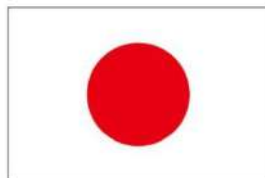


The 14th ODA Evaluation Workshop

November 23, 2016

Hanoi, Vietnam



**From
the People of Japan**

[Opening Session]



(Opening speech by Mr. Keiichi Muraoka, Director, ODA Evaluation Division, Minister's Secretariat, Ministry of Foreign Affairs, Japan)



Table of Contents

| | |
|--|----|
| Program..... | 1 |
| Co-Chairs' Summary..... | 3 |
| Abstract of Presentations..... | 5 |
| Profiles of Presenters..... | 10 |
| Record of Discussion | 13 |
| Opening Session | 13 |
| Agenda-1: Evaluation for Joint Learning and Mutual Accountability | 14 |
| Presentation-1: Support for Evaluation Capacity Development (ECD) to Achieve the Sustainable Development Goals (SDGs)..... | 14 |
| Presentation-2: Evaluation of Japan's Official Development Assistance (ODA) to the Health Sector in Vietnam..... | 16 |
| Presentation-3: Joint Evaluations: Supporting the Government of the Philippines' (GPH) Continuing Evaluation Agenda..... | 18 |
| Discussion | 20 |
| Agenda-2: Evaluation System and Evaluation Capacity Development | 27 |
| Presentation-4: Evaluation Capacity Development for Effective Evaluation and Monitoring System | 27 |
| Presentation-5: Investment Supervision and Evaluation in Vietnam: Current Regulations and Performance..... | 29 |
| Presentation 6: Lessons Learnt from Ex-Post Evaluation Examples and a Joint-evaluation Framework between JICA Vietnam Office and Ministry of Planning and Investment | 32 |
| Discussion | 34 |
| Agenda-3: Impact Evaluation for Evidence-based Policy Making | 40 |
| Presentation-7: JICA's Cooperation Policy in SME Promotion in Thailand, and Outline of the Project for Enhancing Regional Integrated SME (RISMEP) Mechanism | 40 |
| Presentation-8: Can Efficient Provision of Business Development Services Bring Better Results for SMEs?: Evidence from a Networking Project in Thailand..... | 41 |
| Presentation-9: Implication of the Impact Survey Result to SME Promotion Policy in Thailand | 43 |
| Discussion | 44 |
| Closing Session | 50 |
| List of Participants | 52 |
| List of Abbreviations..... | 54 |

Program

| Wednesday, November 23, 2016 (Melia Hanoi Hotel) | |
|--|--|
| (8:00 open) 08:25-08:35 | Opening Remarks |
| 08:40-10:10 (1h 30 min.) | <p>Agenda-1: Evaluation for Joint Learning and Mutual Accountability</p> <p>[Presentation-1] “Support for Evaluation Capacity Development (ECD) to Achieve the Sustainable Development Goals (SDGs)” By: Mr. Keiichi Muraoka, Director, ODA Evaluation Division, Minister’s Secretariat, Ministry of Foreign Affairs, Japan</p> <p>[Presentation-2] “Evaluation of Japan’s Official Development Assistance (ODA) to the Health Sector in Vietnam” By: Dr. Vu Song Ha, Vice-Director, Center for Creative Initiatives in Health and Population (CCIHP), Vietnam</p> <p>[Presentation-3] “Joint Evaluations: Supporting the Government of the Philippines’ (GPH) Continuing Evaluation Agenda” By: Ms. Nikki Ann Consigna Bermudez, Senior Economic Development Specialist, Monitoring and Evaluation Staff, National Economic and Development Authority (NEDA), the Philippines</p> <p>[Discussion] Commentator: Ms. Renuka Devi Logarajan, Principal Assistant Director, Economic Planning Unit, Prime Minister’s Department, Malaysia</p> |
| 10:10-10:30 | Refreshments |
| 10:30-12:00 (1h 30 min.) | <p>Agenda-2: Evaluation System and Evaluation Capacity Development</p> <p>[Presentation-4] “Evaluation Capacity Development for Effective Evaluation and Monitoring System” By: Mr. Naonobu Minato, Vice President, Asia Pacific Evaluation Association (APEA), Visiting Professor, International University of Japan</p> <p>[Presentation-5] “Investment Supervision and Evaluation in Vietnam: Current Regulations and Performance” By: Ms. Nguyen Thanh Huong, Deputy Director General, Investment Supervision and Appraisal Department, Ministry of Planning and Investment, Vietnam</p> <p>[Presentation-6] “Lessons Learnt from Ex-Post Evaluation Examples and a Joint-Evaluation Framework between JICA Vietnam Office and Ministry of Planning and Investment” By: Ms. Tran Mai Anh, Senior Program Officer, JICA Vietnam Office</p> <p>[Discussion] Commentator: Ms. Yasuko Nishino, Director General, Evaluation Department, Japan International Cooperation Agency</p> |
| 12:00-13:30 | Lunch |
| 13:30-15:00 (1h 30 min.) | <p>Agenda-3: Impact Evaluation for Evidence-based Policy Making</p> <p>[Presentation-7] “JICA’s Cooperation Policy in SME Promotion in Thailand, and Outline of the Project for Enhancing Regional Integrated SME (RISMEP) Mechanism” By: Ms. Tanita Niltai, Program Officer, JICA Thailand Office</p> <p>[Presentation-8] “Can Efficient Provision of Business Development Services Bring Better Results for SMEs?: Evidence from a Networking Project in Thailand” By: Dr. Aya Suzuki, Associate Professor at the University of Tokyo, Japan</p> <p>[Presentation-9] “Implication of the Impact Survey Result to SME Promotion Policy in Thailand” By: Mr. Rak Charoensiri, Director, Service Provider Development Division, Bureau of Industrial Management Development, Department of Industrial</p> |

| | |
|--------------------------|--|
| | <p>Promotion, Ministry of Industry, Thailand</p> <p>[Discussion]</p> <p>Commentator: Dr. Romeo B. Santos, Professor at the University of the Philippines Diliman, the Philippines</p> <p>Commentator: Mr. Emmanuel Jimenez, Executive Director, International Initiative for Impact Evaluation (3ie)</p> |
| 15:00-15:30 | Refreshments |
| 15:30-16:10 (40 min.) | Closing Session (Co-Chairs' Summary) |
| 17:30-19:30 | Social Gathering |

Co-Chairs' Summary

The 14th ODA Evaluation Workshop in Vietnam on November 23, 2016

The 14th ODA Evaluation Workshop was held in Vietnam on November 23, 2016. This year, the workshop took place in the "APEA Evaluation Conference 2016" held in Hanoi, November 21-25, 2016, which was co-hosted by APEA, the Government of Vietnam, UN agencies, multiple international evaluation organizations and the Government of Japan.

1. Opening

Mr. Keiichi Muraoka, Director, ODA Evaluation Division, Minister's Secretariat, Ministry of Foreign Affairs of Japan gave a welcome speech to express his gratitude to all the representatives attending the Workshop.

2. Agenda-1: Evaluation for Joint Learning and Mutual Accountability

In Agenda-1, three presentations were made on evaluation for joint learning and mutual accountability: first by Mr. Keiichi Muraoka, and second, by Dr. Vu Song Ha, Vice-Director, Center for Creative Initiatives in Health and Population (CCIHP), third by Ms. Nikki Ann Consigna Bermudez, Senior Economic Development Specialist, Monitoring and Evaluation Staff, National Economic and Development Authority (NEDA), the Republic of the Philippines. Ms. Renuka Devi Logarajan, Principal Assistant Director, Economic Planning Unit, Prime Minister's Department, Malaysia, gave comments.

3. Agenda-2: Evaluation System and Evaluation Capacity Development

In-Agenda-2, three presentations were made on Evaluation System and Evaluation Capacity Development: first, by Mr. Naonobu Minato, Vice President, APEA and Visiting Prof. International University of Japan, second, by Ms. Nguyen Thanh Huong, Deputy Director General, Investment Supervision and Appraisal Department, Ministry of Planning and Investment, Vietnam, and third, by Ms. Tran Mai Anh, Program Officer, JICA Vietnam Office. Ms. Yasuko Nishino, Director General, Evaluation Department, Japan International Cooperation Agency, gave comments.

4. Agenda-3: Impact Evaluation for Evidence-based Policy Making

In Agenda-3, three presentations were made on Impact Evaluation for Evidence-based Policy Making: first by Ms. Tanita Niltai, Program Officer, JICA Thailand Office, second by Dr. Aya Suzuki, Associate Professor at the University of Tokyo, Japan, and third, by Mr. Rak Charoensiri, Director, Service Provider Development Division, Bureau of Industrial Management Development, Department of Industrial Promotion, Ministry of Industry, the Kingdom of Thailand. Dr. Romeo Santos, Professor at the University of the Philippines Diliman, Philippines, and Mr. Emmanuel Jimenez, Executive Director, International Initiative for Impact Evaluation gave comments.

Discussion could be summarized as follows:

- 1) Importance of roles of evaluation was recognized and Evaluation Capacity Development is needed to achieve the SDGs.
- 2) Framework of the evaluation system of Japan and cases of sector level evaluation and project level evaluation were introduced.
- 3) Joint evaluation promotes learning and accountability for partner and donor countries.
- 4) Aspects including the Legal Framework and measures to promote Evaluation Capacity Development were discussed.
- 5) How to collect information in the private sector and the process of measuring the SDGs were discussed.
- 6) Importance of evaluation for evidence-based policy making was discussed.
- 7) JICA's support to SMEs promotion in Thailand was introduced and discussed.
- 8) The attempt of measuring effects on SMEs through the use of Impact Evaluation was introduced and discussed.

Abstract of Presentations

(in order of presentation)

Presentation-1: Support for Evaluation Capacity Development (ECD) to Achieve the Sustainable Development Goals (SDGs)

Mr. Keiichi Muraoka / Director, ODA Evaluation Division, Minister's Secretariat, Ministry of Foreign Affairs of Japan

At the heart of Agenda 2030 for Sustainable Development are the Sustainable Development Goals (SDGs) aimed at eradicating poverty and realizing a sustainable world. The universal agenda emphasizes the need for systematic follow-up and review of implementing the Agenda over the next 15 years, and calls for rigorous and evidence-based information brought by country-generated data and country-led evaluations. The agenda also calls for enhanced capacity-building support for developing countries.

Since 2001 Japan has been supporting evaluation capacity development (ECD) in countries of the Asia and Pacific region in collaboration with governments, the academia, consultants, and NPOs, and other various stakeholders. ECD in these partner countries are expected to enhance development effectiveness and mutual accountability.

There is high demand on ECD for country-led evaluations in the new era of the SDGs. In this presentation, the scope and implementation structure of Japan's ODA evaluation, followed by measures taken to support ECD for partner countries such as the ODA evaluation workshop, partner-country led evaluation, and joint evaluation, are introduced.

Presentation-2: Evaluation of Japan's Official Development Assistance (ODA) to the Health Sector in Vietnam

Dr. Vu Song Ha / Vice-Director, Center for Creative Initiatives in Health and Population (CCIHP), Vietnam

Since starting ODA in Vietnam in 1992, Japan has ranked the largest source of ODA in the country, and Vietnam's health sector received Japan's ODA in the early years, with several projects in different parts of the country. The purpose of this evaluation was to evaluate Japan's assistance in three perspectives "relevance of policies," "effectiveness of results" and "appropriateness of process", and to obtain useful lessons and recommendations for Japan's future assistance policy in health sector.

The evaluation was carried out from October 2013 to March 2014, and employed various methods, including desk study; semi-structured interviews with key informants at different levels; observations at project sites, and collection and analysis of secondary data.

This evaluation indicated that ODA support for the health sector in Vietnam in the last decade had been highly consistent with the needs of Vietnamese's health sector, Japan's policies and strategies, international agenda for health care provision, and in line with the Millennium Development Goals. Evaluated projects successful achieved planned outputs. The process of implementation Japan's assistance was acknowledged as comprehensive and clear.

Recommendations include (1) Continue Japan's ODA assistance to the health sector of Vietnam, particularly support to improve human resources, health system management, health information systems, improve quality of medical services; (2) Strengthen participatory management and communication between partners; (3) Improve monitoring and evaluation systems should be improved; (4) Carry out research on the cost of effectiveness to help JICA and the Ministry of Health to measure the effectiveness of projects, and design evidence-based investment.

Presentation-3: Joint Evaluations: Supporting the Government of the Philippines' (GPH) Continuing Evaluation Agenda

Ms. Nikki Ann Consigna Bermudez / Senior Economic Development Specialist, the National Economic and Development Authority (NEDA), the Republic of Philippines

The Joint Evaluation on Japan's Official Development Assistance (ODA) to the Disaster Risk Reduction and Management (DRRM) Sector in the Republic of the Philippines, conducted by the Government of Japan - Ministry of Foreign Affairs (MOFA) through the Embassy of Japan in the Philippines (EOJ), in partnership with the Government of the Philippine (GPH) through the National Economic and Development Authority (NEDA), comes at an opportune time when the GPH is undertaking initiatives aimed at promoting evaluation practices and usage of evaluation findings in the public sector.

The Joint Evaluation assessed Japan's ODA contribution to the DRRM sector in the Philippines using the following perspectives: (i) relevance of policies; (ii) effectiveness of results; and (iii) appropriateness of processes. Findings of the Joint Evaluation using the aforementioned perspectives indicate that Japan's assistance to the DRRM sector in the Philippines is generally positive.

In addition, the conduct of the Joint Evaluation has provided considerable individual and institutional learnings to NEDA in terms of managing and conducting policy-level/ process-type of evaluation. The experience gained from said exercise is beneficial, especially for NEDA, in fulfilling its role of furthering the GPH continuing evaluation agenda.

Presentation-4: Evaluation Capacity Development for Effective Evaluation and Monitoring System

Mr. Naonobu Minato / Vice President, APEA, Visiting Professor, International University of Japan

In order to achieve SDGs, Evaluation and Monitoring system should be induced to policies and projects, and used effectively. Evaluation system includes objective, purpose, time and period, methods, evaluators and evaluation teams, expenses, reporting, etc. in terms of evaluation. In order to use Evaluation and Monitoring system very usefully and effectively, evaluation capacity development is needed. Evaluation capacity development includes aspects of demand and incentive, institution, organization, reliable information, independence and neutrality, human resource, ethics, etc.

