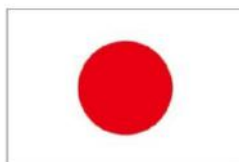


The 15th ODA Evaluation Workshop

February 7-8, 2018

Colombo, Sri Lanka



**From
the People of Japan**

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Program
“Evaluation Capacity Building in SDG Era”
(15th ODA Evaluation Workshop, Ministry of Foreign Affairs of Japan)

Day 1 (7th February 2018)	
9:30-10:00	<p>Opening Session</p> <p>-Welcome and Opening Remarks By Mr. K. D. S. Ruwanchandra, Secretary, Ministry of National Policies and Economic Affairs, Sri Lanka and Mr. Minoru Masujima, Deputy Director-General, International Cooperation Bureau, Ministry of Foreign Affairs, Japan</p> <p>-Introduction of Workshop and Explanation of Agenda by Co-Chairs (Dr. Priyanga Dunusinghe, Senior lecturer, Department of Economics, University of Colombo and Mr. Naonobu Minato, Visiting Professor, International University of Japan, Former Vice President of APEA)</p>
10:00-10:10	Photo Session
10:10-10:25	Refreshments Break
10:25-12:25	<p>Session 1 <u>The Role and International Trend of ODA Evaluation</u></p> <p>【Presentation-1】“SDG/Agenda 2030:Challenges and Opportunities for Evaluation ” By Mr. Arild Hauge, Deputy Director, Independent Evaluation Office (IEO) , UNDP</p> <p>【Presentation-2】“SDGs: Boosting the Value Addition of Evaluation” By: Ms. Maya Vijayaraghavan, Senior Evaluation Specialist, Thematic and Country Division, Independent Evaluation Department, ADB</p> <p>【Presentation-3】“Evaluation as a Learning and Accountability Tool for Development Effectiveness” By: Mr. V. Sivagnanasothy, Secretary, the Ministry of National Integration and Reconciliation, Sri Lanka, Former Director General of the Project Management and Monitoring Department, Ministry of Development Assignments</p> <p><u>Commentator:</u> Mr. Kazuhisa Arai, Director General of Evaluation Department, JICA</p> <p>【Discussion】</p>
12:25-13:50	Break for Lunch
14:00-15:00	<p>Session 2 <u>Efforts and Practices of Implementing SDGs in the Evaluation Context – the case study of Indonesia</u></p> <p>【Presentation-4】“Findings from “The Survey on Promoting Planning and Implementation of SDGs in the Republic of Indonesia” By: Dr. Yoko Ishida, Professor of Center for the Study of International Cooperation in Education (CICE), Hiroshima University</p> <p><u>Commentator:</u> Ms. Isha Wedasinghe Miranda, Former Board Member of APEA, Presently Board member of Sri Lanka Evaluation Association. Professionally Independent Evaluator and expert in programme management, Gender, and Micro Financial Institutional Management</p> <p>Mr. Rizang Wrihatnolo, Director of System of Monitoring, Evaluation and Development Control, Ministry of National Development Planning, Indonesia</p> <p>【Discussion】</p>

15:00-15:15	Refreshments Break
15:15-16:30	<p>Session 3 <u>Each Country's Efforts and Practices of Implementing SDGs in the Evaluation Context</u></p> <p><u>Commentator:</u> Dr. Ruiko Hino, Assistant Director, ODA Evaluation Division, Minister's Secretariat, Ministry of Foreign Affairs, Japan</p> <p>【Discussion】</p> <p>*Note: This session will invite participants in discussions. The discussion will be based on the questionnaire the Japanese agent sends prior to the workshop.</p>
Reception Dinner hosted by Ministry of National Policies and Economic Affairs of Sri Lanka	
Day 2 (8th February 2018)	
09:30-11:00	<p>Session 4 <u>Diverse ODA Evaluations at Program/Project Level</u></p> <p>【Presentation-5】“New approach of “Process Analysis” in JICA Ex-post Evaluation – -The Case Study of Delhi Mass Rapid Transport System Project (Delhi Metro) In India” By: Mr. Koji Noda, Senior Deputy Director of Evaluation Department, JICA</p> <p>【Presentation-6】“ODA Evaluation From Diplomatic Viewpoints” By: Mr. Keiichi Muraoka, Director of ODA Evaluation Division, Minister's Secretariat, Ministry of Foreign Affairs, Japan</p> <p><u>Commentator:</u> Mr. Ram Prasad Mainali, Ministry of Finance, Nepal</p> <p>【Discussion】</p>
11:00-11:20	Refreshments
11:20-11:50	<p>Closing Session</p> <p>Co-Chairs' Summary</p>
12:00-13:30	Lunch

Co-Chairs' Summary

The 15th ODA Evaluation Workshop in Colombo, Sri Lanka on February 7th and 8th, 2018

Session 1: The Role and International Trend of ODA Evaluation

In this session, the role and international trend of ODA evaluation was discussed.

- Mr. Hugu from UNDP presented about SDGs challenges and opportunities for evaluation. He explained architecture of 2030 as declaration, SDGs and targets, implementation and follow-up and review targets, highlighting the challenges for evaluation.
- Ms. Vijayaraghavan from ADB delivered 3 key messages of SDGs related issues as they are renewed opportunities for evaluation, and will demand better leaning and trigger duties for international evaluation community to enhance value addition. She presented evaluation lessons from Asia on inclusive growth, positive linkage of private profitability and development, effect of regional cooperation etc.
- Mr. Sivagnanasothy from Sri Lanka shared his view on evaluation of balancing and tension between learning and accountability. He emphasized the utility focused evaluation and participatory evaluation for the evaluation of SDGs era. The importance of joint evaluation for mutual accountability and evaluation capacity development was discussed during the discussion.
- Mr. Arai from JICA commented that complicated nature of SDGs, increasing importance of evaluation and opportunity for collaboration was the issues that were commonly shared with the presenters.

Session 2: Efforts and Practices of Implementing SDGs in the Evaluation Context – the case study of Indonesia

In this session, the process and progress of the SDGs planning, implementation and monitoring and evaluation by the Government of Indonesia was presented and discussed.

- Prof. Ishida from Hiroshima University presented the findings of the JICA Study titled “the Survey on Promoting Planning and Implementation of SDGs in the Republic of Indonesia” focusing on the efforts done by the government of Indonesia including national government institutional structure, localization of global indicators, mechanism and steps, and challenges for conducting monitoring and evaluation.
- Mr. Wrihatnolo from BAPPENAS provided his comments on Prof. Ishida’s presentation from the viewpoints of BAPPENAS, which is the responsible ministry of SDGs implementation and monitoring and evaluation, and stressed that the government of Indonesia, not only collecting and reporting data, gives first priority to the people and what is behind of SDGs.
- Ms. Isha Wedasinghe Miranda from the Sri Lanka Evaluation Association commented that Indonesia had been one step ahead of the other developing countries. She also commented that how the gender issues be treated in the process need to be mentioned and that the process and criteria for localizing global indicators should be disclosed about how they conducted mapping and cascading; how they interpreted; and how they chose or modified indicators for localization.

Session 3: Each Country's Efforts and Practices of Implementing SDGs in the Evaluation Context

In this Session, the efforts and practices of implementing SDGs in the evaluation context in the participants' country was presented based on the answers to the questionnaire on follow-up and review of the SDGs.

- Dr. Hino from Ministry of Foreign Affairs, Japan briefly presented the trend of the efforts and practices of implementing SDGs in the participants' country. She emphasized the importance of the establishment of the feedback system
- The participants from Bangladesh, Bhutan, Malaysia, Maldives, Mongolia, Nepal, Pakistan, Philippines, Thailand and Japan shared their current status of implementing SDGs in the evaluation context and challenges. Several participants mentioned that the data management is their challenges.

Session 4: Diverse ODA Evaluations at Program/Project Level

In this Session, the diverse ODA Evaluations at program and project level was discussed.

- Mr. Noda from JICA presented about the new approach of Process Analysis in the case of Delhi Mass Rapid Transport System Project. He emphasized the process analysis with project ethnography complement to lessons drawn by conventional ex-post evaluation for balancing between accountability and learning.
- Mr. Muraoka from Ministry of Foreign Affairs, Japan presented about the ODA evaluation from the diplomatic viewpoints. He introduced the background of demand for evaluation from diplomatic viewpoints and the recent two cases.
- Mr. Mainali from Ministry of Finance, Nepal commented about the importance of quantitative analysis and the causality analysis.

