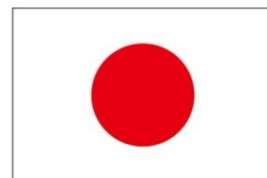


The 16th ODA Evaluation Workshop



January 29-30, 2019

Bangkok, Thailand



**From
the People of Japan**

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Program
“Evaluation in the Era of SDGs:
Sharing Experiences for Better Learning and Accountability”
(16th ODA Evaluation Workshop)

Day 1 (January 29 th , 2019)	
9:30-10:00	Opening Session <ul style="list-style-type: none"> - Welcome and Opening Remarks by Co-Hosts Mr. Banchong AMORNCHEWIN, Deputy Director-General, Acting Director-General, Thailand International Cooperation Agency, Ministry of Foreign Affairs of Thailand Mr. Susumu KUWAHARA, Deputy Director-General, International Cooperation Bureau, Ministry of Foreign Affairs of Japan - Introduction of Workshop and Explanation of Agenda by Co-Chairs Dr. Siriporn WAJJWALKU, Associate Professor, Thammasat University Mr. Naonobu MINATO, Executive Director, The Japan Evaluation Society (Former Vice President of APEA)
10:00-10:10	Photo Session
10:00-10:20	Refreshments Break
10:20-12:00	Session 1 <u>Evaluation of SDGs and the National Development Policy</u> <p>【Presentation-1】 “National Evaluation and Agenda 2030” By: Dr. Indran A. NAIDOO, Director, Independent Evaluation Office (IEO), United Nations Development Programme (UNDP)</p> <p>【Presentation-2】 “Progress and Remaining Issues of SDGs Monitoring and Evaluation among Selected Asian Countries” By: Dr. Ryo SASAKI, Senior Researcher, Evaluation Department, International Development Center of Japan Inc.</p> <p>【Presentation-3】 “SDGs in Thailand, Achievements and Challenges” By: Dr. Wanchat SUWANKITTI, Director, Public Policy Strategy Office, National Economic and Social Development Council of Thailand (NESDC)</p> <p>Commentator: By: Mr. Keiichi MURAOKA, Director, ODA Evaluation Division, Minister’s Secretariat, Ministry of Foreign Affairs of Japan/ Vice Chair, OECD-DAC Evaluation Network By: Mr. Narayan DHAKAL, Under Secretary, International Economic Cooperation Coordination Division, Ministry of Finance, Nepal</p> <p>【Discussion】</p>
12:00-13:30	Lunch Break

13:30-14:30	Session 2
	<p><u>Evaluation Challenges of Each Country</u></p> <p>Commentator: By: Ms. Rikako HASHIMOTO, Official, ODA Evaluation Division, Ministry of Foreign Affairs of Japan</p> <p>【Country Reports】 By: Mr. Tashi DORJI, Senior Research Officer, Gross National Happiness Commission, Bhutan By: Mr. Elson Martinho DA COSTA, Aid Data Monitoring Officer, Ministry of Finance, Timor-Leste</p> <p>【Discussion】 This session will invite participants to discussions. The discussion will be based on the questionnaire the Japanese agent has sent prior to the Workshop.</p>
14:30-14:45	Refreshments Break
14:45-16:45	Session 3
	<p><u>Method of Project Evaluation: Case Study of Infrastructure Projects</u></p> <p>【Presentation-4】 “JICA's Ex-Post Evaluation and the Use of Lessons Learned” By: Mr. Masayuki EGUCHI, Senior Deputy Director General, Evaluation Department, Japan International Cooperation Agency (JICA) “In-depth Analysis on Sector Specific Issues: Practical Lessons for Development of New Seaports” By: Ms. Chika KAWAGISHI, Evaluation Officer, Evaluation Division 1, Evaluation Department, Japan International Cooperation Agency (JICA)</p> <p>【Presentation-5】 “Introducing NEDA’s Infrastructure Evaluation” By: Senior Colonel Saranyu VIRIYAVEJAKUL, D.Sc., Vice President, Spokesperson, and CIO, Neighbouring Countries Economic Development Cooperation Agency (NEDA), Ministry of Finance of Thailand</p> <p>【Presentation-6】 “Independent Evaluation for Accountability and Learning: Evaluation of a Transport Project in ADB” By: Mr. Sung S. SHIN, Senior Evaluation Specialist, Sector and Project Division, Independent Evaluation Department, ADB</p> <p>Commentator: By: Ms. Thandar WIN, Assistant Director, Treasury Department, Ministry of Planning and Finance, Myanmar By: Ms. Charity Gay RAMOS-GALACGAC, Assistant Director, National Economic and Development Authority, Philippines</p> <p>【Discussion】</p>
18:30-20:00	Reception Dinner hosted by Thailand International Cooperation Agency, the Ministry of Foreign Affairs of Thailand

