completion report through websites, and calls for improvement, especially from the perspective of securing accountability.

3.3. Findings from the Evaluation of the Operation

Performance of Fund Provision

Performance of the grant provision through this Modality increased from 1.29 billion

yen in FY 2002 to 1.76 billion yen in FY 2003. The budget execution rate also improved from 64.5 percent in FY 2002 to 80.0 percent in FY 2003. However, there have been no performances of “Assistance for NGOs in Partnership Projects” since FY 2002 and there was only one case of the “Micro-credit Capital Assistance” in FY 2002, but none in FY2003.

Attainment of the Assistance Objectives

There are mainly two focal points in assessing the attainments of the objectives of the assistance:

- 1) Has this Modality complemented for the financial gap that Japanese NGOs face?
and
- 2) Has this Modality promoted the project operation and contributed to the achievement of the objectives?

In response to 1), the majority of NGOs mentioned the contribution of this Modality to filling the financial gap, according to the questionnaire survey. Though some NGOs mentioned that they could execute or complete the projects because of this Modality, some NGOs claimed that they were burdened to secure their own funds because this Modality did not support running costs. However, it is difficult to say whether this Modality directly links to the solution of the fundamental problems in the financial circumstances which NGOs face. Also, it is required for NGOs to consider their organizational capacity when receiving assistance. The MOFA on the other hand, is required to not only assess NGOs' fund management capacity but to provide appropriate advice.

Secondly, in response to 2), most all projects have achieved their objectives according to the questionnaire survey. However, for projects that did not successfully attain their objectives, lack of capacity of the counterpart agencies is raised to have been partially accountable for the incompleteness of the project. Furthermore, there are other points that need to be readdressed, such as the need to expand the scope of the project to include all community members.

The evaluation team visited projects implemented through this Modality in Cambodia, and found that facility construction projects were fully executed and facilities were effectively used. However, the study team was not presented with clear visions or specific steps on project sustainability from NGOs or other stakeholders. Also, there was

lack of educational specialist input in education related projects. Sustainability from the viewpoint of specialty is another issue to be undertaken.

Facility users interviewed commended on the improvement of the educational (medical) environment offered through the projects, and appreciated Japan's assistance.

Positive and Negative Impacts of the Modality, Other than Anticipated Objectives

As positive impacts of this Modality articulated through the questionnaire survey in Japan, implementation of the projects through this Modality has strengthened Japanese presence in the respective countries or areas, and promoted constructive relationships among NGOs and between NGOs and local governments. Other NGOs remarked they were able to better familiarize with accounting practices that was unclear in the past, through the practice of the projects. As a result, it strengthened the organizational capacity of NGOs themselves and improved project management capacity of local staff. Though most NGOs did not find any negative impact, some NGOs pointed out the long waiting time between the proposal submission and project selection, which delayed project execution, which in effect compelled some changes in the plan and the project location. One NGO pointed out the increased dependency on the public funds of NGO themselves and of the local counterpart NGOs.

4. Focal Points of the Study Panel and Recommendations

4.1 Focal Points of the Study Panel

This evaluation study held panel sessions between the study team members from the NGO side and the MOFA side. The focal points of discussion that lasted till the end of the sessions are as follows:

The funds through this Modality do not cover the expenses for preliminary studies, monitoring, and ex-post evaluation. The NGO side strongly insisted on inclusion of the above activities as the objectives of this Modality and to support NGO activities consistently, for Japanese NGOs to expand their scope and to raise the quality of their activities, and to ensure assistance based on the "human security" perspective especially toward remote areas and the underprivileged class.

The MOFA side pointed out, though they recognized it was preferable to put importance

on the “human security” perspective, that the MOFA must set a limit on the degree of support for NGOs running costs. As for preliminary studies, the MOFA pointed out that preliminary studies do not necessarily conclude as projects. In addition, the MOFA cannot fund for past activities.

Both sides concluded that further discussions should be held on funding for preliminary studies and securing accountability through the existing partnership promotion dialogue between the two sides.

4.2 Recommendations

The points proposed by NGOs, also mentioned in the preceding section 3. Evaluation, include support for “soft” expenses, running costs and indirect costs, multi-year commitment for assistance streamlined procedure for the project selection, and responsive comments offered by the MOFA, which are also addressed in the “Eleven Proposals from NGOs for Improvement of Grant Assistance for Japanese NGO Projects” (dated July 2, 2004).

According to the above document, the MOFA essentially showed a flexible approach on the operation of the Modality. Both sides should familiarize with the above discussion (including measures to post the discussions during the NGO-MOFA Regular Meetings), especially for counterparts in fund recipient countries. When NGOs apply for individual projects, on the basis of the MOFA’s answer to the above “Eleven Proposals”, they are recommended to draft and submit a persuasive application form for “soft” expenses, running costs and indirect costs, multi-year projects with consideration of the answers from the MOFA as specified in the above “Eleven Proposals”, which will lead to acceleration of the process of project selection.