The evaluation capacity development might be slowly but steady improved year by year in countries. Practical use of evaluation has a lot of effects at many aspects. Then, policies and projects are improved, furthermore public services would be improved, also. These positive changes might contribute to achieving SDGs.

Presentation-5: Investment Supervision and Evaluation In Vietnam: Current Regulations and Performance

Ms. Nguyen Thanh Huong / Deputy Director General, Investment Supervision and Appraisal Department of Ministry of Planning and Investment (MPI), Vietnam

Reconsidering the importance of supervision and evaluation activities in the investment management process, Vietnam's Government has made every efforts to consolidate the legal framework on supervision and evaluation of investment. Together with the issuance of the Public Investment Law, Investment Law and Construction Law in 2014, the new Decree on investment supervision and evaluation was promulgated accordingly (i.e., the Decree No.84/2015/ND-CP dated 30 September 2015 of the Government on Investment Supervision and Evaluation). Thanks to such modification of the legal framework, recently the actual performance of this activity has been enhanced, but there remains room for further improvement.

This presentation shall briefly describe Vietnam's legal framework on Investment Supervision and Evaluation over different periods; then focus on introducing basic contents of the Decree No.84/2015/ND-CP and give assessments on the situation of the actual performance. The presentation also refers to several recommendations for further improvement of the investment supervision and the evaluation system in Vietnam.

Presentation-6: Lessons Learnt from Ex-Post Evaluation Examples and a Joint-evaluation Framework between JICA Vietnam Office and Ministry of Planning and Investment

Ms. Tran Mai Anh / Senior Program Officer, JICA Vietnam Office

The presentation aims at (1) sharing the sustainability evaluation of several projects in Vietnam and identifying possible reasons and (2) introducing joint-evaluation framework between JICA and Vietnamese side with a view to enhance ODA project's effectiveness, impact and sustainability.

Presentation-7: JICA's Cooperation Policy in SME Promotion in Thailand, and Outline of the Project for Enhancing Regional Integrated SME (RISMEP) Mechanism

Ms. Tanita Niltai / Program Officer, JICA Thailand Office

One of Japan's cooperation priorities to Thailand is put on "Promotion of mutual benefit and contribution to regional development based on a strategic partnership", by developing bases for enhancing competitiveness of Thailand. Especially, there are reportedly 5,000 plus Japanese companies operating in Thailand and SME development is one of the top priorities when we look at the fact that 99% of companies in Thailand are SMEs.

However, in Thailand, SMEs, especially in the local provinces, are unable to reach appropriate services since the services provided by both public and private sector are scattered. Thus, in response to the request from the Thai government (Ministry of Industry), JICA provided a technical cooperation "The Project Enhancing Regional Integrated SME Promotion Mechanism" (RISMEP).

RISMEP is a mechanism that SPs, BDSP and inter-ministries agencies are developed as a network and the one-stop consultation service is served for efficient matching and connecting point between the network

and SMEs at the Industrial Promotion Center (IPC), the regional office of the Department of Industrial Promotion (DIP).

Having witnessed the effectiveness of the mechanism through Development Study (2009-2011), RISMEDP has been introduced in 4 provinces during 2013-2016. JICA Expert team was dispatched to facilitate and motivate to formulate the mechanism in each province, and implemented many workshops designed to match each formulation stage. Through this RISMEDP mechanism, participated not only public sector but also private sector such as commercial banks, a one-stop and user-friendly support systems were established in 4 regions, and the project was completed with more than 35 success cases. The study on "Can networking bring better results to BDSP/SPs & SMEs?", implemented during November 2015 to February 2016 by JICA Institute, evidenced that 70-90% of BDSP/SPs feel positive impacts of the RISMEDP mechanism. Upon this result, the Thai government decided to adopt RISMEDP as its official policy and started to disseminate it to all provinces.

Presentation-8: Can Efficient Provision of Business Development Services Bring Better Results for SMEs?: Evidence from a Networking Project in Thailand

Dr. Aya Suzuki / Associate Professor at University of Tokyo, Japan

While impact evaluation literature of business development services (BDS) on SMEs consistently finds positive effects, SMEs' BDS usage is still very low. Possible reasons suggested are lack of information about BDS, shortage of credits, and limited availability of BDS. However, most of the existing literature focuses on impacts of demand-side interventions, and empirical evidence about BDS providers is still lacking.

We focus on the supply-side constraints of BDS. We take a case of Thailand in which the government, in collaboration with the Japan International Cooperation Agency, implemented a project to establish a formal network among the existing BDS providers with an aim to enhance their effectiveness in supporting the SMEs. Using the primary data of SMEs and BDS providers, we find that the BDS providers in project provinces increased their interaction with SMEs and improved their BDS practices. SMEs' network and interaction with BDS providers also increased. We also find some positive evidences on SMEs in having more contracts and more certified products and in raising profits. These together suggest that networking BDS providers improves performances of both BDS providers and SMEs. A policy implication follows that an efficient delivery of public services can bring tangible results.

Presentation-9: Implication of the Impact Survey Result to SME Promotion Policy in Thailand

Mr. Rak Charoensiri / Director, Service Provider Development Division, Bureau of Industrial Management Development, Department of Industrial Promotion, Ministry of Industry, the Kingdom of Thailand

The Department of Industrial Promotion (DIP), Ministry of Industry (MOI), Kingdom of Thailand, in collaboration with Japan International Cooperation Agency, have launched the Project on Enhancing Regional Integrated SME Promotion (RISMEDP) Mechanism with the aim to improve the system of service delivery to SMEs in the regional parts of Thailand. The attempts to build up SME support networks, the

regional platforms consist of institutions and individuals related to SME promotion in the 4 pilot provinces, during May 2013 to May 2016, have found the satisfactory results, the effectiveness of business development services (BDS) referral within the networks and the increasing of inquiries from SME clients to the platforms as well. The platforms have allowed SMEs easier to access the appropriate BDS in the provinces. The project also provided human capacity building to Thai counterpart staff members in terms of knowledge and skills on BDS provision to SMEs.

In the late of 2015, JICA sent the survey team to evaluate the impact of the project. The results identified and confirmed the positive impacts to the stakeholders, SMEs and BDS providers including business consultants. From this circumstance, DIP decided to disseminate the RISMEP project to the other 7 provinces where DIP representative's offices located. Furthermore, the Permanent Secretary for Industry has delivered his policy on the expansion of the RISMEP model throughout Thailand within 2021. The various supportive activities have been run after his policy announcement. For instance, DIP has renovated its general consultation counters namely "Business Service Center" and upgraded the service provision by integrating with SME support networks. In addition, MOI has established SMEs Rescue Centers operated by 76 Provincial Industry Offices focusing on SMEs who confront the financial problems. The gateway for SMEs to access public and private services has been widely opened. The "Open House", the event organized by MOI, has rallied to the main provinces of Thailand to promote the services of MOI together with its core strategic alliances' services to the public. In conclusion, the integration with core partners to set up effective service platform is a directive way of MOI's policy.

Profiles of Presenters

(in order of presentation)

Mr. Keiichi Muraoka

Director, ODA Evaluation Division, Minister's Secretariat, Ministry of Foreign Affairs of Japan

Mr. Keiichi Muraoka joined the Japan International Cooperation Agency (JICA) in 1980 and experienced various management positions in the agency, including Director of Donor Coordination in the Department of Planning and Evaluation, Director of the Office of Media and Public Relations, Deputy Director General of the Public Policy Department, and Director General of the Evaluation Department, prior to his current position since January 2015. He also worked at the Permanent Mission of Japan to the United Nations in New York, the Embassy of Japan in Egypt and the JICA Austria Office. Between 2003 and 2005, he was a member of the Standing Advisory Group on Technical Assistance and Cooperation at the International Atomic Energy Agency (IAEA), giving advice to Director General of IAEA on technical cooperation policy and strategy.

Dr. Vu Song Ha

Vice-Director, Center for Creative Initiatives in Health and Population (CCIHP), Vietnam

Dr. Vu Song Ha is a medical doctor, researcher, and public health professional with 20 years of experience in research, design, and monitoring and evaluation of a wide range of public health programs. She has expertise in implementing needs assessment, midterm and final evaluation, operation research, and employing various research methods, including quantitative, qualitative, and photovoice methods. She has been providing consultancy for several national, international and UN agencies (such as, PSI, UNFPA, MOFA of Japan). She is author and co-author of a number of publications.

Ms. Nikki Ann Consigna Bermudez

Senior Economic Development Specialist, the National Economic and Development Authority (NEDA), the Republic of the Philippines

Ms. Nikki Ann Consigna Bermudez joined the National Economic and Development Authority as an Economic Development Specialist of the Monitoring and Evaluation Staff (formerly Project Monitoring Staff) in 2011. Currently, she undertakes monitoring and evaluation (M&E) of Official Development Assistance (ODA) and major locally-funded programs and projects supporting the environment and natural resources sector. In addition, she serves as liaison officer in coordinating NEDA-spearheaded M&E activities of the National Government with NEDA Region XII Office as well as the World Bank, Philippine Country Office.

She holds a Bachelor's Degree in Economics from the University of the Philippines Los Baños, Laguna, Philippines, and a Master of Public Policy from the National Graduate Institute for Policy Studies, Tokyo, Japan.

Mr. Naonobu Minato

Vice President, APEA , Visiting Professor at International University of Japan

Mr. Naonobu Minato graduated from Keio University, and completed the graduate program at the International University of Japan. He worked for FASID (Foundation for Advanced Studies on International Development) focusing on policy research, human resource development, and development consulting in Asia and Africa. He focused especially on developing methodologies for evaluation of ODA projects and evaluation activities. He worked for the Ministry of Foreign Affairs, as Director of the ODA Evaluation Division. He also served for Board of The Japan Evaluation Society. As a visiting research fellow he teaches at the Institute for International Monetary Affairs, Tokyo.

Ms. Nguyen Thanh Huong

Deputy Director General, Investment Supervision and Appraisal Department of Ministry of Planning and Investment (MPI), Vietnam

Ms. Nguyen Thanh Huong joined the Scientific and Training Division of National Institute of Agricultural Planning and Projection (NIAPP) in 1993 and experienced project management in irrigation management field, worked as a technical and training assistant, and conducted research on Infrastructure Rural Development and Farming system in the Rural. After NIAPP, she joined the Investment Supervision and Appraisal Department of the Ministry of Planning and Investment (MPI), Vietnam. Currently, she undertakes monitoring, supervision and evaluation of investment, evaluation of investment efficiency, and appraisal of Investment Projects.

Ms. Tran Mai Anh

Senior Program Officer, JICA Vietnam Office

Ms. Tran Mai Anh has eighteen years of experience working in the JICA Vietnam Office and has participated in project mid-term, terminal, and ex-post evaluations.

Ms. Tanita Niltai

Program Officer, JICA Thailand Office

Ms. Tanita Niltai joined the JICA Regional Support Office for Asia, Thailand, in 2005 as Program Officer, and supported facilitation for regional cooperation, overcoming common development challenges among the Mekong and ASEAN countries. At JICA Thailand Office, she supported the formulation of ASEAN emergency disaster medicine project. She is currently responsible for private sector development for sustainable economic growth and South-South Cooperation for the Mekong region and Palestine and also is responsible for human resource development through the training program held in Japan.

Dr. Aya Suzuki

Associate Professor at University of Tokyo, Japan

Upon obtaining her Ph.D. from the Department of Agricultural and Resource Economics, University of California, Davis, Dr. Aya Suzuki worked as an assistant professor at the National Graduate Institute for Policy Studies for three years before her current position. She has conducted various studies on issues related to agricultural and industrial development in Asia and Africa, taking a quantitative approach. She also serves as a visiting scholar at the JICA Research Institute.

Mr. Rak Charoensiri

Director, Service Provider Development Division, Bureau of Industrial Management Development, Department of Industrial Promotion, Ministry of Industry, the Kingdom of Thailand

Mr. Rak Charoensiri joined the Department of Industrial Promotion (DIP) in 1994. He has had long practical experiences in international cooperation, particularly cooperation with Eastern Asian countries. He supported the bilateral technical cooperation project between the Department of Industrial Promotion and various donor countries to run the projects on SMEs promotion in Thailand. In 2007, he served as a supervisor for the project on Industrial Service Provider Development Project. During 2009 - 2011, he became a staff member for the Technical Cooperation for Development Planning on the Strengthening Mechanism for Regional SME Promotion and Consultancy Service Quality Development in the Kingdom of Thailand, under the cooperation between DIP and JICA. He was assigned as chief of Thai counterpart members for the Project on Enhancing Regional Integrated SME Promotion (RISMEP) Mechanism from May 2013 to May 2016. In November 2015, he was assigned as Director of the Service Provider Development Division and fully supervised every activity related to industrial consultants development and creation of regional SME support networks supporting throughout Thailand.

Record of Discussion

Opening Session

The 14th ODA Evaluation Workshop was opened by Mr. Keiichi Muraoka, the Director of the ODA Evaluation Department, Ministry of Foreign Affairs of Japan (MOFA) on behalf of MOFA in Japan, the host of this workshop.

The Director began his speech by remarking that, since 2001, Japan has convened thirteen times ODA Evaluation Workshops. Through the process of the mutual learning of participants, the Workshop has contributed to promoting people's understanding towards Official Development Assistance (ODA) evaluation and capacity development for evaluation in Asia Pacific countries. The Asia Pacific Evaluation Association (APEA) was established in 2012, creating the first evaluation network in the Asia-Pacific region. The co-chair expressed his appreciation for holding this Workshop as a co-host of the APEA Conference 2016. In 2015, the 2030 Agenda for Sustainable Development was adopted by the General Assembly of the United Nations (UN). This Agenda lists the Sustainable Development Goals (SDGs) and refers to the importance of building a new global partnership in which all stakeholders play their respective roles, and indicates common challenges to be addressed by the international community. In order to realize SDGs, it calls for systematic follow-up and review, so as to take a step forward to enhance capacity building support for evaluation.