Day 2 (January 30 th , 2019)	
09:30-11:00	<u>Session 4</u>
	<p><u>DAC Evaluation Norms and Criteria as Tools for Improving Evaluation Quality and Systems</u></p> <p>Introduction of Session: By: Mr. Keiichi MURAOKA, Director, ODA Evaluation Division, Minister's Secretariat, Ministry of Foreign Affairs of Japan</p> <p>【Presentation-7】 By: Mr. Hans LUNDGREN, Manager of the DAC Evaluation Network, OECD-DAC Secretariat</p> <p>Guest Commentator: By: Dr. Romeo B. SANTOS, President, Asia Pacific Evaluation Association (APEA)</p>
11:00-11:30	Refreshments Break
11:30-12:00	<u>Closing Session</u>
	Co-Chairs' Summary
12:00-13:30	Lunch Break

Co-Chairs' Summary
The 16th ODA Evaluation Workshop in Bangkok, Thailand
on January 29-30, 2019

Session 1: Evaluation of SDGs and the National Development Policy

In this Session, the evaluation of SDGs and the National Development Policy has been discussed.

- Dr. Naidoo from UNDP pointed out the 2030 Agenda states that the follow-up and review processes will be informed by country-led evaluations and data. Yet, many countries lack the appropriate institutional capacity, knowledge and resources to operate evaluation systems. Then he introduced UNDP's functions to strengthen evaluation capacities
- Dr. Sasaki from IDCJ presented the progress and issues of SDGs Monitoring and Evaluation of three countries. He argued that they developed their own monitoring systems with a set of nationally adjusted indicators, however, many of the SDGs indicators require challenging "metadata". He also mentioned the issues related to the viewpoint of the logic of evaluation and called for international efforts to solve the issue.
- Dr. Suwankitti from NESDC reported the relations of SDGs evaluation and the National Development Policy. He also introduced the concept of Sufficiency Economy Philosophy in Thailand to achieve people's sustainable happiness with concrete examples. He mentioned the responsibilities of Thai Ministries and key stakeholders to achieve the SDGs and the importance of local data collection based on people's needs.
- Mr. Muraoka from the Ministry of Foreign Affairs of Japan (MOFA) questioned the technical difficulties to synchronize SDGs to the National Development Policies. He has also raised the issue of coordinating international support to develop evaluation capacity.
- Mr. Dhakal from Nepal explained the country's experience of SDGs monitoring & evaluation. He went on to comment the importance of data for evidence-based policy making.
- Ms. Evangelista from UN Women commented on the necessity of engaging people, followed by comments from APEA, Maldives, JICA, Cambodia, Indonesia and Timor-Leste.

Session 2: Evaluation Challenges of Each Country

In this Session, the challenges and efforts of the participant countries has been introduced, based on the answers to the questionnaire sent in advance to the Workshop concerning the evaluation of the National Development Policies and the monitoring of the SDGs.

- Ms. Hashimoto from MOFA briefly presented the findings from the questionnaire. Many countries had links with the National Development Policies and the SDGs, thus Mr. Dorji from Bhutan and Mr. Da Costa from Timor-Leste and the participants from Bangladesh, Cambodia, Philippines, Laos, and Nepal shared their experiences and agreed that every country has similar issues with one another.

Session 3: Method of Project Evaluation: Case Study of Infrastructure Projects

In this Session, various evaluation methods and evaluation experiences of infrastructure projects were discussed.

- Mr. Eguchi from JICA presented the overall evaluation system of JICA. Ms. Kawagishi from JICA shared the case study of JICA's in-depth analysis of lessons on new seaport projects and highlighted the approach of involving in-house experts to refine lessons to be practical.
- Mr. Viriyavejakul from NEDA presented its role and evaluation framework, as well as stressing the importance of detailed planning for successful infrastructure projects and shared the evaluation case of the Improvement of the National Road No. 67 project in Cambodia.
- Mr. Shin from ADB presented the independent evaluation system and criteria of ADB and the case of Greater Mekong Subregion Highway Expansion Project in Thailand. The challenges in transport project evaluations and suggestions for the important points to make evaluations influential were also included.
- The commentators, Ms. Win from Myanmar and Ms. Ramos-Galacgac from the Philippines, raised the points of cross-sectoral analysis, and shared their countries' evaluation systems and their success and failure.