Abstract of Presentations

(in order of presentation)

Presentation-1: SDG/Agenda 2030: Challenges and Opportunities for Evaluation

Mr. Arild Hauge / Deputy Director, Independent Evaluation Office (IEO), UNDP

The Sustainable Development Goals (SDGs) or Agenda 2030 bring a new chapter of policy objectives to development arena. The Goals, with their Indicators and Targets, thus represent not just a universal body of shared aspirations, but also the ultimate goal-post against which evaluators will need to judge the performance of development actors. However, many challenges are apparent:

- Unclearity of goals: Setting/committing to interim progress expectations
- Complexity: Interconnectedness of goals
- Measurability: Inadequacy of indicators
- Causality: Attribution vs contribution

Whilst ex ante hopes of efficacy are easy for organizations to express; evaluators will increasingly be called upon to determine the variable influences of multiple actors and factors that impinge upon progress against the SDGs. The quest for unique organizational comparative advantage and relative value-for-money will be hard to validate by methods that combine rigour with legitimacy among the affected global, national and local stakeholders. Nevertheless, there are a number of opportunities for evaluation profession to meaningfully engage with the SDGs.

- Strengthening SDG review framework
- National evaluation capacity development
- Technology, big data and geographical information
- Public, civil society access to information
- UN development system reform
- UN Evaluation Group, joint evaluations and audit collaboration

Presentation-2: SDGs: Boosting the Value Addition of Evaluation

Ms. Maya Vijayaraghavan / Senior Evaluation Specialist, Thematic and Country Division, Independent Evaluation Department, Asian Development Bank (ADB)

In this presentation, we will share ADB's experience and lessons from evaluation to support three key messages related to the Sustainable Development Goals (SDGs):

i) SDGs do not entail new challenges but rather renewed opportunities for evaluation; ii) SDGs will demand better learning on 3Ws: What worked, What did not and Why across Countries, Regions and ODA Institutions; and iii) SDGs trigger 7 duties for the international evaluation community – enhance value addition.

Presentation-3: Evaluation as a Learning and Accountability Tool for Development Effectiveness

Mr. V. Sivagnanasothy / Secretary, the Ministry of National Integration and Reconciliation, the Government of Sri Lanka

Development evaluation of policies, programmes and projects are undertaken mainly for two purposes. The traditional objective has been more towards inculcating accountability for results. Although, monitoring of programmes and projects are regularly conducted, it only looks at input, activities and outputs whereas, evaluation examines the achievement of outcomes and impacts. As such, evaluations were recommended to be on independent, credible and impartial and undertaken by outsiders. On the other hand, in the recent past, evaluations have been more leaning oriented and as such there is a growing interest in undertaking joint evaluations or partner-donor collaborative evaluations. Such evaluations focus more on the relevance, efficiency in implementation, effectiveness, impact and sustainability of the programme and learning from successes and failures in planning, implementation and post-implementation with a view to strengthen planning and implementation of future projects and programmes.

Although, Parliamentary Accountability is fulfilled through the first objective, the learning to improve development effectiveness has been the recent trend with joint and partner-donor collaborative evaluations. The presentation will examine the demand side constraints, supply side constraints, and recommend strategies to strengthen institutionalization, mainstreaming and professionalization of development evaluation in the Government structures. The presentations will also address the capacity development initiatives, dissemination and feedback arrangements and the institutional architecture appropriate for learning in the Government structures to enable meaningful learning oriented evaluations. Further, the importance of National Evaluation Policy and other enabling factors to support successful evaluations to achieve development effectiveness will be examined. It is also necessary to ensure right balance between independence, credibility and utility of evaluations to achieve development effectiveness.

The focus of this presentation will examine the evaluation based on country-owned, country-driven perspectives with joint evaluations as against donor-driven evaluations from a partner country perspective. The country owned country-driven evaluations which will pave way to the international trend on development effectiveness will also be highlighted in the presentation. The use of country-owned evaluations will be examined with examples.

Presentation-4: Findings from “The Survey on Promoting Planning and Implementation of SDGs in the Republic of Indonesia”

Dr. Yoko Ishida / Professor of Center for the Study of International Cooperation in Education, Hiroshima University

For contributing to the effective implementation of the new international development agenda “2030 Agenda” as well as to the successful achievement of the goals of the national medium-term development plan (RPJMN), the government of Indonesia has been establishing their monitoring and evaluation (M&E) system of the SDGs in collaboration with JICA and other development partners including UNDP, UNICEF, Australian Government, GIZ etc. The Survey was conducted as the joint study of International Development Center of Japan and Hiroshima University, through working with the SDGs Secretariat of BAPPENAS, funded and supervised by JICA to review the general status of the efforts towards SDGs in Indonesia; to create suggestions to enable M&E framework among existing government bodies for establishing and achieving the SDGs targets/indicators; and to discuss better approaches of JICA’s technical

assistance for capacity development. By adding 69 national indicators necessary to monitor their own socio-economic development to the global indicators, Indonesia has 319 indicators for the 17 SDG Goals. The major issues to be considered for the M&E capacity development in Indonesia may include i) how to clarify and judge causal relationship between SDGs indicators and RPJMN programs' outputs; ii) how to monitor and feedback to the local governments; and iii) how to monitor and collaborate with the non-state / philanthropy sectors.

**Presentation-5: New approach of “Process Analysis” in JICA Ex-post Evaluation
-The Case Study of Delhi Mass Rapid Transport System Project (Delhi
Metro) In India**

Mr. Koji Noda / Senior Deputy Director of Evaluation Department, JICA

To highlight the process of project implementation for the purpose of learning, as well as learning from evaluation, “Process Analysis” has been a global trend and a shared interest among donor agencies, as exemplified by the Global Delivery Initiative (GDI) led by the World Bank.

Responding to such orientation, JICA has been trying to find appropriate ways to deepen analysis on the process through which project outcomes are produced. With its deep analysis on “How” and “Why,” “Process Analysis” aims to complement evaluations by OECD/DAC Five Evaluation Criteria, the international norm for evaluating development cooperation, which rather focus on “What.”

So far JICA applied “Process Analysis” for the projects in India and Kenya on which different analytical approaches are applicable. One of them is “Project Ethnography” approach. It is a method to document the implementation process of a development project referring to ethnography; a method in anthropology to record findings from the field studies. “Project Ethnography” approach involves the reconstruction of “realities of the ground” from diverse perspectives; not only those of project beneficiaries but also various other stakeholders, including donors, and describes the findings in a narrative style. It helps readers to vicariously experience what happened on the ground and to learn practical lessons by themselves.

In this presentation, the case study of “Delhi Metro” in India will be introduced as one of the examples of “Process Analysis” using “Project Ethnography” approach.

Presentation-6: ODA Evaluation from Diplomatic Viewpoints

Mr. Keiichi Muraoka / Director of ODA Evaluation Division, Minister's Secretariat, Ministry Foreign Affairs, Japan/ Vice-chair, OECD-DAC Network on Development Evaluation

Since 2011, Japan has undertaken ODA evaluation related to how development cooperation advances national interest with links to foreign policy. This presentation will inform the partners of Japan's practice of ODA evaluation from the diplomatic viewpoint and the evaluation challenge.

In the effort to meet the request by the Japanese cabinet and taxpayers to evaluate how its development cooperation efforts support Japan's diplomacy and broad national interest, the evaluation division develops standard evaluation questions and data types and data sources to be used in evaluation process.

The presentation illustrates examples of the ODA evaluation from development view point conducted in Japanese Fiscal Year 2016, namely the Evaluation on Country Assistance of Tanzania and the Evaluation on Cooperation Policy on Environmental Pollutions.

It also introduces the evaluation team's recommendations drawn from the evaluation on diplomatic viewpoints and management response.

Profiles of Presenters

(in order of presentation)

Mr. Arild Hauge

Deputy Director, Independent Evaluation Office (IEO), UNDP

Arild Hauge is Deputy Director of the IEO of UNDP and Executive Coordinator of the UN Evaluation Group (UNEG). During 2005-2015 he was Chief of Section for Evaluation at the UN Secretariat's Office of Internal Oversight (OIOS), supervising a range of thematic and programme evaluations considered by the Secretary-General, the General Assembly and specialized oversight bodies. Between 1999 and 2005 he was an independent M&E Advisor to various UN agencies and the World Bank. Between 1990 and 1996 he served in Zimbabwe and Swaziland. He holds a PhD in Management Science from Manchester University.

Dr. Maya Vijayaraghavan

Senior Evaluation Specialist, Thematic and Country Division, Independent Evaluation Department (IED), ADB

Maya Vijayaraghavan is a Senior Evaluation Specialist in the Thematic and Country Division of IED. In her career spanning two decades, she has worked in countries across Africa, the Americas, Asia and Europe. Early in her career, she was with the World Bank Group in Washington DC. Before she joined IED in 2013, she was a Senior Economist with the federal government of the United States of America; during her 12-year tenure with the Department of Health and Human Services, she managed and led multi-country, multi-partner, multi-disciplinary teams to deliver results in operations, research, and evaluation. At IED she has led or contributed to evaluations at the thematic, country, sector, and project levels. Maya has a PhD in applied economics from Clemson University, USA.