Mr. Muraoka emphasized that this workshop aims to bring a platform for all participants to discuss methodologies and ideas regarding ODA evaluation, as well as to deepen understanding and accumulate knowledge on evaluations in the Asia Pacific countries. He also stated that this Workshop would include the introduction of recent experiences in capacity development for Japan's ODA evaluation with partner countries; Evaluation for Joint Learning and Mutual Accountability; Evaluation System and Evaluation Capacity Development (ECD); and Impact Evaluation for Evidence-based Policy Making.

Lastly, he expressed his expectation for active discussions among all participants at this Workshop, and that this Workshop will contribute to evaluation efforts in Asia Pacific countries, as well as contribute to strengthening the evaluation network.

Agenda-1: Evaluation for Joint Learning and Mutual Accountability

Co-chair: Mr. Naonobu Minato, Vice President, APEA, Visiting Professor at International University of Japan

Commentator: Ms. Renuka Devi Logarajan, Principal Assistant Director, Economic Planning Unit, Prime Minister's Department, Malaysia

Presentation-1: Support for Evaluation Capacity Development (ECD) to Achieve the Sustainable Development Goals (SDGs)

By: Mr. Keiichi Muraoka, Director, ODA Evaluation Division, Minister's Secretariat, Ministry of Foreign Affairs of Japan (MOFA)

Mr. Muraoka opened his presentation by explaining the topics of his presentation. The main issues to discuss in this presentation are: 1) the 2030 Agenda for Sustainable Development and its relevance with evaluation, 2) the Effort to Increase Development Effectiveness by development communities, 3) an overview of the objectives of Japan's ODA Evaluation and Japan's Support for Evaluation Capacity Development, and 5) the way forward.

He explained that last year, the 2030 Agenda for Sustainable Development was adopted at the UN General Assembly. In the Agenda, the SDGs consisting of 17 goals and 169 targets aimed at eradicating poverty and realizing a sustainable world are listed.

The Agenda is universal including both developed and developing countries, and pledges that "no one will be left behind." In the last chapter of the Agenda, follow-up and review with the primary responsibility of each government are emphasized. As a reflection upon the Millennium Development Goals (MDGs), the 2030 agenda brings about a new path in traditional development and evaluations. He explained that paragraph 74 of the Agenda mentions guiding principles for follow-up and review processes. The role of evaluation is well highlighted in the paragraph, namely item (g) which calls for rigorous, evidence-based country-led evaluations, and item (h), which calls for enhanced capacity-building support for developing countries, including support for evaluation programs.

He also mentioned that paragraph 59 of the 2030 Agenda lists 17 SDGs, and Goal 17 specifies measures for "Strengthening the Means of Implementation and Revitalizing the Global Partnership for Sustainable Development." The goal has a specific target for capacity-building to enhance international support for implementing effective and targeted capacity-building in developing countries, which will ultimately help to support national plans moving forward to achieve all SDGs.

The presenter cited that from the evaluation viewpoint, development policies should be formulated based on evidence from country-led monitoring and evaluation systems. To realize a highly functional country-led monitoring and evaluation system, it is important to enhance the evaluation capacities of partner countries.

The Organization for Economic Co-operation and Development's (OECD) efforts to increase development effectiveness are aligned with the Agenda and SDGs. Japan supports the Paris Declaration and has actively participated in the Global Partnership for Effective Development Cooperation.

With regards to evaluation, both formulas call for accountability, managing for results, and partnership. He also expressed his expectation to hear additional insights to support the Agenda and the SDGs at the 2nd High-Level Meeting of Global Partnership for Effective Development Cooperation (GPEDC), which is would be held next week in Nairobi.

He continued his presentation by explaining the objectives of Japan's ODA Evaluation. There are two objectives for evaluation. One is "Improving ODA Management" by feeding back lessons learned to ODA policy formulation and implementation. The other is "Maintaining Accountability" to promote public understanding and support.

In addition, the importance of feeding back the results of evaluation to the decision-making and program and project implementation processes are reiterated in the Development Cooperation Charter decided by the cabinet last year in Japan.

He explained the Evaluation Scope and Structure of Japan's ODA by showing the chart. MOFA conducts two types of evaluations as third-party evaluations. One is the "policy-level evaluation" and the other is the "program-level evaluation." On the other hand, JICA conducts evaluations in its operations, such as project evaluations and thematic evaluations by external and internal evaluators. Both organizations refer to the fundamentals of the Development Assistance Committee (DAC) criteria for evaluating development assistance. MOFA, which is more policy-oriented than Japan International Cooperation Agency (JICA), applies the diplomatic viewpoint in its evaluations to meet the requests of the public and politicians.

Japan has several measures to support ECD. This ODA evaluation workshop for partner countries in the Asia-Pacific region has been held annually in and out of Japan since 2001. Partner country-led evaluation and joint evaluation have been conducted both by the Ministry and JICA. JICA extends technical cooperation support in the form of joint evaluation and project-type technical cooperation.

He emphasized that this workshop also aims to serve as an opportunity to form a network for evaluation experts in the region through APEA in collaboration with the Japan Evaluation Society (JES). The presenter noted that the participants may find more detailed information on the Ministry's support activities from the distributed handout.

He also gave details on future challenges to achieve the SDGs. One is to build up a solid base for continued collaboration on ECD in the Asia-Pacific Region through this ODA Evaluation Workshop. He said that he highly welcomes innovative ideas from donors and partners in the region. Second is to enhance collaborations through partner country-led evaluations and joint evaluations. He stated that he is looking forward to receiving many proposals from partner countries in the near future, and invited both donors and partners to enhance technical cooperation on ECD to support the process for achieving the SDGs within the region in a coordinated manner.

The co-chair thanked the presenter and invited the next speaker.

Presentation-2: Evaluation of Japan's Official Development Assistance (ODA) to the Health Sector in Vietnam

By: Dr. Vu Song Ha, Vice-Director, Center for Creative Initiatives in Health and Population (CCIHP), Vietnam

This presentation focuses on evaluation procedures and results of Japan's ODA for the health sector in Vietnam that was carried out from October 2013 to March 2014. Japan ranked as the largest source of ODA in Vietnam. Since 1992, Vietnam has been receiving ODA from Japan in the health sector for several projects in different parts of the country. The evaluation of Japan's ODA in the health sector had the following two objectives: 1) to evaluate Japan's assistance from three perspectives: "relevance of policies," "effectiveness of results" and "appropriateness of process", and 2) to obtain useful lessons and recommendations for Japan's future assistance policy in the health sector.

The presenter explained that they evaluated three projects under the component of "Improvement of health and medical services": 1) the Bach Mai Hospital Project for Functional Enhancement (Technical cooperation in 2000-2005), 2) the Bach Mai Hospital Project for Functional Enhancement (Technical cooperation in 2006-2009), and 3) Regional and Provincial Hospital Development Project (yen loan), and also two projects under the component of "Prevention of infectious diseases": 1) Project for Construction of the Facilities for Measles Vaccine Production in Vietnam (Grant Aid in 2003-2006), and 2) Project for Strengthening Capacity for Measles Vaccine Production in Vietnam (Technical cooperation in 2006-2010).

The presenter explained that they used several evaluation methods as follows:

- Desk study including consultations, review of policies, guidelines of Japan's ODA, health sector strategies in MDGs, etc.
- Semi-structured interviews with key informants at different levels such as Ministry of Health, provincial-level agencies and hospitals, etc.;
- Observations at project sites: The evaluation team visited the target hospitals to see how the goals of projects were achieved.
- Collection and analysis of secondary data until the evaluation team carried out an evaluation.

The presenter continued her presentation explaining their findings in the evaluation results. ODA for the health sector in Vietnam is highly consistent with the needs of Vietnam's health sector, Japan's policies and strategies, the international agenda for health care provision, and in line with the MDGs. For example, the objectives of the regional project were to strengthen referral systems and improve the quality of the health service for three target hospitals in the northern part of Vietnam through providing medical equipment and improving the capacity of medical staff members, thereby contributing to improve health status' contributes to MDGs goals 4, 5 and 8. This is also consistent with Vietnam's health strategy to improve the health system, to advance the health care and capacity of country panel, to reduce child mortality, to improve maternal health care, etc. The presenter also talked about the achieved planned outputs. For example, the mortality rate at Bach Mai Hospital was decreased in 2011 and 2012. Also,

laboratory tests showed the significant improvement of the capacity of the hospital year by year from 2010 to 2013. In the project, the MRI machines and technical assistance for medical equipment for operations were provided. As a result, the number of operations increased in the three hospitals.

The evaluation was also made to the annual supply amount of measles vaccines produced by Vietnam's Public Corporation Center for Research and Production of Vaccines and Biologicals (POLYVAC) against the total supply amount of measles vaccines in Vietnam. In 2009, the POLYVAC measles vaccines purchased by the Ministry of Health were 1.3 million doses; this increased to 3.2 million in 2011.

The presenter introduced the appropriateness of processes from the following different perspectives:

- Project identification and formulation and preparation;
- Request and approval from both Japan and Vietnam parties;
- Plan examination and ex-ante evaluation;
- Project implementation and terminal evaluation;
- Exchange of notes and aid and loan agreement;
- Ex-post evaluation and follow-up.

The presenter noted that in every stage, there were very good discussions and planning between Vietnam and Japan. However, the people responded that the project took longer than they expected because the approval procedure took one to two years and sometimes the project plan was updated.

Based on the findings, the presenter suggested the following four recommendations:

- Continuing Japan's ODA assistance to the health sector of Vietnam, particularly support to improve human resources, health system management, health information systems, improve quality of medical services. Sustaining the capacity is very improvement. Hospitals now have computer-based systems for patient registration and patient data collection.
- Strengthening participatory management and communication between partners. In spite of the participatory, it needs to improve participatory management for better communication.
- Improving Monitoring and Evaluation (M&E) system. In some data, the evaluation team had some difficulty checking and measuring it.
- Carrying out research on the cost effectiveness to help JICA and the Ministry of Health to measure the effectiveness of projects, and design evidence-based investment. During the evaluation, some equipment was not useful as it was bought before project planning.

Lastly, the presenter thanked the Japan ODA and health sector organizations and hospitals for their cooperation.

The co-chair thanked the presenter and emphasized the important points of the presentations regarding evaluation in the health sector in Vietnam such as evaluation criteria, findings and methods, and

the presenter's useful recommendations including the improvement of monitoring and evaluation systems. The co-chair then invited the next presenter.

Presentation-3: Joint Evaluations: Supporting the Government of the Philippines' (GPH) Continuing Evaluation Agenda

By: Ms. Nikki Ann Consigna Bermudez, Senior Economic Development Specialist, Monitoring and Evaluation Staff, National Economic and Development Authority (NEDA), the Philippines

This presentation focuses on the National Economic and Development Authority's (NEDA) experience and impressions, as well as recommendations, regarding the Joint Evaluation on Japan's ODA to the Disaster Risk Reduction and Management (DRRM) Sector in the Philippines conducted in partnership with the Government of Japan, through the Embassy of Japan (EOJ) in the Philippines. The presenter started her presentation with a brief background description of the joint evaluation process. MOFA, through the EOJ in the Philippines, extended the invitation to NEDA to do a joint evaluation to obtain information and to formulate recommendations for Japan's future assistance to the DRRM sector of the Republic of the Philippines. Since it was impossible to evaluate all the projects in this joint evaluation due to time constraints, NEDA and the EOJ agreed to limit the scope to four ODA projects supporting the DRRM sector and other complementary assistance (e.g., grant aid and technical cooperation, Japanese Overseas Cooperation Volunteers, etc.).

These projects were carefully selected as they should have been the representative sample cases. They were selected in terms of their project type (e.g., loans and grants), implementing agencies, and locations with the expectation that these projects could reflect the overall project outline of Japan's ODA in the DRRM sector.

As for the evaluation framework, the evaluation team used the criteria and tools (e.g., objective trees) as prescribed in the MOFA Evaluation Guidelines, which was developed by MOFA Tokyo and concurred by NEDA. The joint evaluation studied the perspectives of (i) relevance of policies; (ii) effectiveness of results; and (iii) appropriateness of processes. In terms of data gathering methods employed, the study team conducted (i) secondary data collection and desk review; (ii) key informant interviews; and (iii) project site visits. The evaluation team consisted of members from EOJ in the Philippines, NEDA - Monitoring and Evaluation Staff, and the consultant.

The presenter cited that the Philippines is considered one of the most naturally hazard-prone countries in the world. The World Risk Report ranks the Philippines second out of 171 countries in terms of "risk of becoming a victim of a disaster brought about by an extreme natural event." According to the United Nations International Strategy for Disaster Risk Reduction (UNISDR), Disaster Risk Reduction (DRR) is the concept and practice of reducing disaster risks through systematic efforts to analyze and reduce the causal factors of disasters. The Philippine Disaster Risk Reduction and Management Act or Republic Act 10121 was passed in 2010 to provide a legal and institutional basis for DRRM in the Philippines. The DRRM policy of the Philippines is anchored on the National Disaster Risk Reduction and Management Plan (NDRRMP) 2011-2028.

Further, Japan's ODA in the DRRM sector in the Philippines is implemented by JICA through central government agencies of the Philippines, local government units, and Non-Government Organizations (NGOs). From 2003 to 2015, 60 projects were implemented, and 21 of them are still ongoing.

The presenter referred to the findings of the joint evaluation which affirmed that Japan's ODA policy is consistent with the policy of the Philippines' DRRM, as well as with the international agenda on DRRM. It also proved that expected outputs and outcomes at different levels have been achieved. In the Philippines, the sustained utilization of Japan's ODA outputs by the beneficiaries is attributed to the follow-through technical cooperation projects after economic infrastructure facilities and equipment are established. In addition, the appropriateness of domestic consultation and coordination was found to be sufficient. The presenter also stressed the importance of strengthening complementation of technical cooperation-related projects with loan and grant aid projects.

She then introduced some lessons learnt from the joint evaluation.