Session 4: DAC Evaluation Norms and Criteria as Tools for Improving Evaluation Quality and Systems

In this Session, OECD-DAC Evaluation norms and criteria as tools for improving evaluation quality and systems were discussed.

- Following Mr. Muraoka's introduction on the background and purpose of the session, Mr. Lundgren from OECD-DAC introduced the activities of the Committee and presented evaluation norms and guidance developed by the DAC Evaluation Network.
- Following the presentation, Dr. Santos from APEA commented on the topic with the view to keep it simple and make clear definitions.
- Then the floor was open for discussion to share experiences from a national perspective on the use of norms and guidance to strengthen evaluation; how to use and adapt international norms into the local context; and discuss ways for institution/ capacity building.

Abstract of Presentations
(in order of the presentations)

Session 1: Evaluation of SDGs and the National Development Policy

Presentation-1: “National Evaluation and Agenda 2030”

Dr. Indran A. NAIDOO, Director, Independent Evaluation Office (IEO), United Nations Development Programme (UNDP)

This presentation will discuss the national evaluation efforts and gaps in informing SDG programming and policies.

The 2030 Agenda states that the follow-up and review processes will be informed by country-led evaluations and data. Yet, many countries lack the appropriate institutional capacity, knowledge and resources to operate evaluation systems that will allow their governments and civil societies to make evidence-based decisions.

This presentation will also introduce the many functions the IEO implements to strengthen evaluation capacities. One of the initiatives are the NEC Conference and the Online Self-Assessment Tool for Diagnosing National Evaluation Strategy Options.

The NEC Conference series have allowed sharing national experiences and knowledge focusing on the SDGs, and explores innovative approaches to assess the efficiency of cross-sector interventions that involve multiple actors. They also discuss the political and institutional challenges in building an enabling environment for evaluation.

The Online Self-Assessment Tool for Diagnosing National Evaluation Strategy Options is a specific tool that facilitates national evaluation diagnosis and strategizing. Lending itself for application at different levels of the government, the Tool is flexible for use by the federal government, regional/state government, as well as, the local governments.

A stronger link between the SDGs follow-up and review process at the different levels and across sectors is essential for the realization of Goals. Evaluation capacity efforts would require stronger national ownership of evaluation, to define the evaluation agenda, systems and processes, and learning loops.

Presentation-2: “Progress and Remaining Issues of SDGs Monitoring and Evaluation among Selected Asian Countries”

Dr. Ryo SASAKI, Senior Researcher, Evaluation Department, International Development Center of Japan Inc.

The progress and practice of monitoring and evaluation (M&E) of SDGs among the selected Asian countries (Vietnam, Indonesia, and Nepal) are compared and analyzed to obtain their common progress and characteristics. Based on those analyses, the remaining issues from the viewpoint of the logic of evaluation are pointed out. Finally, some recommendations are proposed for improvement of M&E of SDGs.

The main points observed from the comparative analysis are as follows.

- All three countries have significantly integrated the SDGs goals into their national development plans.
- All three countries reported the status using numerical data against the numerical targets set in the SDGs.
- All three countries developed their own monitoring system with a set of nationally adjusted indicators. However, those three cases pointed out that many SDGs indicators requires “metadata”. As for those indicators, new types of collection will be required and also require involvement in complicated calculation methods and great effort in collection of data from non-conventional sources.

Remaining issues identified from the viewpoint of the logic of evaluation are as follows.

- Evaluand: SDG movement itself or activities toward SDGs?
- Formal definition of evaluation and its application for SDGs M&E
- Systematic synthesis procedure for evaluative conclusions
- Who should conduct SDGs evaluation? : Internal vs. external evaluation
- Value in evaluation: SDGs can serve as globally shared values for evaluation
- Internal validity (Cause-effect relationship) and external validity (generalizability)
- Ethical consideration: Public and general welfare is exactly SDGs

Finally, the remaining issues stated should be seriously examined and the proposed procedures should be considered to apply by both national governments and the United Nations agencies.

Presentation-3: “SDGs in Thailand, Achievements and Challenges”

Dr. Wanchat SUWANKITTI, Director, Public Policy Strategy Office, National Economic and Social Development Council of Thailand (NESDC)

Since 2015, Thailand has adopted SDGs as one of the country’s development goals. This presentation explores how Thailand incorporates SDGs to the National Strategy, National Economic and Social Development Plan, country reforms and other levels of action plans. The presentation will also describe the Thai philosophy of Sufficiency Economy Philosophy as a guideline in implementing activities to achieve SDGs in a sustainable method. In addition to this, examples of activities based on Sufficiency Economy Philosophy will be illustrated for a good practice of achieving goals of SDGs. An illustration of indicators of SDGs that can be used in Thai development monitor and evaluation is pointed out. Finally, the presentation will also draw attention to the importance of stakeholders or development partners in achieving SDGs.