Mr. V. Sivagnanasothy

Secretary of the Ministry of National Integration and Reconciliation, the Government of Sri Lanka

Mr. V. Sivagnanasothy is the Secretary to Ministry of National Integration and Reconciliation in Sri Lanka. Prior to this he served as Secretary to Ministry of Prison Reforms, Rehabilitation, Resettlement and Hindu Religious Affairs, Secretary to Ministry of Plantation Infrastructure Development and Secretary to Ministry of Traditional Industries and Small Enterprise Development. He also served as Director General, Department of Foreign Aid and Budget Monitoring and undertook many on-going, ex-post evaluations of development projects and programmes. He established an Evaluation Information System (EIS) and Electronic Project Monitoring System (ePMS) in Sri Lanka.

He served as a Co-Chair of the Evaluation of Implementation of Paris Declaration on Aid Effectiveness including 8 donor and 11 partner countries of the OECD. He serves as resource person on development evaluation in the University of Colombo, Post Graduate Institute of Management and University of Sri Jayawardenepura, Sri Lanka. Also He served as resource person on development evaluation for

International Programme on Development Evaluation (IPDET) in the University of Carlton, Ottawa, Canada.

He is an Economics Honors Graduate of the University of Colombo and holds an MSc in Project Planning and Management of the University of Bradford, UK. He is also a Fellow Member of the Institute of Chartered Accountants of Sri Lanka and Fellow Member of the Chartered Institute of Management Accountants of U.K.

Dr. Yoko Ishida

Professor of Center for the Study of International Cooperation in Education (CICE), Hiroshima University

Prof. Yoko Ishida, after having worked as an international cooperation consultant for 25 years, joined Hiroshima University in October 2015. When she worked as a consultant, she joined various policy-, program- and project-level evaluations including “Evaluation on Japan’s Education Cooperation Policy 2011-2015 (Third Party Evaluation of the Ministry of Foreign Affairs, Japan)” in JFY2015. She has been a board member of Japan Evaluation Society and studied mixed method approaches for evaluating capacity development projects based on her experiences in the fields. She is now a team member of “The Survey on Promoting Planning and Implementation of Sustainable Development Goals (SDGs) in the Republic of Indonesia,” which has been conducted as the joint study of International Development Center of Japan (IDCJ) and Hiroshima University, funded and supervised by JICA and the government of Indonesia, since January 2017.

Mr. Koji Noda

Senior Deputy Director, Evaluation Department, Japan International Cooperation Agency (JICA)

Mr. Koji Noda joined the Overseas Economic Cooperation Fund of Japan (OECF, a part of former JBIC, Japan Bank for International Cooperation as ODA wing and current JICA) in 1989. He experienced various positions as a loan officer for ODA projects as well as a representative in China, U.K. and Kenya. Currently he is mainly in charge of management for impact evaluations and external collaborations with other donor organizations such as World Bank (GDI, Global Delivery Initiative) and OECD DAC (EvalNet) at his position of JICA.

He earned the Master degree of Public Policy (MPP) at the Graduate School of Public Policy (GraSPP), the University of Tokyo after majoring in political science and international relations at Waseda University, Japan.

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. Currently, he serves as Vice-Chair of OECD DAC Network on Development Evaluation (EvalNet).

Record of Discussion

Opening Session

The 15th ODA Evaluation Workshop was opened by Mr. K. D. S. Ruwanchandra, Secretary, Ministry of National Policies and Economic Affairs, Sri Lanka and Mr. Minoru Masujima, Deputy Director-General, International Cooperation Bureau, Ministry of Foreign Affairs, Japan, the hosts of this workshop.

Welcome and Opening Remarks **By Mr. K. D. S. Ruwanchandra**, Secretary, Ministry of National Policies and Economic Affairs, Sri Lanka and **Mr. Minoru Masujima**, Deputy Director-General, International Cooperation Bureau, Ministry of Foreign Affairs, Japan.

Mr. Ruwanchandra spoke about the opportunities for Japan and Sri Lanka to work together to end world poverty by providing properly clean water, work processes and operational capacity. He believes that, through this workshop, the development of national policies will be expedited. This workshop will provide a platform to develop incentives and opportunities for better work tomorrow as well a platform to assess our current capacity. Mr. Ruwanchandra stressed the importance of utilizing information collected as a mechanism for improvement. He also included in his opening remarks that Sri Lanka has much room for improvement and specifically needs to focus on the MBG area. In conclusion, Mr. Ruwanchandra emphasized that Sri Lanka stands ready to cooperate with Japan and that he looks forward to the technical expertise that will be shared during this workshop, and hopes this experience can help to rectify certain issues within the country. Lastly, he wished all participants the best of times while staying in Colombo.

Mr. Masujima stressed in his opening remarks that in order to achieve the Sustainable Development Goals, systematic follow-up and review are critical. He mentioned that, since 2001, Japan has convened 14 ODA Evaluation Workshops and through the process of mutual learning of participants, the Workshop has helped participants to understand ODA evaluation and capacity development for evaluation in the Asian and Pacific countries. During this workshop, Mr. Masujima mentioned, the international trend of ODA evaluation, efforts and practices of implementing SDGs in the evaluation context in the Asia-Pacific region and diverse ODA evaluations at program and project level will be discussed. In conclusion, Mr. Masujima expressed his hopes that all participants can work together in the current and future to build a better world.

After the opening remarks, Mr. Minato, Professor from the International University of Japan, gave a brief explanation of the day's proceedings. Following his explanation, Mr. Dunusinghe, Senior Lecturer of the Department of Economics at the University of Colombo, provided an explanation for the second day's schedule.

[Opening Session]



Opening speech by Mr. K.D.S Ruwanchandra,
Secretary, Ministry of National Policies and Economic
Affairs, Sri Lanka



Opening speech by Mr. Minoru Masujima, Deputy
Director-General, International Cooperation Bureau,
Ministry of Foreign Affairs, Japan

Session 1: The Role and International Trend of ODA Evaluation

Co-chair is Mr. Naonobu Minato. Presentations given by Mr. Arild Hauge, Deputy Director at the Independent Evaluation Office, Ms. Maya Vijayaraghavan, Senior Evaluation Specialist at the Thematic and Country Division of the Independent Evaluation Department, and Mr. V. Sivagnanasothy, Secretary of the Ministry of National Integration and Reconciliation. Comments provided by Mr. Kazuhisa Arai, Director General of the Evaluation Department of Japan International Cooperation Agency.

Presentation-1: SDG/Agenda 2030: Challenges and Opportunities for Evaluation)

By: Mr. Arild Hauge, Deputy Director, Independent Evaluation Office (IEO), UNDP

Mr. Hauge gave a presentation about the challenges and opportunities of the SDGs.

In his presentation, he mentioned how SDGs will actually be very difficult to attain, but are unavoidable as guideline for how to approach development within a country – and therefore as benchmark for evaluation function as well. Some goals (marked ‘green’ in his presentation) are relatively ‘easy’ to reach because they require only small changes in policy. Next, the ‘purple’ goals can be achieved only through quite substantial reforms to policies, whereas the ‘red’ goals require a full reversal of key policies. Mr. Hauge argued that the evaluation function is contingent on the realism and measurability of the goals but the challenge remains that many of the goals have not been given precise expression. Mr. Hauge stressed that data sets need to be improved but also mentioned that the evaluation function speaks well to the underlying principles of ‘follow-up and review’ that are embedded in the 2030 Agenda. Mr. Hauge, in his outlook, stressed that the evaluation function has not yet been sufficiently recognized in the voluntary national reviews. For the future, Mr. Hauge believes that the body of VNR guidance can be improved with regard to utilization of evaluation tools and techniques. He concluded that evaluations done by donors follow the donor rulebook, which is not always applicable to the recipient countries. He believes that SDG attainment needs to come from within the country, as an organic approach tailored to the national policy.

Presentation-2: SDGs: Boosting the Value Addition of Evaluation

By: Ms. Maya Vijayaraghavan, Senior Evaluation specialist, Thematic and Country Division, Independent Evaluation Department, ADB

In her presentation, Ms. Vijayaraghavan highlighted three key messages: SDGs do not entail new challenges but rather renewed opportunities for evaluation; SDGs will demand better learning on 3Ws: What worked, What did not and Why across Countries, Regions, ODA Institutions; and SDGs trigger 7 duties for international evaluation community – enhance value addition. She mentioned that unlike the MDGs, the importance of evaluation is explicitly stated in the SDG declaration. . Implementation is expected to be the key test for the SDGs and monitoring and evaluation will be important. While at first

glance the 17 goals, 169 targets and more than 300 indicators seem unwieldy, in its most simplified form, sustainable development focuses on the three important dimensions or the dynamic interaction of: economic growth, social inclusion and environmental protection. Maximizing the synergies among these dimensions will ensure sustainable growth. Evaluation results have shown that projects with objectives incorporating inclusive growth and the environment have performed better than those that have standalone objectives, and were more likely to be sustainable over the future. Ms. Vijayaraghavan stressed that evaluation has shown that infrastructure can help support inclusive growth, but that gender issues could be better integrated in sectors like transport and energy. Evaluation has also shown that development results and investment profitability are not incompatible. She emphasized that the promotion of regional cooperation and integration (RCI) is a corporate level strategic agenda of the Asian Development Bank (ADB). One rationale for RCI is the benefits that can accrue from operating in larger markets due to economies of scale, and the potential to promote social stability, peace, and security, which are conducive to improved governance and better economic performance. Evaluation has shown that success rates for projects focusing on RCI have been above the average for all ADB supported projects, even though RCI projects are typically more complex. She also reminded the participants that at the ADB, promotion of environmentally sustainable growth is also a strategic agenda. Ms. Vijayaraghavan also spent time talking about how benefits of investing in a green investment trajectory outweigh the costs, and that ODA institutions add more value when their finance is anchored in knowledge. In conclusion, Ms. Vijayaraghavan placed heavy emphasis on the idea that SDGs do not entail new challenges, but that they are a framework that present renewed opportunities for evaluation.