- M&E of projects both by oversight GPH agencies and development partners is necessary to avoid implementation delays.
- Participatory approach in the formulation of results indicators is important to put the focus on project results.
- Sustainability measures must be identified and assigned during implementation and prior to completion.
- Documentation of lessons learned and knowledge sharing must be pursued.

The presenter explained the impressions of NEDA in doing the joint evaluation. First, the joint evaluation complemented the ongoing initiatives of the government and previous experience of ex-post evaluation conducted by JICA in the Philippines. The GPH has yet to develop systems on policy-level/process evaluations. The Joint Study provided learning points that the GPH can consider should the GPH conduct the same type of evaluation in the future. Second, the joint evaluation provided an opportunity for organizational and individual learning. Lastly, NEDA has the impression that the "joint process" of the Study allowed GPH not only to make an input on the evaluation findings, but also to participate in the evaluation process such as determining the activities to undertake and establishing the implementation arrangements.

Moreover, the presenter shared the following recommendations for future joint evaluations:

- The most important thing to consider is to extend the duration of the study to cover more projects and to allow more in-depth analyses. The joint evaluation took three months and this limited the scope and the conduct of feedback meetings, etc.
- NEDA sees the importance of defining rating metrics per criteria in the evaluation framework.
- It also recommends to clearly defining responsibilities among members of the evaluation team. In this evaluation, the evaluation team consisted of representatives from three entities. The members'

outputs must be clearly defined at the outset. While the findings are generally agreed by the evaluators, disagreements on specific points may arise. In such case, there should be leeway for individual evaluators to present their own findings

The presenter also introduced the recent initiatives of the GPH in furthering evaluation practices in the Philippines. The GPH has focused on results-orientated reform initiatives in public sector management. One of these initiatives is the GPH's policy on results-based budgeting which aims to improve the linkages of the planning and budgeting processes of the government ensuring that intended results are achieved. To further sharpen the results focus of government, it is imperative to gather evidence as to whether policies, projects, and programs are achieving their intended development results (outputs, outcomes, and impacts) and to adopt alternative strategies when evidence suggests that results are not being achieved. In this regard, the government needs to make decisions on future budgeting exercises based on systematic reviews and evidence-based studies.

In line with the government's continuing efforts to improve on all the components of the public-sector management cycle, the National Evaluation Policy Framework (NEPF) was signed by the NEDA and the Department of Budget and Management (DBM) through the Joint Memorandum Circular (JMC) of July 2015. The JMC aims to support evidence-based decisions and to ensure program improvement and accountability. It covers all projects and programs implemented by all agencies of the GPH.

The presenter then introduced the challenges and opportunities of NEPF. One of the most immediate challenges is the operationalization of the NEPF through the creation of the NEPF Secretariat, which will assist the NEPF Task Force, among others.

The presenter ended her presentation with the following conclusions:

- Joint Evaluations promote learning and accountability for partner governments.
- The Joint Evaluation conducted with the GPH is a timely endeavor in response to the introduction of a major policy of the GPH, i.e., NEPF.
- Refinements of the process (to include improvements in the evaluation framework) of Joint Evaluations may be further pursued.

The co-chair thanked the presenter for her informative presentation on the joint evaluation experience and lessons learnt as well as impressions of NEDA. After that, co-chair invited Ms. Renuka Devi Logarajan for comments on the presentations.

Discussion

Commentator: First of all, I would like to thank the presenters for sharing some insights on evaluation. As we all know, the SDGs set 17 goals that aim to end poverty, hunger and inequality, take action on climate change and the environment, improve access to health and education, build strong institutions and partnerships, etc. The 2030 Agenda for SDG is indeed a broad and universal agenda that applies to all countries worldwide. While all countries are integrating and aligning the SDGs into their respective

national plans, evaluation plays an important equal role. We heard how Japan offers support in terms of capacity development for evaluation, especially through the workshops, the training and the expert advisories. Basically, it has been a country-led evaluation, but now it is at a policy level or even individual project level.

We have heard two success stories of Japan's ODA for evaluation. One is the evaluation of health sector projects in Vietnam and another one is on disaster risk reduction projects in the Philippines. Both involved assessment of relevance, effectiveness and appropriateness. It started from the process of the initial situation, achievements and recommendations for further improvement and refinement. Therefore, I would like to state my following observations:

- Similar evaluation assessments on SDGs at the national level will help countries to move on the right track towards achieving the 2030 Agenda.
- Evaluation is expected to ensure smooth and effective implementation and access the achievements.
- Japan's ODA evaluation is a clear example of a partnership platform to facilitate implementation sharing of country experience, successful practices as well as knowledge.
- Regional collaboration will also bring synergies as well as potential sharing and move optimal utilization of resources in achieving the SDGs.

The co-chair thanked the commentator and opened the floor to questions and answers.

Question: Evidence-based investment should be based on demand from the health sector. But defining demand is not an easy job. What basement methodologies do you have when making evidence-based investment in Vietnam?

CCIHP: Regarding a question on how to implement evidence-based investment, we found out that it was important for us to provide evidence-based recommendations when we did evaluations. We had difficulties checking the demands and system for how input is provided. It does not only refer to ODA projects but it is also relevant to government projects. It needed to check how much the government made inputs and how to maintain the equipment. It is important for us to have evidence-based investment and involvement of health economists. We need to sit together to identify what kind of evidence-based indicators to use and to discuss what we need to have and to measure from an economic viewpoint. What we recommend is an evidence-based approach with different sectors and the possibility of achieving better outputs for investing money.

In Vietnam, we moved to a lower/middle-level income country. It is important the private sector invest in the health sector. We have some social mobilization models. For some certain diseases, for example, it is easy to receive investment. But in some other cases, for example, in disease prevention activities, there is not much financial investment. Therefore, we recommend evidence-based investment.

Question: The main aspect of disaster recovery program evaluation, I think, is setting up criteria at the beneficiary level. The victims of disasters should receive benefits from such programs. You adopted criteria from MOFA – ODA Evaluation Guidelines: relevance of policies, effectiveness of results, and appropriateness of process. I would suggest in the future you consider evaluation criteria at the beneficiary level.

NEDA: The main stakeholders (e.g., selected beneficiaries, local government units, and relevant agencies, among others) were consulted. Due to time constraints, we relied heavily on the findings of secondary data from reports (e.g., previous ex-post evaluation reports) related to the selected projects to determine the effectiveness of results. The details of the results can be seen on the Internet.

Question: Regarding the Philippines, climate change is one of the concerns of our country. I would like to know how to participate in such joint evaluation initiatives? How I can contact the Japanese side?

MOFA: The first presentation was about the Japanese monitoring system: “policy-level evaluation” and “program evaluation” conducted by MOFA and project evaluations and thematic evaluations conducted by JICA. One collaborative point is to be involved in the process of project evaluation with JICA. JICA conducts almost all project evaluations after completion. JICA also did some evaluations in Timor Leste several years ago. This information can be found on the website. We have some selected country-level evaluations. However, there is no many accommodation of data yet, but we may be able to do a country-level evaluation in future. The Japanese government conducted an evaluation on Japan’s ODA in Timor Leste. At that time, a Japanese evaluation team visited your country. I can show you the data later.

JICA: In the next session, I will introduce JICA’s activities regarding evaluations, including joint evaluations. We have an office in Timor Leste. I recommend you contact us there.

Question: What is the reason for the increase in the number of operations in two hospitals but the decline in one hospital? Why is this number connected with the evaluation results?

CCIHP: We got the data from the hospitals. In the first two years, the number of operations increased. As you can see from the data, the number of operations increased in 2011, but it decreased a little in 2013 in Thai Nguyen hospital. This is because of the capacity of other health centers around Thai Nguyen. Thai Nguyen Hospital is a regional hospital that covers other provinces. Each province also has its provincial hospital. Because of the new capacity of other provincial hospitals in their network, the overall health system is improved by the project and people could go to other provincial hospitals. We used this data as an indicator of the project evaluation. However, it might be better for interpretation and evaluation if we could have the data of other hospitals in order to see the overall capacity picture of Thai Nguyen hospital.

Question: Is there any possibility at present of receiving support from the Philippines government in implementing NEPF?

NEDA: There is still considerable support from the current administration. NEPF is seen to support the M&E of the government's medium-term development plan. In December 2016, the 6th M&E Forum will be held and will be participated in by the Secretaries of NEDA, DBM, as well as other implementing agencies.

Co-chair: In terms of evaluation structures, we have policy-level evaluation, program-level evaluation and project-level evaluation. In Agenda-1, we talked about program evaluation. In terms of policy-level evaluation, we have three criteria: relevance, effectiveness and appropriateness. In the case of project-level evaluation, there are five criteria: relevance, effectiveness, efficiency, impact and sustainability. The next session will focus on project-level evaluation.

Comment: Regarding the health care sector projects, providing equipment to the projects happens quite often. It might be a good chance to transfer the used equipment to low rank hospitals so that the equipment can be utilized more efficiently.

CCIHP: Regarding some equipment issues, the managers of hospitals told us that sometimes equipment is either outdated or too advanced. Equipment is sometimes too advanced and too modern and the cost of running and the maintenance of such equipment is expensive for them. Because of the running cost, the hospitals do not use the equipment often. In this regard, the process of learning about the purchase of the equipment can also be a lesson for them. The hospitals are highly appreciative of Japan's ODA. However, the hospitals need to be involved in the purchase of the equipment in advance and learn how to run the equipment so that they know the cost of maintenance and running the equipment. Transferring outdated equipment to lower level hospitals is a good suggestion, but needs careful discussion and engagement from hospitals.

Question: Did you have evaluation practice for a public investment project before NEPF?

NEDA: Previously, evaluation activities in the government were scattered. NEPF is a way to unite these evaluation activities allowing government agencies to allocate budgets to conduct their own evaluation activities.

Co-chair: A participatory aspect is mentioned as one of the impressions of joint evaluation. How do you encourage participation?

NEDA: We learned how to manage as well as how to conduct evaluations. Especially for this joint evaluation, we learned that there was a gap in laying out the evaluation management framework, as well as the need to seek consultation in the preparation of an evaluation framework. The MOFA (through EOJ)

gave us an opportunity to comment and make additional inputs and to participate in the actual evaluation conduct. For NEDA, we are also managing the evaluation activities in the government as well as conducting evaluations, hence the need for coordination and participatory activities. The joint evaluation was very useful for us in both organizational and individual ECD.

Co-chair: Regarding the recommendation on strengthening participation management and communication, I would like to ask about what kind of process there is and who are recommended to participate in the improvement of communication?

CCIHP: When we carried out the evaluation, some people said that they need to have more participation even though they had participated already. For example, the list of equipment is already drawn up two years beforehand. Then it needs time to be approved. So, the list of equipment is not useful to them during this period. They need to negotiate with the Ministry of Health, JICA and other agencies to have a more updated list of equipment. When they develop monetary evaluation indicators, it is not easy to follow and to categorize the patients and diseases. Categorization is not consistent in hospitals, especially for them; it is difficult to put in a computer system and check because the categories do not match. For the measles vaccine project, even though the factory can have a high capacity to produce the measles vaccines, because of the project negotiations between the project and the governments, the contribution is limited to a certain percent of the measles dose. They would like to have a greater contribution and to maximize the factory capacity. For the project, it is better to have more sector communication and discussions between different projects. Some of the sectors are responsible for operation of hospitals. The input from the hospital managers to the insurgent companies is not high. For example, elevators may not be appropriate for equipment and patients. Even though participation and communication is already good, it would be better if they have more inputs.

MOFA: Perhaps everybody is wondering what kind of collaboration with Japan can be pursued in the future. We distributed the Annual Report on Japan's ODA Evaluation 2016 to all participants. On pages 10 and 11, a map of the world can be seen to check our evaluation activities conducted in the past five years. Please check out what kind of evaluations we conduct. Joint evaluation is also highlighted in this report on pages 34 and 35. Peace building evaluation in Timor Leste can also be found on page 48.

CCIHP: I have a brief comment to make. The health sector evaluation was conducted in 2014. If you have any questions about this evaluation, please refer to us. We would like to thank the JICA Office in Vietnam in doing this evaluation. We learned a lot about the indicators of the evaluation and lessons and experience from JICA. We always did the project-level evaluation. However, with this policy-level evaluation, we can now see a broader picture at the country level. With this evaluation, we can share with colleagues our experience and encourage them to do similar evaluation activities at the provincial level.

Comment: I would like to add some information on the general process within NEDA and the importance of participation and joint evaluation. Ms. Bermudez is from our Monitoring and Evaluation Staff (MES) who assess ongoing programs and projects being implemented in partnership with development partners, e.g., JICA. I am from the Public Investment Staff (PIS), which lines up proposed programs and projects of the different Philippine government agencies for funding by development partners. Assessments the MES does of what has been achieved by programs and projects and the sector helps the agencies and PIS identify additional or new interventions for funding by our development partners.

MOFA: I have a short comment to make on what we are discussing here. Evaluation for policy making is what we are seeking to achieve for SDGs.

The co-chair concluded that the presentations were fruitful and informative, sharing experiences and case studies.

[Agenda-1]



(Dr. Vu Song Ha, Vice-Director, Center for Creative Initiatives in Health and Population (CCIHP), Vietnam (Presentation-2))



(Ms. Nikki Ann Consigna Bermudez, Senior Economic Development Specialist, Monitoring and Evaluation Staff, National Economic and Development Authority (NEDA), the Philippines (Presentation-3))



(Ms. Renuka Devi Logarajan, Principal Assistant Director, Economic Planning Unit, Prime Minister's Department, Malaysia (Commentator))



(Co-chair, Mr. Naonobu Minato)



Agenda-2: Evaluation System and Evaluation Capacity Development

Co-chair: Mr. Keiichi Muraoka, Director, ODA Evaluation Division, Minister's Secretariat, Ministry of Foreign Affairs of Japan

Commentator: Ms. Yasuko Nishino, Director General, Evaluation Department, Japan International Cooperation Agency

Presentation-4: Evaluation Capacity Development for Effective Evaluation and Monitoring System

By: Mr. Naonobu Minato, Vice President, APEA, Visiting Professor, International University of Japan

This presentation describes several aspects of ECD for a useful and effective evaluation and monitoring system. It also indicates the importance of an evaluation and monitoring system in the public sector for improving the quality of the project for accountability and transparency. Moreover, this presentation emphasizes that an evaluation and monitoring system exists for improvement of the quality of ongoing projects and proper management options.