Session 3: Method of Project Evaluation: Case Study of Infrastructure Projects

Presentation-4.1: “JICA’s Ex-Post Evaluation and the Use of Lessons Learned”

Mr. Masayuki EGUCHI, Senior Deputy Director General, Evaluation Department, Japan International Cooperation Agency (JICA)

JICA has two main objectives of ex-post evaluation of projects: accountability and learning. It is big concern for many institutions in general how to strengthen the utilization of the lessons learned for better

formulation and implementation of further projects on PDCA cycle. Regarding this issue, JICA has made a cross-sectoral analysis of evaluation results and 165 knowledge lesson for 10 areas, together with the Lesson Learning System (LLS), data information system of lessons drawn from ex-post evaluation of each project.

However, it is not enough to promote such use only by creating the knowledge data system but necessary to encourage the use with any operational mechanism in the institution. In this sense, JICA evaluation department is trying to make advice to the project responsible unit directly through the documental review various time from the planning stage to the approval stage of project, besides the conduction of ex-post evaluation, so that the project responsible unit may reflect the lessons adequately.

The presentation shows the example of lessons adopted for new project formulation in some infrastructure project.

Presentation-4.2: “In-depth Analysis on Sector Specific Issues: Practical Lessons for Development of New Seaports”

Ms. Chika KAWAGISHI, Evaluation Officer, Evaluation Division 1, Evaluation Department, Japan International Cooperation Agency (JICA)

JICA is placing efforts in refining its lessons learned on sector specific issues to be more practical by utilizing the results of ex-post evaluations. This presentation introduces our in-depth analysis on the seaport sector with cooperation by an in-house expert having extensive technical knowledge and experience of the sector. As lessons learned for new port development projects, the following three points will be presented.

- (i) Forecasting Demand
- (ii) Policies for Promoting the Use of New Ports
- (iii) Operation and Maintenance.

Presentation-5: “Introducing NEDA’s Infrastructure Evaluation”

Senior Colonel Saranyu VIRIYAVEJAKUL, D.Sc., Vice President, Spokesperson, and CIO, Neighbouring Countries Economic Development Cooperation Agency (NEDA), Ministry of Finance of Thailand

This presentation generalizes the basic concept of project evaluation investing in infrastructure that focuses on the post-evaluation concept. The presentation will start with NEDA’s evaluation procedure in order to display how NEDA customizes objectives and methodologies of evaluation, then identifies significant factors which should be evaluated after project completion. Finally, the presentation will illustrate NEDA’s experience along with case studies, and make a recommendation.

Presentation-6: “Independent Evaluation for Accountability and Learning: Evaluation of a Transport Project in ADB “

Mr. Sung S. SHIN, Senior Evaluation Specialist, Sector and Project Division, Independent Evaluation Department, Asian Development Bank (ADB)

The presentation will focus on the methods and criteria used by the Independent Evaluation Department

(IED) of the Asian Development Bank (ADB) to evaluate projects funded by ADB. Actual application of these evaluation methods to a transport sector project will also be presented as a case study. The general outline of the presentation is summarized below:

1. IED's project evaluation process and criteria
2. Case study of a transport sector project evaluated by IED: Results and lessons learned
3. Challenges and suggestions in evaluating the transport sector projects

Session 4: DAC Evaluation Norms and Criteria as Tools for Improving Evaluation Quality and Systems

Presentation-7: DAC Evaluation Norms and Criteria as Tools for Improving Evaluation Quality and Systems

Mr. Hans LUNDGREN, Manager, DAC Evaluation Network, OECD-DAC Secretariat

Mr. Lundgren will present evaluation norms and guidance developed by the DAC Evaluation Network. It will clarify why norms have been developed and are important, and provide highlights of agreed key normative tools, which includes evaluation principles, a glossary of key terms, evaluation criteria and quality standards, as well as guidance in specific areas of evaluation. The presentation will provide an update on work with adapting the evaluation criteria, which is a current major project. Moreover, it will discuss ways of monitoring agreed norms. Finally, it will provide some key points for strengthening the evaluation culture in institutions.

The discussion will provide an opportunity to share experiences from a national perspective on the use of norms and guidance to strengthen evaluation, and how to use and adapt international norms to fit the local context.