Presentation-3: Evaluation as a Learning and Accountability Tool for Development Effectiveness.

By: Mr. V. Sivagnanasothy, Secretary, the Ministry of National Integration and Reconciliation, Sri Lanka, Former Director General of the Project Management and Monitoring Department, Ministry of Development Assignments

Mr. Sivagnanasothy presented about how evaluation is an invaluable tool to measure if our goals are in line with the international standard and if they can achieve the expectation of the SDGs as well as if the projects are moving the right direction. Evaluations can also be a tool to measure if the results are achievement based or not. He mentioned how evaluation at the beginning of a project is necessary to provide direction and to uncover if the plan is realistic or not as well as what lessons are to be learned. He gave an example of how a training program for females in Sri Lanka sounded great but when implemented was not successful because the realism of the plan was not adequate for the Sri Lankan society. He emphasized that the packaging of projects needs to be made attainable, even if just partly successful. He continued by explaining his belief that the monoculture of evaluation needs to be changed to a plural-culture. Until now, evaluators have played the simultaneous role of judge and jury. In his idea, Mr. Sivagnanasothy believes that evaluators are not here to judge but rather exist to provide a synthesized aggregation of stakeholder experiences. This synthesis is more important for the end-goal of SDG achievement. In contrast with current thought process until now, the policymaker and donor reality is not important in this regard but rather the reality of the people is what is important. In conclusion Mr.

Sivagnanasothy stressed that evaluation as a tool for accountability is changing to a tool for learning because of the pitfall of simply being outsider evaluations. Instead, he mentioned, evaluation should be borne from within the country and developed nationwide while maintaining accountability.

Comments about Session 1 were provided by Mr. Kazuhisa Arai.

In his comments, Mr. Arai mentioned 3 key factors of understanding: characteristics of SDGs, increasing the importance of evaluations and the importance of capacity building and collaboration.

In this regard, he spoke about how compared to MDGs, SDGs are in fact quite difficult and all partner countries are urged to develop their capacity. In order to do this, he mentioned, increase of monitoring and review is vital. Utilizing the “transdiscipline” theory promulgated by Ms. Vijayaraghavan, Mr. Arai emphasized that a multi-pronged approach to SDG achievement is important as well as data set collection. The last point Mr. Arai made about the previous presentations was that collaboration as a tool will become invaluable in future evaluations. He believes that member countries need to conduct regular inclusive review on national and sub-national levels to maximize the effects of collaboration between donor and partner.

Discussion

Ms. Isha Miranda, Board Member of the Sri Lanka Evaluation Association, posed the question to Mr. Hauge of the UNDP about how to you address the issue of evaluation and as a country, how to play into SDG goals. Following her question she commented on Ms. Vijayaraghavan’s presentation about how SDGs are certainly not a new opportunity but that they are important because they are different from MDGs.

Ms. Vijayaraghavan responded to 2 questions posed to her in the morning session. She commented that the ADB has a few workshops, the annual Asian Evaluation Week, and capacity building workshops at the sub-regional level. In response to Ms. Miranda, she commented that the challenges highlighted by the SDGs are not new but, in fact, the SDG framework is new and this framework is far different from simply fulfilling SDGs.

Mr. Hauge answered the question posed by Ms. Miranda by saying that adaptation is achieved through two aspects: building on national understanding of priorities and the national expertise and competencies as well as evaluation capacity building. In short, he stressed that through allowing and encouraging organic evaluations, the practice can be adapted in all realms. He concluded that the office of the UNDP does not try to force their evaluation theory on a country but instead helps them realize their own evaluation strategy.

Mr. Minato posed a question to Mr. Hauge about what body of guidance is used as a reference to make evaluation decisions. He mentioned that there is no point to evaluations if countries do not go beyond output. Evaluations must go beyond output because the purpose of evaluations is to analyze outcomes and

not remain complacent with output. The nature of outcome is that they are not under control of anyone and that causes issues in many regards because human nature is such that we search for a subject to blame, but the reality is that outcomes are created from the multiple parties involved. He continued to claim that if the evaluation practice is framed as professional judgement that draws on biased and contradictory testimony that there will be no scientific objectivity in the finished evaluation.

Mr. Minato made a statement to Mr. Sivagnanasothy about how important it is to change from a donor driven evaluation to more national and organic evaluation to which Mr. Sivagnanasothy responded with a brief explanation of his idea that the monoculture evaluation method needs to change to a multicultural evaluation method. He stressed that methodological pluralism allows for more thorough evaluations and he requested to all participants to strengthen their data collection systems. Furthermore, Mr. Sivagnanasothy continued to say that different opinions need to be synthesized until they are acceptable by all parties and that evaluation itself should be changed from an extraction oriented ideology to one that focuses on empowering the nation, particularly people without voices and adequate representation in law. He strongly emphasized that evaluators need to discuss with the underrepresented persons of society to collect their views and opinions so that they can inform policy makers, which can be incorporated into the evaluation system. In conclusion, he purported that evaluations are often overlooked because people of the nation consider them generally to be something only related to donors.

Mr. Minato made a statement about how evaluation is a type of ownership and that the donor has a strong pressure from stakeholders to understand that these evaluations should be properly portrayed as country generated reviews.

Ms. Miranda expressed how, at first, organizations that come in and do joint evaluations to create the ownership. However, she stated, sometimes the donor comes, checks the evaluations, takes it back, changes it and re-makes it. In this regard, evaluation is not research. She continued by saying that most parts of organizations cannot find the right resources within the subject, that is why SDG goals and evaluations have to be constantly ongoing.

Ms. Kaarli Sundsumo, Deputy Program Office Director of USAID Sri Lanka and the Maldives, made a comment about how evaluations can evolve from simply donor driven to country created and owned through a system of donor involvement from national requirements. She posed a question about the best points of entry to make a change from donor driven evaluations to a collaborative process.

She also posed various questions about the scope of work done, the focus of evaluations and government counterparts on evaluation teams.

Mr. Sivagnanasothy made a rebuttal comment about how donors should be joint members rather than simply donors. In response to Ms. Sundsumo, he returned that collaborative terms of reference for evaluations should be made together with the donor and recipient country. He mentioned further that donor

centric questions (i.e. those that are interested in results only) should be removed from the table and replaced instead with country centric questions. He emphasized further that reference groups and management groups are also necessary as well as joint groups with peer reviewers that are not donors, i.e. Sri Lanka. He made a point about how collaboration strengthens ownership and capacity building efforts. Lastly, he spent time explaining how findings and recommendations begotten from collaborative efforts are thusly owned between members of the collaboration and therefore have a more significant meaning than donor driven evaluations because they are not a forced response about feedback. Mr. Sivagnanasothy stressed heavily that donor driven evaluations are always about feedback, management response and dissemination but that through joint evaluations, there is no need for external management and therefore the institutionalization is much easier because the reality is held by the country. He concluded that the Paris agreement in 2005 endorsed collaborative projects while maintaining a donor within the group but removing the donor power as the sole factor behind the evaluation.

Mr. Chedup Dorji, Senior Planning Officer of the Dzongkhag Administration of Bhutan, asked if parliament actually has enough time to review all submitted reports and also if it is actually necessary to submit all reports to parliament.

Mr. Sivagnanasothy responded to Mr. Dorji by saying that, in general, long reports are a thing of the past. He mentioned that of course the documents should be submitted to parliament in a shortened summary of the overall project that includes: overall result, key factors, lessons learned, follow-up and recommendations. He also mentioned that for small projects, it may not be necessary to submit a report to parliament. He concluded his response by saying that big projects that focus mostly on strategy or projects that affect a large amount of persons should definitely be summarized and sent to parliament.