The presenter first stresses the roles of the private sector in development in all areas and expressed his expectation to hear interesting practices supporting SMEs (Small and Medium Enterprises) in Agenda-3 of this workshop.

The presenter explained that evaluation covers the following points: objectives, purposes, time and period, methods, evaluators and evaluation teams, expenses and reporting.

Among the above points, the presenter specifically explained the details about the evaluation method. In terms of methods, Japan uses the project evaluation model that has three different elements. First is to identify the project using a Project Design Matrix, in other words, a logical framework. There are five evaluation criteria: relevance, effectiveness, efficiency, impact and sustainability. The presenter also noted that they use cross cutting aspects such as policy, technology, environment, society and culture, organizations and institutions, economy and finance. By using this model, they are able to do comprehensive evaluations.

He continued his presentation by explaining an impact evaluation, which is an evaluation method that attempts to find out the changes that occurred, and to what they can be attributed. It is best to establish baseline information before intervention begins. Impact evaluation provides the analysis of impacts between two sides before and after intervention.

The presenter explained that Rapid Rural Appraisal is one of the grassroots methods. This can be used for quick, real-time assessment and reporting, providing immediate feedback on progress for the decision makers. In terms of data collection methods, there are several measures such as key informant interviews, group and community interviews, direct observation, surveys, etc. Meta evaluation is the evaluation of the number of evaluation results by using the criteria procedures. It is possible to find out and summarize trends and cross-study findings by systematic analysis. For example, surveys on financial sustainability

based on many evaluation reports of loan projects can be very useful for identifying trends and planning the project.

The presenter then introduced several aspects of ECD.

1) *Demand and incentive for evaluation/bridge between evaluation and policy making*

Evaluators need to confirm the interests and concerns of policy makers. Once policy makers know that the quality of their policy and projects will be improved by evaluation results, it will be easy to make a bridge between the evaluators and policy makers. In short, an awareness activity for policy makers and project managers is very important.

2) *Institutions such as laws, rules, manuals, guidelines/players' behavior may change*

Organizations and people behave based on established institutions such as the legal framework, laws, rules and policies. For example, if there is an evaluation system, the evaluation will be conducted based on these institutions. Therefore, the introduction of an evaluation mechanism becomes very effective. In the case of Japan, the government policy evaluation act was adopted in 2001 to promote and regulate evaluations. All ministries reviewed their public services based on this law. MOFA also has guidelines on ODA Evaluation. JICA also has their institutional evaluation system based on the Plan-Do-Check-Act (PDCA) cycle.

3) *Organizational customs, culture, tradition/awareness*

Organizational customs, culture and awareness influence evaluation systems. Some organizations have the tradition that person at the top has all the power and nobody can check their activities inside organizations. Some organizations are closed and exclusive and their transparency is limited and the quality of their services is not good. By introducing an evaluation system, the organizations can make positive culture changes to improve transparency, accountability and performance.

4) *Clear roles and responsibilities*

It is important to have clear roles and responsibilities for the effective functioning of evaluation. It should be clear about who is involved in each level of evaluations. The roles and responsibilities of the participants in the processes such as evaluation data collection, analysis, formulation, reporting, etc., should be clear.

5) *Learning organization/opportunities for host organizations*

It is significant to improve learning initiatives and opportunities for host organizations to establish systems to accumulate evaluation knowledge. Organizations should improve the evaluation capacity by themselves. For example, if the ministries of the host countries plan new projects, they can use lessons learnt from the past projects in similar fields or areas.

6) *Reliable information*

Information for evaluation should be clear and reliable. To get information reliably and cheaply, a combination of questions and data collection methods must be carefully chosen. There are many methods for data collection and surveys. The most appropriate method should be chosen, and used correctly.

7) *Independence and neutrality of evaluation department and evaluators*

Evaluators need to be independent and neutral. Selection of evaluators by fair screening is important for their neutrality and independence. The presenter took an example of a Japanese case. In terms of strengthening the independent function, MOFA had transferred the ODA Evaluation Division from the International Cooperation Bureau to the Minister's Secretariat in 2011.

8) *Human resources/knowledge and experiences*

To achieve high quality of evaluation, evaluators themselves need to have an adequate and correct incentive, ethics and knowledge of evaluation. Therefore, training is very useful for evaluators. JES has training programs for evaluators to develop their knowledge and skills.

9) *Professional career/certification*

In order to identify capable evaluators, it is important to develop a personal professional career and have certification. JES issues certificates to senior evaluators every year.

10) *Ethics*

It is necessary to have ethics rules for evaluators. The presenter mentioned seven rules based on Guidelines for the Ethical Conduct of Evaluation: responsibilities for general and public welfare, integrity, respect for people, independence, systematic inquiry, utility and competence.

In conclusion, the presenter stated that the policies, projects and public services would be improved by establishing an evaluation and monitoring system and enhancing evaluation capacity development. These positive changes might contribute to achieving SDGs.

Presentation-5: Investment Supervision and Evaluation in Vietnam: Current Regulations and Performance

By: Ms. Nguyen Thanh Huong, Deputy Director General, Investment Supervision and Appraisal Department, Ministry of Planning and Investment, Vietnam

The topic of this presentation covers Vietnam's legal framework on Investment Supervision and Evaluation over different periods, basic contents of Decree No. 84/2015/ND-CP dated September 30, 2015 of the Government on Investment Supervision and Evaluation (Decree No. 84) and its practice of implementation and performance.

The presenter first explained that the term "Supervision" is used in Vietnam and consists of two activities: monitoring and testing.

The presenter introduced Vietnam's legal framework on Investment Supervision and Evaluation over different periods, including:

- (i) Decree No. 52/1999/ND-CP dated July 8, 1999 of the Government on issuance of Investment and Construction Management Regulations; Circular No. 01/2000/TT-BKH dated October 1, 2000 of the Ministry of Planning and Investment (MPI) guiding investment expertise activities;
- (ii) Decree No. 07/2003/ND-CP dated January 30, 2003 amending and supplementing a number of articles of Decree No. 52/1999/ND-CP and Decree No. 12/2000/ND-CP, Circular No. 03/2003/TT-BKH dated May 19, 2003 of MPI guiding the investment supervision and evaluation;

(iii) Decree No. 113/2009/ND-CP dated December 15, 2009 of the Government on investment supervision and evaluation; Circular No. 13/2010/TT-BKH dated June 2, 2010 prescribing on investment supervision and evaluation report templates; Circular No. 22/2010/TT-BKH dated 02/12/2010 guiding on the cost norm for supervision and evaluation of investment; Circular No. 23/2010/TT-BKH dated December 13, 2010 regulating on capacity conditions of investment project evaluation consultancy organizations and individuals; and,

(iv) Decree No. 84/2015/ND-CP and Circular No. 22/2015/TT-BKH dated December 18, 2015 of the MPI guiding on the report templates for investment supervision and evaluation, which were adopted last year.

The presenter explained that the basis for the formulation of Decree No. 84 on Investment Supervision and Evaluation is 1) the Public Investment Law dated June 18, 2014; 2) the Construction Law dated 18 June 2014; and 3) the Investment Law dated November 26, 2014.

According to the Public Investment Law, from Article 77 to Article 84 provides regulations on supervision and evaluation of public investment plans, programs, projects, community supervision and evaluation.

According to the Construction Law, Article 8 regulates the investment supervision and evaluation based on different types of fund resources: 1) for projects using state funding, the competent state agency shall carry out supervision, assessment in accordance with provisions of legislation on public investment and legislation on construction according to approved assessment content and criteria; 2) for projects using other sources of funding, the competent state agency shall carry out supervision, assessment of objectives and compliance with relevant urban plans, land use, construction investment progress and environmental protection; and 3) for infrastructure construction investment projects using state funding, funding contributed by communities and funding from domestic organizations and individuals, supervision by the community shall be carried out.

The presenter also introduced Article 69 of the Investment Law which regulates investment supervision and evaluation activities, including:

1) The responsibility for supervision and evaluation of investment: This responsibility lies with the following authorities as stated in this law: (i) The National Assembly and the People's Councils shall exercise their rights to supervise investment as prescribed by law; (ii) Investment authorities and specialized authorities shall carry out supervision and evaluation of investment on an overall scale and each project under their management; (iii) Registry offices shall supervise and evaluate the investment projects to which they grant certificates of investment registration; and (iv) the Vietnamese Fatherland Front shall supervise community investments within their competence.

2) Responsibilities of investment authorities, other specialized authorities, and registry offices with regards to investment supervision and evaluation activities.

3) The contents of overall supervision and assessment of investment. In addition, the Investment Law has regulations on the National Investment Information System (Article 70); Reports on investment (Article 71); Reports on overseas investment (Article 72).

The presenter also described Decree 84 which has 11 chapters and 73 articles and has the following new regulations in comparison with Decree No. 113/2009/ND-CP:

- The provisions on monitoring, inspection and evaluation of investment projects are simpler and more consistent with the scale of the investment project.
- Additional provisions for which the results of the supervision and evaluation of investment are important input factors in the process of developing and approving the policies, plans, programs and projects.
- Additional provisions on monitoring, inspection and evaluation of investment projects using ODA capital and overseas direct investment projects.
- Additional provisions on monitoring, inspection and evaluation of investment programs (national targeted programs, targeted support programs) and umbrella projects.
- Additional regulations on the organizational structure of the agency, unit in charge of investment supervision and evaluation to ensure consistency from the central level to locality and investor, and project management units (PMU).

This Decree also adjusted the reporting regime and revised the reporting form to be simpler and more consistent with reality, and compatible with the reporting forms regulated in other legal documents. Reporting forms are adjusted to suit the nature and scale of the project groups A, B, C toward informatics practices. Capacity requirements for consultancy are more detailed and the contents for investment supervision and evaluation training are adjusted in a way that enhances the capacity of the project manager and governmental officials. Decree 84 also has additional provisions to clarify the responsibility of the investment deciders, the person who grants the investment certificate, heads of agencies and units as well as provisions on mandatory disclosure of information of investment supervision and evaluation results. It also supplements and perfects the regulations on investment supervision by the community. It also establishes the active implementation and perfection of the system settings in the field of computerization of monitoring and evaluation of investments.

The presenter introduced the performance of Investment Supervision and Evaluation Activities in Vietnam. It has been performed well in Vietnam. At the central level (ministry, sector), the ministries and central agencies have assigned one focal unit responsible for investment supervision and evaluation. It annually holds a planned random investigation. The semi-annual and annual reports on investment supervision and evaluation are basically well done. At the local level, most localities have one focal unit responsible for investment supervision and evaluation which varies among provinces. They also held a planned or random investigation annually. They also issued the semi-annual and annual reports on investment supervision and evaluation, which are basically well done. At the corporation level, the system is the same as the local level.

The Investment Supervision and Evaluation Information System in Vietnam was set up and put into operation in 2015. In 2015 and 2016, MPI organized a number of training programs nationwide on supervision and evaluation activities and guiding the application of the information system. MPI has supported investors to update project information into the system. Currently, the system has updated

detailed information for around 7,471 projects. MPI is continuing to upgrade the system to monitor all projects using state capital and sharing information publicly in accordance with current regulations.

The presenter mentioned the difficulties and limitations of investment supervision and evaluation in Vietnam. The information system has just been put in place; therefore, the project information updated by investors is still not available in a timely fashion; also, there is not enough necessary information or data in the report as required, which causes difficulties in the synthesis of information. The ministries, sectors and localities are not active in project evaluation activities and they also lack the personnel in charge of project evaluation activities.

The assessment of investment projects, especially impact assessment, has not been carried out in a professional manner. Also, the presenter mentioned that most of the projects are assessed by the donors, and the government agencies have not actively done the impact assessment.

Lastly, the presenter gave her recommendations to support capacity building for staff in charge from the central to local levels, to strengthen the support of bilateral and multilateral donors in the supervision and evaluation of investment projects, and to improve information systems for supervision and evaluation of public investment projects as well as proceeding to develop systems for monitoring and evaluation of investment under the provisions of the Law on Investment.

The co-chair thanked the presenter for a comprehensive presentation on the legal framework of Vietnam's evaluation system and emphasized the presenter's speech on evaluation practices in Vietnam. Next, the co-chair invited the next presenter.

Presentation 6: Lessons Learnt from Ex-Post Evaluation Examples and a Joint-evaluation Framework between JICA Vietnam Office and Ministry of Planning and Investment

By: Ms. Tran Mai Anh, Senior Program Officer, JICA Vietnam Office

This presentation focuses on JICA's evaluation system and the Government of Vietnam's regulations of evaluation, some lessons learnt from the ex-post evaluations, and the joint ex-post evaluation framework between JICA and MPI in Vietnam. The presenter's presentation also addresses the review of the effectiveness, impact and project sustainability and to identify the lessons learnt that can be used as feedback for future and ongoing projects.

The presenter first introduced JICA's evaluation system that contains an ex-ante evaluation and ex-post evaluation. The ex-post evaluation is conducted a few years after the project completion.

The presenter introduced two cases of ex-post evaluation. The first example is the Technical Cooperation Project on Capacity Development on Artisan Craft Promotion for Socio-economic Development in the Socialist Republic of Vietnam in Rural Areas, which was conducted between 2008 and 2011. The project aimed at establishing a model for rural industrial development through conducting pilot activities for developing good and competitive products in target areas. At the time the Project was terminated, it was expected the project results would be duplicated in other similar areas. At the time of ex-post evaluation, it was found out that seven target groups out of eight still produced their products

developed by the project and even developed them to a higher level; just one group terminated the project due to an objective reason. The producer groups had chances for practical hands-on well-rounded experiences to develop their products such as packaging, marketing, etc., contributing to realizing profits.