Profiles of Presenters

(in order of presentation)

Session 1: Evaluation of SDGs and the National Development Policy

Dr. Indran A. NAIDOO

Director, Independent Evaluation Office (IEO), United Nations Development Programme (UNDP)

Indran Naidoo heads the largest evaluation office in the United Nations system since 2012 and serves as a Vice Chair of the United Nations Evaluation Group (UNEG), a professional network for evaluators. He has over two decades of experience in leadership positions, focused on advancing the use of evidence in decision-making, nationally and internationally. As head of the IEO, he has led a pivotal and comprehensive reform to UNDP's evaluation function. With graduate and post-degrees in English, Geography, Education and Evaluation, he has also published and presented internationally.

Dr. Ryo SASAKI

Senior Researcher, Evaluation Department, International Development Center of Japan Inc.

Ryo Sasaki is an senior researcher at the Evaluation Department of the International Development Center of Japan (IDCJ). He has received a Ph.D. from the Evaluation Center, Western Michigan University (WMU), and a MPA from Robert F. Wagner Graduate School of Public Service, New York University (NYU) in the U.S. He had long served as an Adjunct Professor at Osaka University, Nagoya University and Rikkyo (Saint Paul's) University in Japan. He is a board member of the Japan Evaluation Society (JES) and also a member of the American Evaluation Association (AEA).

Mr. Wanchat SUWANKITTI

Director, Public Policy Strategy Office, National Economic and Social Development Council of Thailand (NESDC)

Wanchat Suwankitti has joined the NESDC since 1995 and has experienced formulation of various policies/strategies such as Life-Cycle Development Strategy, National Economic and Social Development Plan, Country Reform etc. He was also involved in varieties of policy knowledge management particularly in community-based development, poverty and inequality reduction, big data for government efficiency etc. Additionally, he is working on linking Sufficiency Economy Philosophy (SEP), the Thai philosophy in development to Sustainable Development Goals (SDGs) in order to provide examples of practices to others to apply to suit their contexts. Currently, he is working on the formulation of 23 master plans in order to translate the 20-year National Strategy for the goals and vision that Thailand becomes a developed country with security, prosperity and sustainability in accordance with the Sufficiency Economy Philosophy.

Session 3: Method of Project Evaluation: Case Study of Infrastructure Projects

Mr. Masayuki EGUCHI

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

Masayuki Eguchi joined the Overseas Economic Cooperation Fund (OECF) of Japan in 1991. With his extensive work experience for ODA, he was Director of the Performance Evaluation of both JBIC and JICA, Director of the Strategy Planning for ODA loans, Senior Representative in Brazil and a Chief Representative of the Peru Office. He assumed his current position from July 2018. He majored in Economics at the Waseda University and earned Master of Public Economy at Chuo University in Japan.

Ms. Chika KAWAGISHI

Evaluation Officer, Evaluation Division 1, Evaluation Department, Japan International Cooperation Agency (JICA)

Chika Kawagishi joined JICA as an Evaluation Officer in January 2018. She is mainly in charge of undertaking evaluations in the urban and regional development and environmental management sectors. Prior to joining JICA, she worked in a multinational financial institution, serving in its risk management function.

Senior Colonel Saranyu VIRIYAVEJAKUL, D. Sc.

Vice President, Spokesperson, and CIO, Neighbouring Countries Economic Development Cooperation Agency (NEDA), Ministry of Finance of Thailand

Saranyu Viriyavejakul is responsible for the economic development cooperation with 7 neighbouring countries. He is in charge of Policy and Planning Bureau, Project Management and Operation Bureau 2 (Bhutan, Cambodia, Myanmar, and Sri Lanka), and Engineer Division.

Mr. Sung S. SHIN

Senior Evaluation Specialist, Sector and Project Division, Independent Evaluation Department, Asian Development Bank (ADB)

Sung S. Shin is a transportation professional, with experience in planning, implementing and evaluating various transportation related projects. He has over twenty years of experience both in the public and private sector. Prior to joining ADB, he was a Senior Transportation Planner at the Fairfax County Department of Transportation in Virginia, US, where he managed multi-modal transportation projects.

Session 4: DAC Evaluation Norms and Criteria as Tools for Improving Evaluation Quality and Systems

Mr. Hans LUNDGREN

Manager, DAC Evaluation Network, OECD-DAC Secretariat

Hans Lundgren manages the OECD-DAC Network on Development Evaluation, which brings together evaluation managers and experts from over 40 ministries, bilateral and multilateral development agencies. He has led the drafting and consensus building processes for developing a set of international norms in the field of development evaluation, including the DAC evaluation principles, the glossary of key terms in evaluation and results based management, the DAC evaluation criteria and quality standards. He has contributed to large-scale international evaluations and advised bilateral and multilateral agencies on evaluation policies and systems.