The evaluation team suggests the following recommendations for effective and efficient implementation of this Modality

1) NGOs activities reinforcing ODA policy from a “human security” perspective

There were no cases of NGO proposals for this Modality deviating significantly from the Country Assistance Program according to Non-Governmental Organizations Assistance Division in the MOFA. Nevertheless, if this kind of proposal is presented, such proposals should be viewed from a “human security” perspective, and it should be

selected if it may fill the gap that the Country Assistance Program failed to address. NGOs activities may complement government ODA policy.

2) NGO's organizational capacity and provision of public funds

There is no one "appropriate level" for providing public funds to the various NGOs, and the provision of public funds should be preceded through the prudent assessment of the NGO's capacity to manage those funds considering the weak structure of NGOs. By aligning NGOs activities and the priority areas of government's aid policy such as environment or gender, NGOs may enhance the chance to secure funds. However, this may also lead to dysfunction or organizational failure at worst, if the organization takes on funds exceeding its manageable capacity.

The MOFA assesses NGO's capacity to manage funds by reviewing the past two year activities preceding the submission of the proposal in order to examine the NGO's risk of facing the above problems. Also, the MOFA is expected to promote its capacity development to provide comprehensive advice to the NGOs for institutional strengthening.

3) Provisions of "soft" expenses and administrative/ indirect costs, Mutual understanding between NGOs and the MOFA

Contrary to the perception of many NGOs, this Modality provides for "soft" expense of locally spent costs as well as for "project implementation expenses of headquarter" in Japan; this Modality bears comparison with other assistance modalities on such administrative expenses. NGOs should familiarize themselves thoroughly with this Modality, and draft proposals clearly articulating need for the funds. JODM and the MOFA personnel need to disseminate information about the Modality and to develop consulting skills to facilitate NGO application processes to be coherent with the guidelines of the Modality.

4) Efforts for multi-year projects

NGOs strongly insist on supporting the multi-year projects. There are many cases that development projects which have influence upon the daily life of residents, do not complete in a year. Also, there are risks that NGOs may not be able to take on a long-term perspective if they adhere to the single-year system. Multi-year commitments, on the other hand, allow NGOs to allocate soft components (e.g. institutional building and human resource development) based on a long-term perspective and thus result in

enhancing the effectiveness of the hardware construction.

Formally, it is impossible to provide support for multi-year projects under the current budget system. Nevertheless, as specified in the afore-mentioned “Eleven Proposals”, the MOFA holds that this Modality can secure project continuity by accepting proposals for the next term prior to the project completion for the current term, provided that the interim report is proved to be adequate. NGOs should develop project plans and proposals with a long-term perspective while formulating plans according to the single-year project formation.

In addition, in order to implement multi-year projects, it is important to conduct project evaluation yearly. It is necessary for setting clear goals and enhancing the project evaluation capacity.

5) Capacity development and reinforcement of partnership between the MOFA and NGOs in application procedures

The Operational Guidelines for this Modality (for FY 2004) specifies to aim to complete the screening procedure within two to three months with necessary revision of the application, and recent performance for the screening procedure is in line with this timeframe. However, many NGOs claim of the delayed screening procedure, which includes the time spent on revising the proposals.

Thus, it is necessary to enhance the quality of the application form developed by NGOs to improve the above points. Also, the MOFA and JODM should complementarily support NGOs in case they lack the capacity to satisfy the application form. Furthermore, capacity to screen proposals at JODM, where local conditions and information is most readily available, should be enhanced through review of the JODM system, and staff training and elaboration of the operational manual should be studied and introduced.

Moreover, NGOs, the MOFA and JODM, as partners, should mutually improve their capacity to develop effective projects through dialogue concerning development issues and form a spirit of partnership.

6) NGO-MOFA joint evaluation

For instance, it is useful to select a pilot case for the multi year projects and implement

a NGO-MOFA joint evaluation to draw concrete lessons learned. This kind of joint evaluation helps to build constructive partnership between NGOs and the MOFA through the mutual learning.

7) Others

a) It is necessary to strengthen NGO's evaluation and monitoring on the projects implemented through this Modality. Also there are few NGOs which disclose project completion reports on their own website, which is the requirement of this Modality. From the perspective of accountability, NGOs should commit to improving performance.

b) Current application forms are not necessarily consistent with the screening criteria. There is room for improvement of the current proposal format.

c) Findings and issues and policy recommendation obtained through this joint evaluation should be discussed through the NGO-MOFA Periodic Consultation Assembly. Also, it is necessary to improve this Modality and partnership between NGOs and the MOFA.