With this ex-post evaluation, it was concluded that capacity development is most effective if conducted through actual work not just theory training. However, the researchers could not get any information on products developed by other producers by applying this project as a model. There was no budget and human resources for this activity. So the lessons learnt are within the project term; the stakeholders should have started the negotiations with the related organization to secure the dissemination budget and human resources.

The presenter then explained her next case study, “The Technical Cooperation Project for Building Disaster-Resilient Societies in Central Region of Vietnam,” which was implemented between 2009 and 2012. The ex-post evaluations were conducted in 2014 and 2015. This project strengthened community-centered water-related disaster management systems in three targeted provinces in the center of Vietnam. Its overall goal was to strengthen the measures against water-related disasters in central Vietnam.

At the time of the ex-post evaluation, in most central provinces of Vietnam, the Vietnamese side could establish hazard maps, flood and storm control plans and specialized disaster management agencies. The presenter said that the team learned that it was effective because the project conducted practical training utilizing actual sites with the participation of professionals from other provinces in central Vietnam. The evaluation team found that practical training and involvement of non-targeted areas from the stage of project implementation are useful for project results dissemination. Also, the central government allocates a sufficient budget to the Ministry of Agriculture and Rural Development (MARD) and for various disaster management measures. This is a very successful point of the project. Disaster prevention is highly prioritized and a budget is allocated for related activities through the Vietnamese side’s initiative. So a lesson learnt could be to withdraw that selecting intervention areas that the Vietnamese side has planned to work on even with their own efforts only can be one of the factors to ensure sustainability.

In order to use such lessons learnt from ex-post evaluation to improve similar projects, a Joint Ex-Post Evaluation Framework between the JICA Vietnam Office and MPI started from 2016. Major issues and difficulties identified in ex-post evaluation can be solved with the mutual efforts of JICA and the Vietnamese side. Lastly, the presenter introduced the main joint projects between JICA and MPI, which are below:

- To jointly share the ex-post evaluation project list in close collaboration with each other;
- To assign staff members from both sides to collaborate in conducting the ex-post evaluation through such steps as formulating an ex-post evaluation framework matrix, preparing a questionnaire, implementing site visits and joint interviews;
- To prepare an ex-post evaluation result matrix and ex-post evaluation report.
- To conduct a joint ex-post evaluation.
- To exercise its best efforts and for MPI to take all measures that it deems reasonable or necessary with a view to improving the situation when the necessary actions are pointed out to solve

problems.

The co-chair thanked the presenter and then invited the commentator, Ms. Yasuko Nishino, to speak.

Discussion

Commentator: Thank you for the presentations. Mr. Minato highlighted the characteristics of an effective monitoring and evaluation system, the importance of ECD, and the needs for ECD in order to make full use of the M&E system. He said if you use monitoring and evaluation effectively, you can improve policies, projects and public services, and it would contribute to achieving SDGs. Ms. Nguyen Thanh Huong introduced the development of the M&E system of Vietnam and some challenges that we also face. For the development of the M&E system, JICA collaborated with MPI by conducting joint evaluations which were coupled with evaluation training for Vietnamese counterparts. Today, I am glad to hear that it has been further developed owing to MPI's continuous efforts.

Ms. Tran Mai Anh from the JICA Vietnam Office introduced the results of ex-post evaluations conducted by the JICA Vietnam Office. She also shared information about a joint evaluation trial and the expected benefits of joint work, saying joint evaluation is an effective way to find and solve problems with mutual efforts.

As everybody mentioned, I also would like to emphasize the aspects of learning and feedback. Let me briefly explain how it works in JICA. M&E for JICA projects is conducted at every stage of the projects, namely ex-ante evaluation at the preparation stage, monitoring during implementation and ex-post evaluation after completion. Evaluation results are reflected in planning of future projects. To make a variety of lessons learned easy to use for operations departments, we conduct sectoral analyses of lessons learned in major sectors and extracted important, practical and applicable lessons. Dissemination of evaluation results is important, so we conduct a series of feedback seminars for our staff.

In addition, to enhance the evaluation skills of our staff, we conduct several training courses. This is our effort toward ECD in JICA. My department organizes training courses to enhance the evaluation capacity, such as "how to set clear objectives and appropriate indicators" and "learn from ex-post evaluations". For overseas office staff who are in charge of ex-post evaluations, like Ms. Mai Anh, we organize specific training courses for learning skills for ex-post evaluation.

As to supporting our partner countries' efforts in ECD, let me introduce four cases.

In January this year, NEDA of the Philippines and JICA jointly held an evaluation workshop in Manila. The participants from NEDA, line ministries, executing agencies and JICA exchanged views about the results of project evaluations. It was a good learning opportunity for all of them.

In Vietnam, MPI and JICA conducted joint evaluations on loan projects from 2007 to 2010. It contributed to developing the M&E system in MPI.

In Nepal, JICA implemented a technical cooperation project in collaboration with the Nepalese National Commission Secretariat, from 2011 to 2015. The purpose of the project was to strengthen the M&E system of the government, especially strengthening the feedback of M&E results to the planning

process. A lot of training for M&E was conducted and tools for M&E were also developed. Also, coordination among ministries and other stakeholders was enhanced.

In addition, JICA conducts three technical training courses regarding national statistics. The first one is the training course for “Improving Capability in Producing Official Statistics for Monitoring the SDGs.” It is an urgent need for each country to build the capacity of national statistical systems to respond to requirements for producing basic statistics related to the SDGs. The next one is the course on “Production and Statistical Analysis of Monitoring Indicators in Support of Inclusive Development Policies.” It aims at enhancing capacities to produce social and economic indicators that enable analysis of disparities and monitoring of impacts of inclusive development policies. The third one is “Applying ICT Innovations for Modernizing Official Statistical Systems”. These courses are organized in collaboration with the United Nations Statistical Institute for Asia and the Pacific (UNSIAP).

As mentioned repeatedly in the conference, evaluation has an important role in improving programs and policies. Without proper M&E, it is difficult to develop and implement effective policies and programs, and for proper M&E, ECD is essential. There is no easy way for ECD, and the surrounding circumstances differ from country to country. Thus, evaluation systems should be built based on each country’s environment. But at the same time, we can learn from each other, learn from the good practices of other countries and organizations; this workshop gives us such opportunity. JICA will further collaborate with partner countries in efforts for strengthening ECD.

The co-chair thanked the commentator and opened the floor to questions and answers.

Question: It was a very informative presentation about the importance for M&E for further transparency and accountability for public sectors. Could you share any methods or experience of collecting data in the private sector system?

APEA: To achieve SDGs, the role of the private sector is important. The SDGs have to survive at their market mechanism and in competitive situations. Once the management deteriorates, the quality of the goods and services also deteriorate. In the case of the public sector, it has less competitiveness. To improve the quality of public services, we need checks and balances such as a monitoring and evaluation system. In terms of collecting data in private sectors, they have so many methods for collecting data. Choosing the method depends on the purpose. The method should be relevant and reliable. If the method is not relevant and reliable, the answers will be unreliable. By using the proper method, we can assess the answer. The combination of reliability, accessibility and being cheap is important for data and information collection.

Question: It is shown that state funding agencies are responsible for M&E in Vietnam. I would like to know about the participation of other stakeholders such as civil society organizations in evaluation activities.

MPI: In Vietnam, investment supervision and evaluation is the responsibility of many organizations, not only the state funding agencies. This is regulated in legal documents. Before the issuance of Decree 84, we had a prime ministerial decision to regulate community supervision and evaluation, and that all departments and agencies should take part in evaluation in investment. Then, when formulating Decree 84, we incorporated the contents of this prime ministerial decision in this Decree that clearly regulate the rights and duties of the community in investment supervision and evaluation.

Question: There is more collaboration between Vietnam and JICA to have an evaluation framework. Vietnam has many donors. Is there also an initiative to harmonize the evaluation framework across of all these donor activities? It may be difficult for Vietnam to come up with different evaluation frameworks.

MPI: Decree 84 has very clear regulations of different responsibilities and rights of different participants in supervision and evaluation. When formulating this Decree, we consulted with different donors and organizations to refer to their common practices to incorporate them in the Decree, such as an initial evaluation, mid-term evaluation and ex-post evaluation that is general practice for different donors. Therefore, Decree 84 has already harmonized international and common practices. In reality, MPI is cooperating with the International Monetary Fund (IMF), JICA and other donor agencies to undertake joint evaluation on projects in line with Decree 84.

Question: There was a lot of discussion about not only technical capacity assistance, but also demand on evaluation capacity. The incentive to ask evaluation questions is very important to sustain. Is there capacity building development being done to make sure the policy makers and decision makers are demanding evaluations?

Co-chair: As for the capacity development issue, this workshop is one of the networking activities. Usually, last year, we had one-and-a-half-day workshops in Tokyo or Malaysia, and the year before last. We always aim to put new and creative ideas and information in these workshops. As the Philippines participant said, Joint Evaluation is another way to transfer our experience. She mentioned that we had ODA Evaluation guidelines. We need continuous improvement on evaluation activities. We can extend our cooperation and share information and experience, especially in the program and policy evaluation framework. I would like to invite JICA staff to comment.

JICA: We have conducted joint evaluations with several countries, not only with Vietnam but also other countries. If you would like to join such projects, we can do something together. For joint evaluation, you have to involve country offices, as presented by our Vietnam office colleague. In this case, the JICA Vietnam Office and MPI initiated the joint evaluation. If you are interested in such joint evaluation, please consult with JICA offices in your country directly or contact us, so we can deliver your request to our local offices.

Question: We have serious problems in providing SDGs data. In Indonesia, India and China, because of the countries' size, providing SDGs' data is not an easy task. This is the real challenge. Provision of SDGs' data is very important for evaluation. Hence, we badly need a good example to provide good and reliable SDGs' data. Having a country as a good example, other countries may learn. I would like to know if MOFA or JICA can support an activity for the provision of data for SDGs.

APEA: The SDGs have so many indicators. In my opinion, development organizations should share their roles, and all organizations should cooperate in collecting documents and data. Each organization has its own fields and expertise. They have their data. I think that all organizations should share their data.

Co-chair: In the area of MDGs, there were no such discussions on data collection. However, for SDGs, it has 230 universal indicators. These should be allocated to the country level or regional level. This is a big challenge for all of us. It may be the start of a new collaboration for us. OECD/DAC has a certain accumulation of data. They can share data available for countries. For Japan, this discussion has just started. We know it is a big challenge and we need to find out a better and proper mechanism. Obviously, the coordination with international organizations is very important. The Economic and Social Commission for Asia and the Pacific (ESCAP) located in Bangkok provides training, and there is a regional institution, UNSIAP of ESCAP in Chiba, Japan, which has training for government officials. JICA may collaborate with UNSIAP to train government officials in data collection mechanisms.

APEA: The presentation on Vietnam's legal framework on supervision gave us concrete information on evaluation institutions in Vietnam. The presenter mentioned that impact evaluation has not been done yet. My comment is that you should improve the evaluation capacity. Different M&E systems are established in different countries. However, there is no guarantee that if an M&E system is established it will work effectively or not in all countries. It is important to improve evaluation capacity to make sure the proper method fits with your situation and purpose. As M&E has so many aspects, improving the evaluation capacity may be the most effective way.

Question: Regarding the independency of evaluators, do you think it is necessary for governments to establish a separate entity or institution for evaluation?

APEA: Basically, we should avoid any conflicts of interest. A person, who is responsible for the objective to be evaluated, should not be responsible for evaluation. A check and balance system is needed. Organizationally, we need to consider which partner should have the power of evaluation. Independence is important, but isolation is not good. Evaluation departments and evaluators should have enough information in terms of evaluation objectives. Therefore, evaluation division should be closed but being alone is not good. It depends on the organizational structure on how to set an evaluation department.

Question: I am impressed with the supervision policy and legal framework in Vietnam. How do the findings and reports influence your projects in regards to feedback?

MPI: First, we use the information collected from systems to report to the prime minister for overall management of the national plan. Second, in regards to information of how the project is delayed, the reasons thereof, etc., for example, the reason for the capacity source or any other reasons, we shall investigate and propose solutions to deal with them. We have also solutions to enhance the implementation process in accordance with legal documents. In general, we use the information from the system to improve investment management.

However, in my presentation, I have made some suggestions and mentioned some limitations that we met. We set up an information system for supervision and evaluation in Vietnam. We need a budget to update the system with around 7,000 projects. For public investment projects, it is now estimated there are around 40,000 projects. It is very a big problem. To upgrade a system is an urgent task for us now. In regards to capacity building, Decree 84 has a clear regulation on the capacity of different entities involving evaluation. We also have regulations and penalties in the decree for the bodies in charge of supervision and evaluation if they do not complete the tasks.

As for impact assessment, although it is included in Decree 113, however, the activity is not carried out very well. MPI is now collaborating with JICA to carry out some impact assessments of several projects. At the end of this year, we hope to have a complete plan to improve this activity.

The co-chair thanked the presenters and commentator and concluded that this session reached its objective to discuss evaluation systems and evaluation capacity development. The presenters and commentators also thanked the co-chair and participants for their kind attention.

[Agenda-2]



(Ms. Nguyen Thanh Huong, Deputy Director General, Investment Supervision and Appraisal Department, Ministry of Planning and Investment, Vietnam (Presentation-5))



(Co-chair, Mr. Keiichi Muraoka)



(Ms. Yasuko Nishino, Director General, Evaluation Department, Japan International Cooperation Agency (Commentator))



(Ms. Tran Mai Anh, Senior Program Officer, JICA Vietnam Office (Presentation-6))



Agenda-3: Impact Evaluation for Evidence-based Policy Making

Co-chair: Mr. Keiichi Muraoka, Director, ODA Evaluation Division, Minister's Secretariat, Ministry of Foreign Affairs of Japan

Commentator: Dr. Romeo B. Santos, Professor at the University of the Philippines Diliman, the Philippines

Commentator: Mr. Emmanuel Jimenez, Executive Director, International Initiative for Impact Evaluation (3ie)

The co-chair explained that Agenda-3 is focusing on impact evaluation conducted in Thailand and emphasized that this topic is specifically selected because many participants of last year's workshop expressed their interests to learn more about impact evaluation.

The co-chair invited Ms. Tanita Niltai for the presentation.