Mr. Romeo SANTOS

President, Asia Pacific Evaluation Association (APEA)

Romeo Santos started a career in development evaluation in 2000, after serving as a Project Team Leader of a JICA-funded urban development project in the Philippines. He was involved in the building industry since 1986 and has migrated into M&E practice in 2007. His formal training in evaluation was obtained through the World Bank-supported training program of IPDET in 2008 at Carleton University, Canada. Currently, he serves as President of APEA; a trustee of International Organization for Cooperation in Evaluation (IOCE); and Co-leader of the Corporate Self Evaluation working group at European Evaluation Society. Romeo has a doctorate degree in Architectural Engineering, with Project Management and Economics as major field of specialization. He is now a professor at the University of the Philippines.

Record of Discussions

Opening Session

The 16th ODA Evaluation Workshop was opened by Mr. Banchong Amornchewin, Deputy Director-General, Acting Director-General of the Thailand International Cooperation Agency (TICA) of the Ministry of Foreign Affairs of Thailand and Mr. Susumu Kuwahara, Deputy Director-General of the International Cooperation Bureau of the Ministry of Foreign Affairs (MOFA) of Japan who are representing the co-hosts of this workshop.

➤ Welcome and Opening Remarks

Welcome and Opening Remarks by **Mr. Banchong Amornchewin**, Deputy Director-General, Acting Director-General of the Thailand International Cooperation Agency of the Ministry of Foreign Affairs of Thailand and **Mr. Susumu Kuwahara**, Deputy Director-General of the International Cooperation Bureau of the Ministry of Foreign Affairs of Japan, the co-hosts of this Workshop.



Opening speech
by Mr. Susumu Kuwahara



Opening speech
by Mr. Banchong Amornchewin

Mr. Amornchewin stated that evaluation is one of the crucial points to realize the successful achievement of projects and programs, particularly for the implementation of the 2030 Agenda. He emphasized the importance of spending resources more effectively. He also highlighted that TICA is thinking of organizing and co-hosting training programs and workshops with JICA and other development partners for the practitioners on Monitoring and Evaluation (M&E) in the near future. He stated that he hopes that this Workshop will discuss capacity development and provide ideas and answers to questions in terms of evaluation development. He also stated that Thailand is willing to cooperate with partners and other countries for future workshops. He mentioned the triangular cooperation program with Germany on the development of evaluation systems and expressed that the same cooperation can be expanded with other partners and agencies. Lastly, he hoped that the workshop will have active discussions and provide solutions and new

ideas for the participants.

Mr. Kuwahara expressed his sincere appreciation for the Government of Thailand for co-hosting this Workshop and for the participation of participants from Asia and Pacific countries and development partners. He highlighted that it is essential to gain and share the common understanding and support of the people in both donor and partner countries to ensure the sustainable implementation of ODA. He emphasized the importance of the check system of the Plan-Do-Check-Act (PDCA) cycle. He mentioned that both donor and partner countries need to work together closely to achieve the SDGs. He also mentioned that Japan launched the SDGs promotion headquarter at the Prime Minister's Office composed of all cabinet members in 2016 to promote the SDGs in the international community and to support developing partners to establish the implementation system of SDGs. He made a point that the annual ODA Evaluation Workshop is organized to be the platform for Asia and Pacific countries and donor partners to discuss their ideas and lessons of ODA implementation. He also noted that the infrastructure session of this year's workshop is based on the high demands of last year's workshop. In conclusion, he thanked the presenters and commentators for their contributions to this Workshop and expressed his hopes that the participants will have fruitful and meaningful discussions.

After the opening remarks, Mr. Minato, Executive Director of The Japan Evaluation Society, gave a brief explanation of the day's proceedings. After the explanation, each participant gave a short self-introduction.

Session 1: Evaluation of SDGs and the National Development Policy

Co-chair is Dr. Siriporn Wajjwalku, Associate Professor, Thammasat University and Mr. Naonobu Minato, Executive Director, The Japan Evaluation Society (Former Vice President of APEA).