Mr. Joern Soerensen, Country Director of UNDP Sri Lanka, commented that everything done related to SDGs is guided by governments with a strict set of priorities. He also mentioned that his organization is very engaged in working with parliament to improve knowledge transportation and further explaining the efforts to reach new opportunities around SDGs and establishing a platform for assisting countries to reach goals. He continued to mention that his organization, originally related to just a couple private sector companies has been growing very steadily. He commented about the MAPS mission mainstream approach and overall policies approach and that the 2025 agenda gets a lot of support through working with presidential cabinet. He reiterated that everything done is based on governmental priority and that his organization has identified a method to establish an SDG tracking system through the Socio-innovation lab, a first of its kind in Asia, that promotes new ideas and reviews policies identified by government and works in 28 day cycle. He clarified that the goal of the lab is to make a tracking system to follow the work towards SDG achievements. He concluded that SDGs, while unrealistic for some countries, can be attained if the process is evident and he commented that Sri Lanka has good achievements in relation to NDGs, but he also stressed that establishing an environment that is convenient for the countries to pursue SDGs is a vital endeavor. He finished his comment with a personal address to the members of the group regarding the

scenery and luxurious surroundings of the hotel and urged all the members of the gathering to fully experience Sri Lanka while they are here for the meeting.

Mr. Muraoka, Director of the ODA Evaluation Division of Minister's Secretariat of MOFA in Japan introduced that Japan supports the idea of ODA evaluation by partner countries as well as joint evaluation with partner countries. He invited participants to indicate their intention, if any, in the questionnaire at the end of the workshop.

[Session 1]



Mr. Arild Hauge, Deputy Director, Independent Evaluation Office (IEO), UNDP



Ms. Maya Vijayaraghavan, Senior Evaluation specialist, Thematic and Country Division, Independent Evaluation Department, ADB



Mr. V. Sivagnanasothy, Secretary, the Ministry of National Integration and Reconciliation, Sri Lanka
Former Director General of the Project Management and Monitoring Department, Ministry of Development Assignments



Mr. Kazuhisa Arai, Director General of the Evaluation Department, Japan International Cooperation Agency



Mr. Joern Soerensen, Country Director UNDP Sri Lanka



Session 2: Efforts and Practices of Implementing SDGs in the Evaluation Context, the case study of Indonesia.

Presentation was given by Dr. Yoko Ishida, Professor at the Center for the Study of International Cooperation in Education at Hiroshima University. Comments provided by Ms. Isha Miranda and Mr. Rizang Wrihatnolo, Director of the System of Monitoring at the Evaluation and Development Control Department of the Ministry of National Development Planning of Indonesia.

Presentation-4: Findings from “The Survey on Promoting Planning and Implementation of SDGs in the Republic of Indonesia”

By: Dr. Yoko Ishida, Professor of Center for the Study of International Cooperation in Education (CICE), Hiroshima University

Dr. Ishida presented about the development of Indonesia in relation to MDGs and SDG implementation. Out of 67 MDGs, 49 of them could be accomplished. She mentioned that maternal mortality, HIV/AIDS, water and forest are the next focus for Indonesia in regard to development goals. She also commented that the networking between BAPPENAS and the relevant ministries/institutes is quite developed and that the metadata is accumulating nicely. She presented that government partnerships, quality of data and feedback to local governments need to be improved. She concluded her presentation saying that the design plan and structure of SDG implementation and M&E is strong and that with more time and dedication, the country can reach its developmental goals.

Comments about Dr. Ishida’s presentation were provided by Mr. Rizang Wrihatnolo.

Mr. Rizang Wrihatnolo provided 2 sets of comments. He mentioned in the first group of comments that the first and foremost priority is the people and how to benefit the people. Secondly he stressed that the allocation of resources must be so that it actually impacts the people. His third comment related to the importance of making sure that SDG accomplishments go straight to the people. In his first set of comments he also emphasized that the development of technologic skill will be vital in further achievement of SDGs. In his subsequent group of comments he relayed the importance of regulations to maintain the sanctity of the environment. He also stressed that in Indonesia, with 400 districts over 74 provinces, it is difficult to get uniform capacity. He stressed that implementation is vital but very difficult to do in Indonesia because of the overwhelming amount of space. He further stressed capacity by saying that individual capacity is necessary for evaluations to help focus the SDGs. He concluded that there exists a problem where indicators are often seen as a goal, which leads to benefits for the people being forgotten. He heavily stressed that the most important aspect of all development is putting the people first and that this can be achieved by superseding the tangible goal of indicator achievement and focusing more energy and manpower on the intangible goal of human benefit.

Ms. Miranda congratulated Indonesia on its efforts to take their SDGs forward through the infrastructure in government. She stressed that Indonesia's population has grown very quickly but there still remain a large amount of underdeveloped members of the society. She continued to praise the Indonesian approach for the top-down system that they employ, mentioning that presidential decrees have been very effective in achieving SDGs because it unifies the people. Furthermore, because the SDGs are divided into 4 levels, the ministry can easily identify and target their goals, eventually turning them into a NDG through a proxy system. Ms. Miranda stressed that the lack of a gender perspective is a very concerning aspect, though the development as a whole is quite promising. She continued by expressing how the M&E system can capture daily national and sub-national data which can be used to further build structure, leading to capacity. She posited that there is a problem in countries without a systematic approach in that it is difficult to make a structure when SDGs are still unknown. She mentioned that in current evaluations, capacity is necessary to fully understand SDGs and that a current challenge being faced is the localization of targets.

Dr. Ishida mentioned that the structure in Indonesia does in fact have some gaps for going from center to sub-national levels. She also stressed that SDGs are qualitative, and not just quantitative, and that these issues are still being worked out. She praised the dashboard of BAPPENAS because of the data sharing function that shows how much the efforts are actually affecting the people. She mentioned that there is the problem that partnership is not spread around with the other goals, so most of the results appear to be economic in nature. She concluded that people are the only assets in the world and SDG is the framework for their continued prosperity.

Discussion

Mr. Arai asked how the change in the trend of evaluation occurred and if it was simply caused through a shift in priority to putting the people first. He also posited that a good trend for the future could be a shift from donor to collaborative organization.

Mr. Sivagnanasothy commented about spatial dimensions at the sub national level and also mentioned that there is a necessity for targeting certain levels where economic conditions are worst. He also mentioned that a sample size of 25,000 is not big enough to go to a lower level of implementation, meaning that the idea of "No One Left Behind" becomes harder to implement. He posed a question relating to handling areas that are the most impoverished. He concluded by saying that evaluations are mostly about how and why, and that an important point to focus on going forward is the monitoring of trend gaps.

Mr. Dorji posited that evaluation for SDG between government and private sector seems to be a difficult gap to fill. He also mentioned his concern for ensuring that sections of impoverished people do not fall back after projects to being more impoverished than before the project.

Dr. Ishida answered Mr. Dorji's question with emphasis that the method for preventing relapse is mapping

and data gathering. She posited, however, that the problem is that the definition is not clear from within the country. She also commented that, in the case of Indonesia, indicators may not match up with SDG indicators, though the country itself may see them as equal. She further mentioned that a new trend in evaluation is to provide an evaluation that pleases multiple groups, such as SEOs, philanthropists, and the private sector, not just the donors. She continued to mention that central data collection is adequate but subnational data collection is still lacking, though they are currently developing a new system to collect the data. She praised the still tentative 5 year evaluation plan of Indonesia, which will be conducted by a 3rd party.

Mr. Wrihatnolo provided a rebuttal to Ms. Miranda's comment on the gender component of Indonesia's SDG efforts. He claimed that the data they have can be aggregated and the gender component can be investigated. He also mentioned that Indonesia monitors the implementation of micro-components that are not included in the SDGs. He concluded that the method used is more complex than a point-by-point system.

Ms. Miranda posed a question to Mr. Wrihatnolo about the current authority that oversees the evaluations to which Mr. Wrihatnolo answered that the BAPPENAS organization collects and monitors evaluations at which point Dr. Ishida commented that the government of Indonesia has changed priority to implementation and monitoring, which is how the Indonesian government shows their concern.

Mr. Dunushinghe mentioned that the Indonesian system is growing and improving, but the system can of course be improved to address some of the concerns made here.

[Session 2]



Dr. Yoko Ishida, Professor of the Center for the Study of International Cooperation in Education, Hiroshima University



Mr. Rizang Wrihatnolo, Director of System of Monitoring, Evaluation and Development Control, Ministry of National Development Planning, Indonesia



Ms. Isha Miranda,
Board Member of the Sri Lanka Evaluation
Association

Session 3: Each Country's Efforts and Practices of Implementing SDGs in the Evaluation Context

Brief presentations by participant countries about SDG implementation.

Comments provided by Dr. Hino Ruiko, Assistant Director of the ODA Evaluation Division, Minister's Secretariat, Ministry of Foreign Affairs.

Dr. Ruiko Hino presented findings from the answers to the questionnaire sent to the participants from Asia-Pacific countries in prior to the workshop. She summarized the trend of the Efforts and Practices of Implementing SDGs in the participants' country based on the answers to the questionnaire. She mentioned that most of the countries have made great effort and practices in order to establish the framework or the system of the follow-up and monitoring of the progress on SDGs but how each country can make the system functional and practical is still challenge especially on strengthening identification of data, data management, data integration, data disaggregation. Dr. Hino also mentioned that the progress of the establishment of the feedback system is slightly slower than the progress on the monitoring system. She emphasized that the feedback mechanism plays the important role in order to make the monitoring results and findings being reflected in the formulation and implementation of the each country's development strategy.