Presentation-7: JICA's Cooperation Policy in SME Promotion in Thailand, and Outline of the Project for Enhancing Regional Integrated SME (RISMEP) Mechanism

By: Ms. Tanita Niltai, Program Officer, JICA Thailand Office

This presentation describes and introduces JICA's cooperation in development of SMEs in Thailand by implementing the Project for Enhancing Regional Integrated SME Promotion (RISMEP) Mechanism and the impact evaluation conducted in this project.

The presenter started her presentation by introducing JICA's policy in Thailand. JICA's basic policy of assistance in Thailand is the promotion of mutual benefits and contribution to regional development based on a strategic partnership. In order to realize mutual benefits for both Japan and Thailand, and to enhance the competitiveness of Thailand, the policy aims to promote the private sector through policy advice, human resources development, including supporting higher education for value-added production, and improvement of productivity and infrastructure development. Within this framework, JICA provided its assistance in the RISMEP Project to promote SMEs in Thailand and made the impact evaluation for this project.

The presenter explained the background of the RISMEP mechanism. Starting from the Asian financial crisis in 1999, the Thailand Government started consultation and collaboration with the Japanese Government on SMEs promotion activities such as the SMEs Promotional Master Plan. The Thailand Government also established the Small and Medium Enterprise Development Bank of Thailand (SMEDB) and the SHINDAN-SHI (SME management consultant) training and utilization system. It also adopted the SME Promotional Law and established the Office for Small and Medium Enterprises Promotion (OSMEP).

SME promotion is one of the top priorities of the Thailand government because 99% of all companies are SMEs. In the past, it was difficult for SMEs in Thailand, especially those outside Bangkok, to reach appropriate services through both private and public sectors because they are scattered and not well organized. In this regard, JICA Thailand provided technical cooperation on RISMEP in response to the Ministry of Industry (MOI) of Thailand.

RISMEP is a mechanism to deliver SME support services in an effective and efficient manner, consisting of an SME support network that links individuals and organizations engaged in SME support and a one-stop service function to select and introduce a set of appropriate support services from an integrated list of SME support organizations and their services. In short, RISMEP is a mechanism that Service Providers (SPs), Business Development Service Providers (BDSPs) and inter-ministry agencies have developed as a network and a one-stop consultation service and user-friendly support systems serving for efficient matching and a connecting point between the network and SMEs.

The Implementing Agency is the Bureau of Industrial Management Development (BIMD), the Department of Industrial Promotion (DIP), and the Ministry of Industry (MOI). The purposes of the RISMEP project are 1) to have effective integration of locally accessible SME support services and 2) to establish a long-lasting service delivery platform and 3) to have the RISMEP project to build and operate the mechanism.

The RISMEP project was introduced in four provinces where the Industrial Promotion Center (IPC) offices are located, namely, Chiang Mai, Surat Thani, Nakhon Ratchasima and Suphanburi. MOI has its own offices in addition to the IPC offices, which are called Provincial Industry Offices (PIO) in every province nationwide. The RISMEP Mechanism's overall goal is to maintain it in the target provinces and further disseminate it to other provinces, and the purpose of the project is to establish the RISMEP mechanism through the IPCs in the target provinces and to function effectively.

During the project implementation phase, JICA dispatched an expert team to formulate the mechanism at both the central and provincial level. Many workshops are designed to match each formulation stage for stakeholders and beneficiaries.

The presenter showed a sample of the successful case of Chiang Mai Province. There are stages for starting the business: start up, product development and brand development. First, the SMEs contact IPC through a social networking service (SNS) and then ask about how to do business. After that, several SPs from several different agencies will give the necessary advice and consultations from the beginning.

The presenter noted that more than 35 successful cases were identified before the end of the project. Also, around 70 to 90 percent of service providers feel positive about the impact of the RISMEP mechanism. With the positive results, the Thai Government decided to adopt the RISMEP as its official policy and started to disseminate it throughout the country.

Presentation-8: Can Efficient Provision of Business Development Services Bring Better Results for SMEs?: Evidence from a Networking Project in Thailand

By: Dr. Aya Suzuki, Associate Professor at the University of Tokyo, Japan

This presentation is about the impact evaluation conducted within the framework of the RISMEP Project in Thailand by JICA. The presenter made this evaluation with the collaboration of Mr. Kengo Igei. Their evaluation study targeted the supply side constraints of BDS (Business Development Service) because most previous impact evaluation research was mainly focused on impacts of demand-side interventions.

The presenter first gave some highlights of the RISMEP project. Before RISMEP, each BDS provider was operating independently and individually. If SMEs had a question they had to ask another provider. If they had a problem, they did not know where to go when the BDS provider had no information.

RISMEP is a networking project. It is like a one-stop service. With this networking, the search cost is now low and SMEs have team support.

Regarding the impact evaluation, they put forward the following questions: 1) Does networking by BDSPs improve performances of BDSPs? 2) Does the use of BDS improve performances of SMEs?, and 3) If the BDSPs are networked formally, will the effect of BDS usage by SMEs on their performances be greater?

The presenter said that they collected the data from last year to February 2016. RISMEP was implemented in four provinces. They had to choose the target groups. In this regard, they selected four treatment or project provinces and four non-project control provinces. The non-BDS users were randomly selected from the factory registration list of MOI. The JICA project started from May 2013 and the network was created in October 2014.

The presenter said that they had only cross-section data: BDSPs data and SMEs data from those that used BDS and those that did not use BDS. The presenter mentioned the difficulty of impact evaluation as "those treated cannot be observed in the state in which they had not been treated. In other words, the team needed to proxy this counterfactual state to evaluate the true impact".

The presenter emphasized that the greater the initial difference in the characteristics of the treated group and controlled group, the greater the estimation bias.

The presenter explained the variable and formula model used for impact evaluation. Regarding the selection bias of RISMEP and BDS users, this was up to the Thailand Government, but whether to use BDS is up to the SMEs. Therefore, it is highly likely that treated and controlled groups differ in their characteristics. The presenter then explained the estimation methods used in impact evaluation: Ordinary Least Squares (OLS), propensity score matching, inverse propensity-score weighting regressions and optimal trimming, all samples of SMEs and BDS user-only samples.

As there was only after-data, and due to the lack of pre-project data, the team cannot consider unobserved differences between the treated groups and controlled group. Hence, the team cannot determine whether the estimated impacts are due to the project or due to unobserved differences between treated and controlled groups.

The presenter showed the indicators of effects on changes in BDS activities such as changes in the BDS budget, contacted by, supported with fees or without fees, or introduced to other BDSPs.

The team concluded that there were positive effects both on BDS providers and SMEs. Also, BDSPs tried to reach more SMEs in their provinces. Regarding SMEs' demands for problem solving, they asked the SMEs that they consult with about their problems related to marketing, business and human resources. Most of the time, the SMEs usually consult with families. But, in this case, they found out that the SMEs prefer to consult with BDS on marketing questions.

The presenter also explained the effects on SMEs' performances of the study. In the indicators, direct export had a negative result. The presenter explained that it might be because BDS providers networked domestically, so they do not have any export network.

Lastly, the presenter explained the results of the impact evaluation. For BDSPs, interaction with SMEs was increased and improvement in practices (especially outreach) was identified. It became more demand-oriented. As for SMEs, for most of the provinces, BDSPs familiarity increased and demand for BDS (especially marketing) also increased. In Surat Thani, it was found out that interaction with BDSPs also increased. Moreover, certain performances such as contracts received, certified products, and increase in profit increased. The presenter presented the conclusions that the networking of BDSPs brought positive impacts to BDSPs themselves and SMEs. As networking does not require large-scale construction or establishment of institutions, it may be a cost-efficient method. It may be a step to improve the inefficiency of vertically integrated administration systems in many countries.

The co-chair thanked the presenter and invited the next presenter.

Presentation-9: Implication of the Impact Survey Result to SME Promotion Policy in Thailand

By: Mr. Rak Charoensiri, Director, Service Provider Development Division, Bureau of Industrial Management Development, Department of Industrial Promotion, Ministry of Industry, Thailand

This presentation gives details of Thailand's government policy and further action regarding RISMEP projects.

The presenter started his presentation explaining that RISMEP stands for the Regional Integrated SME Promotion Mechanism to create a support service network in the regional parts of Thailand. This is the service provision channel development of a single window service. He noted that they tried to set up a single window that belongs to the network. After implementation in four pilot provinces, they have 49 business development service providers, and 69 service providers have been developed. The presenter gave some data on RISMEP projects, such as their development of 14 support models and 35 success stories. They also have seven service tools. Also, the increase of inquiries at BDSP is 25%. They found out that SMEs' satisfaction level is 80 percent. The presenter also said that they have online access for this project. The Thai side used various public relations tools to promote RISMEP, such as publishing newsletters, leaflets, and animation and news about successful cases.

The results of the impact survey of RISMEP are produced with the help of the JICA Research Institute and Tokyo University. The data collection is from November 2015 to February 2016. The treatment provinces are Chiang Mai, Nakhon Ratchasima, Suphanburi, and Surat Thani. In total, 500 SMEs were involved in the impact evaluation. According to the survey question "If BDSPs cannot solve the problems, what will you do?" BDS providers answered that they will introduce other BDS providers if they cannot give solutions.

The presenter explained the policies and measures during and after the project in the four pilot provinces. First, DIP decided to expand RISMEP to seven other provinces where all IPCs are located and to

renovate DIP's general consultation counters and Business Service Center (BSC). Also, the Permanent Secretary for Industry announced his policy to disseminate RISMEP throughout Thailand by 2022. Moreover, MOI's SME Rescue Center will be set up in 76 PIOs. Based on these decisions, the Thailand Government will focus on annual budget preparation from fiscal 2016.

The presenter explained the next step of the Thailand Government regarding the RISMEP project. In the past, Thailand had four provinces. They are going to increase the number year by year, and they will have 11 provinces in 2018. It is a big challenge to rapidly disseminate and extend the RISMEP in many provinces. The number of provinces under IPCs' supervision will be 76 provinces in 2022.

The presenter continued with his topic to explain the renovation of BSC. The annual budget preparation from fiscal 2016 has been focused on integrated activities. It will provide services from the expert team through consultation counters and the e-consult channel in the DIP (Department of Industrial Promotion) Headquarters and 11 IPCs. It will also boost cooperation with related institutions and individuals for effective service provision to SMEs. The presenter noted that they cannot do this activity alone, so they will ask for assistance from related organizations and agencies for support.

The presenter explained the SME Rescue Center, which was established in July 2016 by the Ministry of Industry. It is in MOI Headquarters and 76 PIOs as has the strong support of 11 IPCs through BSC. It is run under ministerial cooperation together with commercial banks, public banks and the Federation of Thai SMEs. It focuses on SMEs having financial problems and refers to the OSMEP recovery fund and banks' products. The presenter also explained MOI's Open House which holds the roadshow events of MOI in the regional parts of Thailand. It presents not only MOI's services, but also the services of MOI's alliances and partners.

Lastly, the presenter emphasized the importance of the concrete collaboration of the National Science and Technology Development Agency, Board of Investment, Ministry of Labor, Ministry of Agriculture, Ministry of Commerce and 14 banks.

The co-chair thanked the presenter and invited the commentator, Dr. Romeo Santos.

Discussion

Commentator: I would like to thank MOFA for their support for the APEA Conference and organization of the ODA Evaluation Workshop. I would like to say that the presentations were truly impressive. We did not have this type of evaluation research presentation in our conference. The impact evaluation presented here is very high-quality research. In evaluation practice, if it is done this way, it will always attract attention because people tend to appreciate a more quantitative type of research. Looking at these three presentations, they are completing and supporting the information of the other's presentations in one topic.

In our practice of evaluation, we always encounter the theory of change in our practice. We have to connect the goal with the achieved outcomes of the intervention as resources are spent to provide evidence. I was looking at some details of the budget of these programs. For instance, it is just an idea about what will happen to the budget of these programs as the activities were implemented and outputs are produced and outcomes are achieved. Eventually, that will look at the efficiency criterion. What we are referring to is

the accountability aspect of evaluation, where we have to show that the resources (budget) are used in the most cost-effective way.

There are different perspectives being applied when doing evaluations such as the quantitative perspective in which statistical procedures or econometric methods are used, and the qualitative perspective in which the approach is more focused on qualitative analysis. I believe both perspectives are embraced in evaluation practice. That is why we have ECD being promoted, so that the evaluators improve and equalize their knowledge and skills more.

I have a comment regarding the timeline. The project started in May 2014 and took around three years. In the current practice of evaluation, the tacit understanding is that it takes three years after implementation for an intervention to have an impact. This, for example, was suggested by Judy Baker of the World Bank in her book. If we look at the timeline of the project presented in this study, the impact evaluation is not made after three years from date when the project started. The impacts may not yet have manifested because the intervention has not been implemented with enough time. However, the approach used in this evaluation is different. Its reference to impacts is different from the way a results-based approach on impact evaluation is done. In this quantitative perspective approach using statistical/econometric techniques, there are no definite outcomes or impacts being ‘measured’ at the beginning of evaluation. The method basically just ‘fishes’ for impacts or outcomes, and whatever impacts it gets (positive or negative) then those are reported on as the changes that the program achieved. This is how the two approaches differ.

There are so many arguments and ideas, even in the application of evaluation. That is why we need to harmonize our practices through exchange of knowledge and experience.

The co-chair thanked the commentator and added his comment that impact evaluation is one method to measure project effectiveness. The co-chair also commented that in Japan, in particular, JICA uses this method as a complementary method to see what is working and what is not working. Then the co-chair invited Mr. Emmanuel Jimenez to comment.