➤ Presentations

Presentations were given by Dr. Indran A. Naidoo, Director of the Independent Evaluation Office (IEO) of the United Nations Development Programme (UNDP), by Dr. Ryo Sasaki, Senior Researcher of the Evaluation Department of the International Development Center of Japan Inc., and by Dr. Wanchat Suwankitti, Director of the Public Policy Strategy Office of the National Economic and Social Development Council of Thailand (NESDC).

Presentation-1: “National Evaluation and Agenda 2030”

By: Dr. Indran A. Naidoo, Director, Independent Evaluation Office (IEO), United Nations Development Programme (UNDP)



Dr. Indran A. Naidoo

Dr. Naidoo gave a presentation about the SDGs follow-up and review processes that are compiled from country-led evaluations and data.

The presenter explained that the subsequent conferences of the UNDP revealed that the actual progress of the SDGs is in a very early-stage and linkages with evaluation are very weak. He explained that the review processes should be guided by evidence-based data and drawn from country-led evaluations.

For this to happen, Dr. Naidoo emphasized the importance of enhanced support for capacity building. He stated that the key

for follow-up and review processes is to utilize evidence-based decision making for governments to implement evaluation to achieve programmatic progress. Dr. Naidoo stressed the importance of data gathering and statistics in evaluation, though he mentioned that countries only focusing on data gathering lack institutional capacity. He introduced the activities of the UNDP’s Independent Evaluation Office that contribute to the evaluation capacity development for the SDGs. He spoke about the new UNDP Evaluation Guidelines that help find the link between evaluation and decision-making. The presenter concluded his presentation on UN reforms on how to accelerate SDGs mainstreaming momentum at the national level and focused on a stronger link between the SDGs follow-up and review process. Dr. Naidoo emphasized that evaluation capacity efforts would require stronger national ownership of evaluation to define the evaluation agenda, systems and processes, and learning loops.

Presentation-2: “Progress and Remaining Issues of SDGs Monitoring and Evaluation among Selected Asian Countries”

By Dr. Ryo Sasaki, Senior Researcher of the Evaluation Department of the International Development Center of Japan Inc.

Mr. Sasaki presented the common progress and characteristics of the current practice of planning, implementation, monitoring and evaluation (M&E) of the SDGs amongst the three selected Asian countries (Vietnam, Indonesia and Nepal), identifying remaining issues for better M&E practices of the SDGs, and proposing some recommendations for coping with these issues.

He has introduced the numerous activities of the three countries through findings from the recent Voluntary National Reviews (VNR). Mr. Sasaki observed that all three countries have integrated the SDGs into their national development plans and have utilized numerical data for the numerical targets set in the SDGs.



Dr. Ryo Sasaki

Mr. Sasaki also realized that all three countries developed their own monitoring systems with a set of nationally adjusted indicators, but many of these indicators did not have “metadata,” which is information about the methods of data collection, definition of the data, and so forth. He then identified the issues concerning the logic of evaluation. He asked what the SDGs are evaluating: the progress or the activities of governments of the SDGs. The second issue he pointed out was that evaluation consists of factual findings and value determination. All three countries only explained the numerical findings from the

indicators, which is only the factual findings. He also pointed out that the three countries as well as Japan do not utilize the evaluation framework, thus lack the systematic synthesis of evaluation. The presenter concluded his presentation by providing recommendations that should be seriously examined and proposed procedures that should be considered for application by both national governments and the United Nations agencies.

Presentation-3: “SDGs in Thailand, Achievements and Challenges”

By Dr. Wanchat Suwankitti, Director, Public Policy Strategy Office, National Economic and Social Development Council of Thailand (NESDC)



Dr. Wanchat Suwankitti

The presenter started his presentation by explaining the background of Thailand’s economic and social development. He explained the Sufficiency Economy Philosophy of Thailand and SDGs in Thailand’s development policy.

Dr. Suwankitti mentioned that the SDGs are linked to the country’s development plan, since the Prime Minister realized that the SDGs are a goal for the government. He stated that Thailand wants to share Thailand’s Sufficiency Economy Philosophy to the world through the SDGs. He then stressed that Thailand is now trying to implement ownership in

communities. He provided an example of farming of guava and the change of farmers’ opinion from using chemical fertilizers to organic farming, and stressed the importance of ensuring the awareness of local communities of the SDGs. He also emphasized that indicators have no meaning unless they are linked to communities. He introduced some examples of Thai practices, including the One Village One Product movement generated in Oita Prefecture of Japan. He also stressed that Thailand is moving to a country which supports and shares knowledge with other developing countries. Finally, he stressed that links between data and practice is important for creating policies and finding solutions. He then provided a case study of the

Kung Krabaen Bay. Concluding his presentation, he stated that various stakeholders such as people, private sector, public sector, academic sector, civil society and children and youth are the main players to achieve the SDGs and stressed the importance of integrating the SDGs in government work.