After the first part of Dr. Hino's presentation, the participants from Bangladesh, Bhutan, Maldives, Mongolia, Nepal, Pakistan, Philippines and Thailand had a chance to present on the current state of their SDG activities.

Mr. Bashir Ahamed, Deputy Secretary, Economic Relations Division, Ministry of Finance of Bangladesh: The prime minister supervises all SDG activities 2 times every year. We have an inter-ministry workshop that focuses on SDGs. The Prime Minister's office has developed a useful web based system for tracking SDGs. As of now, 33 sets of data are not available but efforts are being made. For the next year, a 928 billion dollar budget is necessary for SDG achievement (15% of which needs to be external). The political condition is difficult because of arms related issues, health, resource mobilization issues and population movement. Further development of government partnerships, technology transfer and capacity building is an upmost priority.

Ms. Miranda posed a question about the existence of an evaluation team separate from a monitoring team in Bangladesh to which Mr. Ahamed answered that a national monitoring framework is on the way to being finalized.

Mr. Chedup Dorji, Senior Planning Officer of the Dzongkhag Administration of Bhutan:

Out of 169 total environmental indicators, 140 of them are relevant in Bhutan. 140 of them are incorporated in the 12 five year plans currently underway. The GNHCS is doing most monitoring for these 5 year plans. There also exists the evaluation department of Bhutan to check the status of current projects. We lack the

infrastructure to ensure sustainability and to rectify this lack, budget is required. The evaluation culture in Bhutan is still in its infancy, and this is evident in that different agencies do evaluations in different standards, which is an issue currently. There is a necessity to standardize all evaluation methods and we are currently working towards that. Also, a general lack of evaluation knowledge is a hindrance. There is also heavy emphasis that the evaluation results be disseminated to all people, but the standards for data dissemination are also not solidified yet.

Mr. Ibrahim Shaheeb, Additional Secretary, Ministry of Foreign Affairs of the Maldives:

Coordination between the Ministry of Foreign Affairs, Ministry of Environment and Energy and the United Nations has led to substantial growth. However, the data management and integration system still lacks and the cost of implementation is still a substantial burden. The Maldives needs to further develop its monitoring and reporting framework as well as an action plan for targeted groups.

Mr. Bolor Enkhbayar, Director, ODA Policy Division, Ministry of Finance of Mongolia:

Currently, China has extended a swap line of 5.5 million USD. The government aims to stabilize the economy. The ADB and the IMF have also agreed to supply funds. The top 2 goals now are the creation of a policy to stabilize the macro economy and to minimize debt pressure. We are aware that we are not utilizing the funds and time perfectly. We ask for your cooperation to combat these changes. The NDA is a new government agency from 2016. From late 2018 we will have a new evaluation organization.

Mr. Ram Prasad Mainali, Under Secretary, Ministry of Finance of Nepal:

Data is the most important problem in Nepal because there is no digital data. We know where to go and what we have to do but we have no method to act. Currently, because the country is changing from military to federal, many tasks cannot be achieved easily.

Ms. Miranda questioned the existence of a national evaluation policy in Nepal to which Mr. Ram responded that in principle the MoF is doing evaluations but that there is no specific agency that only deals with evaluations.

Mr. Muhammad Iqbal, Section Officer, Economic Affairs Division, Ministry of Finance, Revenue and Economic Affairs of Pakistan:

Pakistan is the only country to make SDGs into NDGs. Pakistan has common issues like the other countries here and to combat such issues there are opportunities such as Vision 2025 that aims to increase exports etc., energy and water, food security and digital connectivity. Vision 2025 however, without an environment of security, cannot be possible or sustainable. If we can achieve Vision 2025, Pakistan can be one of the top 10 economies of the world.

Ms. Gemma Bala, Senior Economic Development Specialist, National Economic and Development Authority of the Philippines:

The Philippine Statistics Authority (PSA), an attached agency to NEDA, was designated as the official repository of SDG indicators in the Philippines. Implementation of SDGs is integrated in the 2017-2022 Philippine Development Plan and the Philippine's Long-term Vision 2040 (Ambisyon Natin 2040). The initial list of SDG indicators to be monitored in the Philippines includes 155 indicators. Monitoring of development projects (including those funded through ODA) is ongoing and conducted on both local and national levels.

Ms. Patchara Kosinanont, Development Cooperation Officer, Thailand International Cooperation Agency of Thailand:

Various governmental agencies exist to monitor, evaluate and implement SDGs. TICA, in particular, is specifically responsible for goal 17 of the SDGs. The Prime Minister oversees these groups directly. Subcommittee on implementing SDGS is the main deciding body regarding institutionalized mechanisms for SDG monitoring. A problem that Thailand faces is data availability and data integration between different sources.

Dr. Hino continued her presentation about the current case of Japan.

She commented that the Government of Japan established the SDGs Promotion Headquarters which plays central role and the SDGs Promotion Roundtable was also established in order to enhance partnership with a broader set of stakeholders and to discuss the implementation of SDGs in Japan. She also mentioned the challenges; Japan will conduct the first follow-up and review by 2019 and a feedback system to give the review results to each ministry needs to be established by that time.

Discussion

Mr. Minato commented that some participants have not presented about their countries and he also opened the floor to questions.

Ms. Miranda asked Ms. Kosinanont of Thailand about the focus on SDG 17 and M&E organizations in Thailand to which Ms. Kosinanont responded by saying that the specific focus is not just for goal 17 but that goal 17 is a good example of partnership for implementation. In regard to the question about M&E organization, she answered that there are three main organizations: NSO, MOF and NSDB.

Ms. Miranda provided a follow-up question about policy and framework on a national level to which Ms. Kosinanont answered that the government has set up institutions to report progress to the Prime Minister every 6 months and that there are currently both long and short term plans.

Mr. Jaya Kumaran, the Principal Assistant Director of the International Cooperation Section of the Economic Planning Unit of the Prime Minister's Department of Malaysia commented about SDG implementation in Malaysia. He stated that at the apex level the Prime Minister chairs the SDG council and

underneath it is a steering committee chaired by the Director General of the Economic Planning Unit. He further commented that under the steering committee there is are several working committees which are cluster based. After this he explained that the next step going forward is implementing this plan at a sub-national level and mobilizing the resources to actually implement the plans and strengthening data readiness and filling data gaps.

Mr. Minato mentions that the spirit of SDGs is the idea of “No One Left Behind,” to which

Ms. Miranda responded to by saying that the idea of “No One Left Behind” comes with all SDGs, inclusive of every gender, all persons of any sexual orientation. She continued to state that the problem in many cases is that the linkage is missing. She posited that all presentations were missing linkage that is definitely required to accomplish high level goals.

Mr. Muraoka commented that the spirit of 2030 is regional cooperation. He further stressed that there is a capacity issue overall, but also posited that each country has their unique challenges. He optimistically mentioned that the existence of challenges provides an opportunity for cooperation.

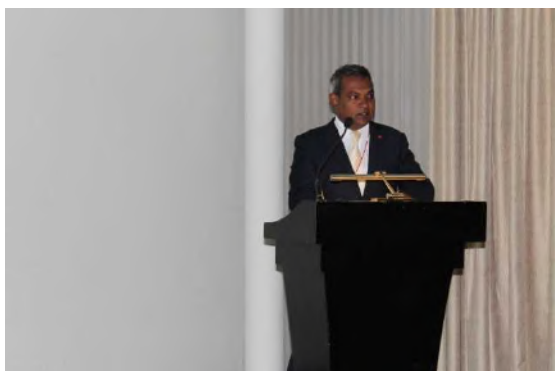
[Session 3]



Mr. Bashir Ahamed, Deputy Secretary, Economic Relations Division, Ministry of Finance, Bangladesh



Mr. Chedup Dorji, Senior Planning Officer of the Dzongkhag Administration, Bhutan



Mr. Ibrahim Shaheeb, Additional Secretary, Ministry of Foreign Affairs, Maldives



Mr. Bolor Enkhbayar, Director, ODA Policy Division, Ministry of Finance, Mongolia



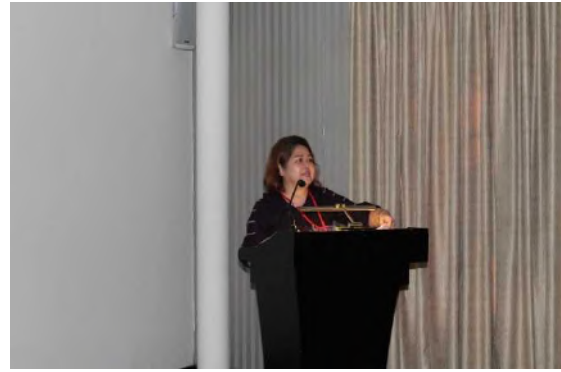
Mr. Ram Prasad Mainali, Under Secretary, Ministry of Finance, Nepal



Mr. Muhammad Iqbal, Section Officer, Economic Affairs Division, Ministry of Finance, Revenue and Economic Affairs, Pakistan



Ms. Gemma Bala, Senior Economic Development Specialist, National Economic and Development Authority, Philippines



Ms. Patchara Kosinanont, Development Cooperation Officer, Thailand International Cooperation Agency, Thailand



Mr. Jaya Kumaran, the Principal Assistant Director of the International Cooperation Section of the Economic Planning Unit of the Prime Minister's Department, Malaysia



Dr. Priyanga Dunusinghe, Senior lecturer, Department of Economics, University of Colombo and Mr. Naonobu Minato, Visiting Professor, International University of Japan

Session 4: Diverse ODA Evaluations at Program/Project Level

Presentations by Mr. Koji Noda, Senior Deputy Director, Evaluation Department of JICA and Mr. Keiichi Muraoka, Director of the ODA Evaluation Division, Minister's Secretariat of MOFA in Japan.