Commentator: As mentioned by the chair, Dr. Suzuki’s paper describes just one tool to give advice to policy makers on whether an intervention – in this case, business development services for SME development – is effective in achieving its desired outcomes. But the findings outlined by Dr. Suzuki and her colleagues provide a very important implement in the toolkit for policy makers and program managers. Despite the limitations of the data, I am impressed by the creativity and care taken by the researchers to try to overcome those limitations. They have done the best they can under the circumstances in the Thailand case, especially in dealing with the lack of a baseline, since the researchers were brought in only after the project started. By doing matching and differences-in-differences, some of the possible biases have been dealt with. Of course, as mentioned by Dr. Suzuki, the interpretation must be done with care because the researchers were not able to control unobserved variables that may vary over time. It is interesting to observe if the treatment provinces are different from the controlled provinces; for example, whether the population is more motivated or whether maybe these provinces have more advantages that we may underestimate. It would have been interesting to know how the Thai government chose the four treatment

provinces. Thus, one important lesson for the future is that one must plan for an evaluation well before the intervention is under way.

One question is whether there may be an opportunity for further learning in the future. I understand that the project will be extended. If so, it might be an opportunity for further learning. It is possible to choose the provinces randomly in each phase and to compare the groups in the next phase. It is quite possible you could make corrections for unobserved characteristics as mentioned by Dr. Suzuki by randomly choosing provinces for each case until the next phase.

Co-chair: I would like to explain why JICA started impact evaluation. When I was in Ms. Yasuko Nishino's position in JICA, Mr. Tanaka, the former president of JICA, came to me and asked why you didn't do impact evaluation. Before that, impact evaluation was limited to certain institutes. Mr. Tanaka strongly suggested that we need evidence to persuade the practitioners of counterpart evaluations that the projects were for the people. As a donor agency, we have a responsibility to provide solid evidence to continue the projects. We always talk about sustainability. After a donor leaves, it will be handed over to the partner governments. In this regard, we have to make sure how the project is built on sustainability. In the case of the SMEs Project, when the project started, a project planner had no idea about impact evaluation. At the end of the project, the officers noticed the importance of this method, so we managed to put forward this evaluation. I agree that this kind of evaluation should be included beforehand in project planning.

The co-chair thanked the commentators and opened the floor to questions and answers.

Question: It is shown that there was a lack of data before the project. Also, some data in the samples showed negative results. Could you please clarify how you reached your conclusion of positive results with these data?

Dr. Suzuki: I said beforehand that there were limitations. It was not something I could control. We had no pre-program data. You have to make do with the data you have. With the given data, I wanted to do my best. What we have is what we can get the best of it. The SME's analysis used all samples and data analysis. The qualification changes as the number of samples changes. For the all analysis of the RISMED effect, I have a paper regarding this method and I can share it with you later.

I do agree that impact evaluation is just one of the methods to do the evaluation. It is simple and easy to understand. It is a common understanding that the quantitative analysis is about profit, revenue, costs, etc. But it is not like that. Even the qualitative data can be converted to numbers. We can be creative in quantitative analysis to show the effects of projects. There is a lot of room for the evaluators. The RISMED project is expanding in different provinces. We talked with JICA about further evaluation. However, collection of data is expensive. You have to go around 500 SMEs and in different fields. I do not think that this should be done for all projects.

Question: My country is implementing an SME development program with JICA Loan and other grants from other countries. I would like to know how to promote SMEs in Thailand through private banks or government banks.

JICA: As for SME development, you may find some reports on the SME projects of JICA for support. I would like to invite JICA Thailand office staff to give more information on SME promotion activities.

JICA Thailand: We have some SMEs that support related projects for neighboring countries under bilateral cooperation with the Thai Government. South-South Cooperation, which is called TCTP (third country training program), implemented by the governments of Japan, through JICA, and Thailand, together with the Thai implementing agencies as resources to conduct training on various topics for neighboring countries, most especially for Cambodia, Laos, Myanmar and Vietnam (CLMV countries). We also have another project on Skill Development for Material Processing for Mekong Countries with the Bureau of Supporting Industries Development (BSID), Department of Industry Promotion, which has been ongoing for two years already. The training information and application procedure is done through the embassies of Thailand in recipient countries. We also have support for investment promotion by the workshop with the Board of Investment (BOI). We even have training for Myanmar on tourism development. In most of the countries, JICA has offices. Please contact a JICA office for more information.

Comment: I have one comment on cooperation activities with JICA. The Ministry of Finance of Mongolia cooperates with JICA to prepare auditors and strengthen their capacity through training. My opinion is to cooperate in training evaluators of monitoring and evaluation in all aspects.

JICA: I am glad to know that there is a program with the Ministry of Finance in Mongolia related to M&E .

Question: In Pakistan, JICA is working very well. However, all projects will end soon and we have no more projects in 2017. Do you have any accountability mechanism within your own JICA?

JICA: Regarding the accountability mechanism, this evaluation system is one of the accountability mechanisms within JICA. Every project is evaluated by a third party. It is for transparency and accountability.

Question: There is a positive impact of the BDS. Regarding your plan for expansion of RISMEP, I assume that expanding BDS is expensive; for example the costs of training, creating new consultants, offices and preparation, etc. What is the future situation of RISMEP?

MOI: The number of BDS is not the answer. But an inner network circle can attract others to join this network if we can create a success story to assure them. I think the future is bright if we can prove the

success stories. My expectations are concrete collaboration between the ministries, at national and regional levels, and the practitioners, so they can work together and cooperate efficiently. I think this is what we can do.

Question: You just finished four provinces in 2016. Your plan is to expand up to 76 provinces in 2023. This planned expansion from 4 to 76 provinces in 6 years is a massive upscaling. Can you share your strategy to guarantee this upscaling?

MOI: It is a difficult task, because the budget is limited. In the present situation, there is a budget war between ministry and ministry, and department and department. My task is to stop this war and connect the sides to formulate new dimensions of cooperation to promote SMEs.

The co-chair thanked the presenters, commentator and participants who posed the questions and made comments. The presenters also thanked the participants for their kind attention and opportunity to give the presentation.

MOI: This is the beginning of the challenge. There is a long way to go. I think you may also do it in your country for SMEs to improve the quality of the services for the SMEs. I think the concept is not complicated, but in practice, it is a very big challenge. I think we can do it. My strategy is to encourage young and new generations to create a circle of cooperation in the provinces and to work together. I think it is a better way because my generation is hard to change. I hope that the next generation moves forward and improves the quality of services.

The co-chair commented that there are many international organizations supporting impact evaluations through training such as the Center for Learning on Evaluation and Results (CLEAR) in Shanghai, etc. The co-chair noted that impact evaluation is only at the initial stage in JICA, and Japan has just started doing this evaluation. The co-chair invited the participants to discuss and communicate if they are interested in impact evaluation.

The co-chair closed the session.

[Agenda-3]



(Ms. Tanita Niltai, Program Officer, JICA Thailand Office (Presentation-7))



(Dr. Aya Suzuki, Associate Professor at the University of Tokyo, Japan (Presentation-8))



(Mr. Rak Charoensiri, Director, Service Provider Development Division, Bureau of Industrial Management Development, Department of Industrial Promotion, Ministry of Industry, Thailand (Presentation-9))



(Dr. Romeo B. Santos, Professor at the University of the Philippines Diliman, the Philippines (Commentator))



(Mr. Emmanuel Jimenez, Executive Director, International Initiative for Impact Evaluation (3ie) (Commentator))



Closing Session

Mr. Naonobu Minato read out the draft of the co-chairs' summary of the workshop. The summary will be finalized when all the corrections are incorporated in a few weeks.

Mr. Keiichi Muraoka thanked the presenters, commentators and participants for their dedicated and active participation and lively discussion in the workshop and officially closed the workshop.

[Closing session]



List of Participants

as of November 23,
2016

| Country | Organization | Title | Name |
|---|--|--|---------------------------------------|
| Co-Chairs/Presenters | | | |
| Japan | International University of Japan Asia Pacific Evaluation Association (APEA) | Visiting Professor Vice President | Mr. Naonobu MINATO |
| Japan | ODA Evaluation Division, Minister's Secretariat, Ministry of Foreign Affairs | Director | Mr. Keiichi MURAOKA |
| Presenters (in order of presentation) | | | |
| Vietnam | Center for Creative Initiatives in Health and Population (CCIHP) | Vice-Director | Dr. Vu Song HA |
| Philippines | National Economic and Development Authority (NEDA) | Senior Economic Development Specialist | Ms. Nikki Ann Consigna BERMUDEZ |
| Vietnam | Investment Supervision and Appraisal Department, Ministry of Planning and Investment | Deputy Director General | Ms. Nguyen Thanh HUONG |
| Vietnam | JICA Vietnam Office | Senior Program Officer | Ms. Tran Mai ANH |
| Thailand | JICA Thailand Office | Program Officer | Ms. Tanita NILTAI |
| Japan | University of Tokyo | Associate Professor | Dr. Aya SUZUKI |
| Thailand | Service Provider Development Division, Bureau of Industrial Management Development, Department of Industrial Promotion, Ministry of Industry | Director | Mr. Rak CHAROENSIRI |
| Commentators (in order of commentator's speech) | | | |
| Philippines | University of the Philippines Diliman | Professor | Dr. Romeo B. SANTOS |
| Philippines | International Initiative for Impact Evaluation | Executive Director | Mr. Emmanuel JIMENEZ |
| Commentators/Representatives (in order of commentator's speech) | | | |
| Malaysia | Economic Planning Unit, Prime Minister's Department | Principal Assistant Director | Ms. Renuka Devi LOGARAJAN |
| Japan | Evaluation Department, Japan International Cooperation Agency (JICA) | Director General | Ms. Yasuko NISHINO |
| Representatives | | | |
| Bangladesh | Economic Relations Division, Ministry of Finance | Deputy Secretary | Mr. Mohammad Ruhul AMIN |

| Country | Organization | Title | Name |
|------------------------|--|---|---|
| Representatives | | | |
| Bhutan | Gross National Happiness Commission | Senior Planning Officer | Mr. Thinley CHODHEN |
| Cambodia | Europe, European Union, and America Department of the Cambodian Rehabilitation and Development Board of the Council for the Development of Cambodia (CRDB/CDC) | Aid Coordination Officer | Mr. Kimhok TE |
| India | Department of Economic Affairs, Ministry of Finance | Deputy Director | Mr. Subrat Kumar PRADHAN |
| Indonesia | Monitoring, Evaluation & Control for Regional Development, BAPPENAS | Director | Mr. Yudo PRIAADI |
| Japan | JICA Vietnam Office | Officer | Ms. Akiko FUJITA |
| Japan | ODA Evaluation Division, Minister's Secretariat, Ministry of Foreign Affairs | Officer | Ms. Ruiko HINO |
| Japan | Evaluation Division 2, Evaluation Department, Japan International Cooperation Agency (JICA) | Officer | Ms. Sayuri ITO |
| Laos | Department of Planning, Ministry of Planning and Investment | Technical Official | Mr. Khouankham VONGKHAMSAO |
| Maldives | Ministry of Foreign Affairs | Desk Officer (GS-4) | Mr. Hussain SHAREEF |
| Mongolia | Internal Audit, Monitoring and Evaluation Division, Ministry of Finance | Specialist | Ms. Davaatseren SANDAGDORJ |
| Myanmar | Treasury Department, Ministry of Planning and Finance | Assistant Director | Ms. Swe Swe WIN SHEIN |
| Nepal | International Economic Cooperation Coordination Division, Ministry of Finance | Under Secretary | Dr. Ram Prasad MAINALI |
| Pakistan | Economic Affairs Division, Ministry of Finance, Revenue, Economic Affairs, Statistics and Privatization | Deputy Secretary | Mr. Muhammad Yousaf KHAN |
| Papua New Guinea | Department of National Planning & Monitoring | Aid Coordinator | Mr. Dan LYANDA |
| Philippines | National Economic and Development Authority | Chief Economic Development Specialist | Ms. Martha FLORES |
| Sri Lanka | Department of External Resources, Ministry of National Policies and Economic Affairs | Director | Mr. Chandana Wasantha Kumara DHARMASENA |
| Thailand | Thailand International Cooperation Agency (TICA) | Development Cooperation Officer | Ms. Patchara KOSINANONT |
| Timor-Leste | Ministry of Finance | Head of Development Partnership Management Unit | Ms. Felicia CARVALHO |
| Vietnam | Investment Supervision and Appraisal Department, Ministry of Planning and Investment | Official | Ms. Nguyen Hoang VAN |

List of Abbreviations

| Abbreviation | Full Name |
|--------------|---|
| 3ie | International Initiative for Impact Evaluation |
| APEA | Asia Pacific Evaluation Association |
| ASEAN | Association of South East Asian Nations |
| BDS | Business Development Services (Thailand) |
| BDSP | Business Development Service Providers (Thailand) |
| BSC | Business Service Center (Thailand) |
| CCIHP | Center for Creative Initiatives in Health and Population (Vietnam) |
| DAC | Development Assistance Committee |
| DBM | Department of Budget and Management (Philippines) |
| DIP | Department of Industrial Promotion (Thailand) |
| DRRM | Disaster Risk Reduction and Management |
| ECD | Evaluation Capacity Development |
| EOJ | Embassy of Japan |
| ESCAP | Economic and Social Commission for Asia and the Pacific |
| GPH | Government of the Philippines |
| IPC | Industrial Promotion Center (Thailand) |
| JES | The Japan Evaluation Society |
| JICA | Japan International Cooperation Agency |
| JMC | Joint Memorandum Circular |
| M&E | Monitoring and Evaluation |
| MDGs | Millennium Development Goals |
| MOFA | Ministry of Foreign Affairs of Japan |
| MOI | Ministry of Industry (Thailand) |
| MPI | Ministry of Planning and Investment (Vietnam) |
| NEDA | National Economic and Development Authority (Philippines) |
| NEPF | National Evaluation Policy Framework (Philippines) |
| ODA | Official Development Assistance |
| OECD | Organization for Economic Co-operation and Development |
| OSMEP | Office for Small and Medium Enterprises Promotion (Thailand) |
| RISMEP | Project for Enhancing Regional Integrated SME Promotion (Thailand) |
| POLYVAC | Vietnam's Public Corporation Center for Research and Production of Vaccines and Biologicals |
| SDGs | Sustainable Development Goals |
| SMEs | Small and Medium Enterprises |
| SP | Service Provider |

| Abbreviation | Full Name |
|--------------|---|
| UN | United Nations |
| UNSIAP | United Nations Statistical Institute for Asia and the Pacific |