Comments given by Mr. Mainali.

Presentation-5: New approach of "Process Analysis" in JICA Ex-post Evaluation

- The Case Study of Delhi Mass transport System Project (Delhi Metro)

In India,

Mr. Koji Noda, Senior Deputy Director, Evaluation Department of JICA.

Mr. Noda presented about the JICA's new approach of Process Analysis in Ex-post Evaluation using the project ethnography method of for "Delhi Mass Rapid Transport System Project (Delhi Metro)" in India. In his presentation he emphasized that Delhi Metro has been regarded as one of the successful projects but its reason of success cannot be clearly found by the conventional Ex-post evaluation with OECD/ DAC Five evaluation criteria focusing on results of "What." He continued that the deep analysis on processes of "How" and "Why" through project implementation or "Process Analysis" can pick up the findings of new facts, information on various episodes and learning perspectives involving reconstruction of "realities of the ground" in narrative style across time and social space and with attention to socio-political context. He further emphasized that the role of the project ethnography, which accepts multi voices, cannot but become rather limited for "accountability" but encourages readers to have a deeper "learning" through providing stories with multifaceted perspectives and complements to the conventional Ex-post evaluation.

Presentation 6: ODA Evaluation From Diplomatic Viewpoints

Mr. Keiichi Muraoka

Mr. Muraoka presented about ODA Evaluations from diplomatic viewpoints.

He states in his presentation that ODA is not a charity but instead a modality that pursues the common interests of the world, including Japan. He insisted that the Development Cooperation Charter intends to ensure national interests and the efforts towards evaluations that include a diplomatic point of view are apparent. He continued to say that the current limitations to the evaluation plan include a lack of available information including case studies from other donors as well as the lack of established methods in international society. He countered these issues by given an example of Tanzania, where Japan's ODA policies were very consistent with Tanzania's development strategies, resulting in a highly effective assistance policy.

Comments about Presentation 5 and 6 were provided by Mr. Mainali of Nepal.

Mr. Mainali made comments regarding the morning's presentations. He mentioned that the Delhi Metro project has become a sense of pride because it highlights the national interests of the political leaders. He

mentioned that an important focal point is the method for analyzing causality. In regard to the Tanzania case, he insisted that he is trying to find some causality between the ODA outlook and diplomatic relations. He continued to say that evaluation always has room for improvement and he provided some suggestions. Directed at Mr. Noda, he proposed that Mr. Noda set up a hypothesis and interview a wide range of recipients to get more qualitative data. Furthermore, referencing his financial background, he suggested that drawing correlations to the trade sector, applying profit analysis and ascertaining profit margins can be another method for qualitative analysis. He concluded his comments to Mr. Noda by saying that causality in the Delhi Metro project could be determined if JICA were to set up a control variable of a similar town, using the same project in said city to determine causality. To Mr. Muraoka he stated that it was hard to understand if the ODA outflow increases the diplomatic relationship between countries. He suggested at this point that control for causality in this regard is something to consider. He mentioned that by defining the variable in regard to diplomatic relations by way of a money aspect or relationship meter, you can define how you can model the causality measurement system. He concluded his comment to Mr. Muraoka by saying that in the end, because economics are always important, applying a profit analysis to projects will be a great qualitative analysis tool. As a final statement to both presenters, Mr. Mainali suggested that both presenters increase the validity of their conclusions if they were to include qualitative and quantitative models in their analyses.

Mr. Noda mentioned that either of qualitative analysis (the conventional Ex-post evaluation with OECD/DAC Five evaluation criteria) or quantitative analysis (Process Analysis) should be an important evaluation tool and complements to each other, not as a “zero-sum game,” to grasp the result of the project. He concluded by saying that it takes a lot of time and costs to conduct the Process Analysis and requires for the strategic balance of selection and concentration for further spreading out.

Mr. Muraoka responded to Mr. Mainali’s comment about causality by saying that it is very difficult to prove and furthermore not easy to prove contribution of the development cooperation to the diplomatic relations. He concluded that the ODA Evaluation Office will try to extract information to show that the ODA is welcomed and useful through a multitude of analyses.

Discussion

Mr. Iqbal asked Mr. Noda about the registered results achieved so far under the new system.

Ms. Vijayaghavan made a comment to Mr. Noda about how there are only a few evaluations done on urban transit. She urged him to look at big data (geospatial) but posited that it will be difficult because there have not been too many extensive studies. She further suggested that JICA use data that already is available because it will have useful output and can be used in other civil projects. She concluded that the best place to start is with narratives.

Mr. Muraoka posed a question to Mr. Hauge about bilateral organizations getting similar questions about analysis and results, to which Mr. Hauge responded that it is important to place development assistance within the reality of diplomacy and the political system. Mr. Hauge admitted that development assistance often overlooks the political system and claimed that the most important aspect within development assistance is transparency because all developmental operations will need to have some placement within the political realm.

Mr. Noda responded to the question made by Mr. Iqbal by saying that the message from the Delhi Metro can be applied to a multitude of projects but the results on a grand scale are still hard to qualify. He continued saying that JICA tries to create a concise method for ethnography. He continued to respond to comments made by Ms. Vijayaghavan by stressing that big data or geospatial data is in fact vitally important and on the agenda for further direction of systematic and strategic evaluations, even for JICA.

Mr. Muraoka commented that development departments that are merged with foreign ministries in several donor countries need to be accountable. He continued to comment about the trend for committee structure change, saying that aid agencies in Canada, Australia and New Zealand have been merged into the Ministry of Foreign Affairs. This trend creates a new issue of maintaining accountability within the structure. In Japan, he mentioned, it pursues a win-win situation for partners.

Ms. Miranda commented that data collected is not enough to actually do anything. She claimed that through project management the government can provide benefit for the people. She mentioned that an important trend to move towards is combining the 5 P's of SDGs with evaluation. She posited that only through combining these 5 P's with structural changes to the Project Management can have an ownership of evaluation to any country. She stressed that the number found there analysis always has a story and, as Ms. Vijayaghavan mentioned, delving into the number can provide further perspective. In conclusion, she purported that the combination of data and the SDG is the best way to get good results.

Ms. Sagarika, of the Department of External Resources, Ministry of National Policies and Economic Affairs of Sri Lanka, commented that once they receive a project they already know from the beginning where to start for human recruitment and therefore the process analysis can be done ongoing which is very useful for countries like Sri Lanka. She claimed that this approach is suitable for restructuring themes and developing better systems.

Mr. Sivagnanasothy commented that there is a concern about the approach. He stressed that people need to complement the approach with quantitative analysis wherever possible. He further posited that getting counterfactual analysis can help to get economic return on investment and emphasized that donor countries always ask about economic rate of return because the profit gained from their investment is a heavy priority. Another aspect is financial return – countries operating evaluations do have financial problems and, without sufficient revenue, the budget is hurt. Complementary financial and economic analysis can be useful to help

donor countries to go forward. He commented that Mr. Noda's analysis is quite useful because it provides a learning opportunity and Mr. Muraoka's approach for both development and diplomacy is also invaluable. He concluded that viewpoints are important but the development viewpoint is more familiar and thus needs to be considered with more weight in order to make the evaluations more worthwhile.

Mr. Muraoka responded saying that though criteria is a method of evaluation and this is understood across the team but stressed that additional methods will provide more solid analysis results. Ms. Miranda rebutted saying that JICA evaluations can be decidedly used in this type of situation to provide a qualitative result, which of course can be used across the board to inform decisions and processes towards the future. She also indicated that DAC evaluation criteria need to be reinforced to meet new evaluation challenges posed by SDGs.

Mr. Minato commented that in Japan's case, there are multiple criteria used to judge the evaluation then the result can be clear in terms of success or failure. If the result is clear, evaluations can be used to revise projects. He mentioned further that in the case of host countries, other evaluation criteria can be emphasized because of the nature of the recipient country such as motivation and purpose of evaluation. He stressed that linking the aspects of diplomatic perspective and developmental assistance lead to make a new ideology behind evaluations from donors' point of view, and also linking donors' evaluation and recipients' evaluation should be promoted.

Mr. Dorji asked Mr. Noda to clarify whether the idea of "No One Left Behind" is covered in JICA's assessment and development plans, particularly in the case of India because mobility for handicapped persons and gender development were not mentioned, to which Mr. Noda responded saying that the metro in its early initial phase might not be sufficiently able to support the mobility of handicapped persons but should have been improving the situations with expanding networks and connections as well as upgrading services for passengers. He also mentioned about the pioneer introduction of women-only cars on the metro from the perspective of gender development.

Mr. Dorji repeated his question about handicapped persons, to which Mr. Noda responded that JICA should have accumulated the relevant information through interviews though each of them are not necessarily on coverage. He stressed about the character of the project ethnography that there should be different articulations and understandings for the written story as well as criticism against missing facts and information on coverage. He continued that the project ethnography can be utilized as a starting point of discussion for drawing lessons and a preparatory study toward more detailed and rigorous analysis.

Mr. Kongath Sivadas, Department of Economic Affairs, Ministry of Finance of India commented that there are seats for handicapped persons in each coach and there is also easy access for said persons to use the metro.

Mr. Dunusinghe asked Mr. Noda to explain about how the interviews are conducted, to which Mr. Noda responded that the methodology for extracting information is very much like pulling potatoes one after another as called “Imozuru system” in Japanese, where once you get one interview completed, the following relevant interviews come in succession continuously. He continued to say that it is well established that these analyses are extracting the benefits of both qualitative and quantitative approaches. Furthermore he expressed that this session provides good insight into evaluations so that donor countries and recipient countries can learn about ethnography which can then be employed in the evaluation dimension and also diplomatic evaluation. He commented that the practice of evaluation has come to be more open and that donors are more vested in the impact of their donations. In conclusion he mentioned that these aspects all need to be considered

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Mr. Koji Noda, Senior Deputy Director of the Evaluation Department of JICA



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



Mr. Kongath Sivadas, Department of Economic Affairs, Ministry of Finance, India



Ms. Sagarika Bogahawatte, Director, Human Resource Sector, Department of Project Management & Monitoring, Ministry of National Policies and Economic Affairs, Sri Lanka

Closing Session

The co-chairs, Mr. Dunusinghe and Mr. Minato, read aloud their co-chair summary before closing the session.

Before the session was concluded, Ms. Noor Rizna Anees, Department of External Resources, Ministry of National Policies and Economic Affairs of Sri Lanka, provided a brief message thanking all participants and wishing the further cooperation between donor and recipient countries in the future.



List of Participants

Country/ Organization	Organization	Title	Name
Representatives of Co-Hosts			
Sri Lanka	Ministry of National Policies and Economic Affairs	Secretary	Mr. K. D. S. Ruwanchandra
Japan	International Cooperation Bureau, Ministry of Foreign Affairs	Deputy Director-General	Mr. Minoru Masujima
Co-Chairs			
Sri Lanka	Department of Economics, University of Colombo	Senior Lecturer	Dr. Priyanga Dunusinghe
Japan	International University of Japan Asia Pacific Evaluation Association (APEA)	Visiting Professor Former Vice President	Mr. Naonobu Minato
Presenters			(in order of presentation)
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ADB	Thematic and Country Division, Independent Evaluation Department (IEB)	Senior Evaluation Specialist	Ms. Maya Vijayaraghavan
Sri Lanka	Ministry of National Integration and Reconciliation	Secretary	Mr. V. Sivagnanasothy
Japan	Center for the Study of International Cooperation in Education (CICE), Hiroshima University	Professor	Dr. Yoko Ishida
Japan	Evaluation Department, Japan International Cooperation Agency (JICA)	Senior Deputy Director	Mr. Koji Noda
Japan	ODA Evaluation Division, Minister's Secretariat, Ministry of Foreign Affairs	Director	Mr. Keiichi Muraoka
Commentators			(in order of comments)
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Sri Lanka	Sri Lanka Evaluation Association Asia Pacific Evaluation Association (APEA)	Board Member Former Board Member	Ms. Isha Wedasinghe Miranda
Indonesia	System of Monitoring, Evaluation and Development Control, Ministry of National Development Planning	Director	Mr. Rizang Wrihatnolo
Japan	ODA Evaluation Division, Minister's Secretariat, Ministry of Foreign Affairs	Assistant Director	Dr. Ruiko Hino
Nepal	Ministry of Finance		Mr. Ram Prasad Mainali
Representatives of Asia-Pacific Countries and Partners			
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Bhutan	Dzongkhag Administration, Bumthang	Senior Planning Officer	Mr. Chedup Dorji

Country/ Organization	Organization	Title	Name
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Indonesia	System of Monitoring, Evaluation and Development Control, Ministry of National Development Planning	Director	Mr. Rizang Wrihatnolo
Malaysia	International Cooperation Section, Economic Planning Unit, Prime Minister's Department	Principal Assistant Director	Mr. Jaya Kumaran K P Vengadala
Maldives	Ministry of Foreign Affairs	Additional Secretary	Mr. Ibrahim Shaheeb
Mongolia	ODA Policy Division, Ministry of Finance	Director	Mr. Bolor Enkhbayar
Myanmar	Treasury Department, Ministry of Planning and Finance	Deputy Director	Ms. Thin Thin Su
Nepal	Ministry of Finance		Mr. Ram Prasad Mainali
Pakistan	Economic Affairs Division, Ministry of Finance, Revenue and Economic Affairs		Mr. Muhammad Iqbal
Philippines	National Economic and Development Authority (NEDA)	Senior Economic Development Specialist	Ms. Gemma Bala
Thailand	Thailand International Cooperation Agency (TICA)	Development Cooperation Officer	Ms. Patchara Kosinanont
UNDP	UNDP Sri Lanka	Country Director	Mr. Joern Soerensen
USAID	USAID Sri Lanka and the Maldives	Deputy Program Office Director	Ms. Kaarli Sundsmo
USAID	USAID Sri Lanka and the Maldives	Monitoring and Evaluation Specialist	Mr. Chandima Bandara
Representatives of Co-Hosts Countries			
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Sri Lanka	Department of External Resources, Ministry of National Policies and Economic Affairs	Director General	Mr. P. M. P. Ratnayake
Sri Lanka	Department of External Resources, Ministry of National Policies and Economic Affairs	Additional Director General	Ms. Noor Rizna Anees
Sri Lanka	Department of National Planning, Ministry of National Policies and Economic Affairs	Additional Director General	Ms. Sepali Rupasinghe
Sri Lanka	Department of Project Management & Monitoring, Ministry of National Policies and Economic Affairs	Director General	Ms. Ayanthi De Silva

Country/ Organization	Organization	Title	Name
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Japan	Embassy of Japan in Sri Lanka	First Secretary	Mr. Sakae Waratani
Japan	Embassy of Japan in Sri Lanka	Second Secretary	Ms. Kayo Imamura
Japan	Evaluation Department, Japan International Cooperation Agency (JICA)	Director General	Mr. Kazuhisa Arai
Japan	Evaluation Department, Japan International Cooperation Agency (JICA)	Senior Deputy Director	Mr. Koji Noda
Japan	JICA Sri Lanka Office	Chief Representative	Mr. Fusato Tanaka
Japan	JICA Sri Lanka Office	Senior Representative	Mr. Toru Kobayakawa

List of Abbreviations

ADB	Asian Development Bank
APEA	Asia-Pacific Evaluation Association
ASEAN	Association of South-East Asian Nations
BAPPENAS	Ministry of National Development Planning / National Development Planning Agency (Indonesia)
CICE	Center for the Study of International Cooperation in Education
DAC	Department of Budget and Management (Philippines)
ePMS	Electronic Project Monitoring System
EvalNet	The DAC Network on Development Evaluation
GIZ	German Society for International Cooperation
GDI	Global Delivery Initiative
IAEA	International Atomic Energy Agency
IDCJ	International Development Center of Japan
IED	Independent Evaluation Department (ADB)
IEO	Independent Evaluation Office(UNDP)
IPDET	International Programme on Development Evaluation
JICA	Japan International Cooperation Agency
M&E	Monitoring and Evaluation
MDGs	Millennium Development Goals
MOFA	Ministry of Foreign Affairs of Japan
NEDA	National Economic and Development Authority (Philippines)
NDG	National Development Goals
ODA	Official Development Assistance
OECD	Organization for Economic Co-operation and Development
SDGs	Sustainable Development Goals
PDP	Philippine Development Plan
PLTV	Philippines Long Term Vision
UNEG	UN Evaluation Group
UNDP	United Nations Development Programme
UNICEF	United Nations Children's Fund
USAID	United States Aid