➤ **Comments**

Comments about Session 1 were provided by Mr. Keiichi Muraoka, Director of the ODA Evaluation Division, Minister's Secretariat of the Ministry of Foreign Affairs of Japan, and Mr. Narayan Dhakal, Under Secretary of the International Economic Cooperation Coordination Division of the Ministry of Finance of Nepal.

Mr. Muraoka asked three sets of questions to each presenter. First, he asked a question to Dr. Naidoo on how to adapt the evaluation kit to meet the contexts of each country. His second question was for Dr. Sasaki on what kind of collaboration was observed in the three countries and how to collect and disaggregate data to solve the issues raised. He also asked members from academia on how they can contribute to solve this issue.



Mr. Keiichi Muraoka

Mr. Muraoka then mentioned that Dr. Suwankitti's explanation about the data issue was very interesting to combine the local data into the national data system. He posed a question to Dr. Suwankitti if there were any plans to share the M&E issues of the SDGs with neighboring countries as part of the South-South cooperation.

Mr. Dhakal introduced the monitoring and evaluation framework in Nepal and spoke about the updated national M&E guidelines that reflect the newly introduced federal governance system and the monitoring and evaluation of SDGs. He stressed that the quality of data collected is essential to make M&E effective.



Mr. Narayan Dhakal

He then explained the key challenges of the evaluation system Nepal is likely to face in the federal context. He mentioned that the evidence-based monitoring and evaluation system is important for achievement of the SDGs and better and smooth management of federalism. He also stressed that the M&E system must be restructured so as to encompass the best practices of aid effectiveness enshrined into the Paris Declaration and the subsequent joint commitments. He informed the participants that Nepal has been participating since 2008 till now in various phases of global monitoring and evaluation of implementation of the Paris Declaration; Global Partnership

for Effective Development Cooperation; and Mutual Accountability. He thus asked a question on how to best utilize the available resources to produce evidence for effective evaluation.

➤ Discussion



Participants discussing at Session 1



Participants discussing at Session 1

Mr. Naidoo answered Mr. Muraoka and Mr. Dhakal's questions by bringing up two issues. First, he mentioned that the issues behind the SDGs is politics, tension between governments about their sovereignty and the UNDP. Second, he stressed that learning from each other about gaps and failures is important to determine what is negative or positive. He also highlighted that we should involve many stakeholders in development programs.

Dr. Sasaki responded to questions from Mr. Muraoka and Mr. Dhakal's questions about meta data. He mentioned that data characteristics must be frequently collected and introduced an example of Indonesia, where JICA and UNDP collaborated to set up the evaluation indicators. He expressed that academia can make in-depth evaluations to collect evidence. Dr. Sasaki emphasized that Nepal has been implementing good practice for data analysis and they should disseminate it to other countries. In conclusion, he recommended all countries to collaborate with national and global evaluation experts to formulate an independent evaluation team every five years to produce high-quality results.

In response to the question of Mr. Muraoka, Dr. Suwankitti commented that Thailand is eager to share their good practices with other countries on how the local level achieved the SDGs.

Ms. Evangelista of UN Women of Thailand commented that countries need more systematic approaches to evaluate the transformative change envisioned through the SDGs. She also stressed the necessity of engaging and collaborating with multi-stakeholders for the implementation of the SDGs. Lastly, she pointed out if people engage in the process of evaluation, they can recognize the usefulness of evaluation more effectively.

Dr. Santos of the Asia Pacific Evaluation Association (APEA) commented that it is necessary to strategize the policy of evaluation and identify the indicators to achieve the goals and to articulate the rules and evaluation standards to see what is happening in other countries. In this regard, he noted that evaluation should be focused not on data but on outcomes.

Ms. Didi of the Maldives stressed that the SDGs are very idealistic, and that each country has to contextualize the SDGs at the community level to keep in mind society-wide issues like climate change, from which the Maldives is now suffering.

Mr. Eguchi of JICA commented that to synthesize the targets and goals of the SDGs, as Dr. Sasaki has proposed, may make it difficult to measure the real contribution from the viewpoint of a cooperation agency. He also mentioned that improvement of statistical data is fundamental to measure the contribution and the achievement of national targets and goals.

Ms. Veunida of Cambodia stressed that they need to know how to work together with the UNDP for the achievement of the SDGs. She also highlighted on how we need to operationalize and implement the goals and introduced the situation of her country.

Mr. Rullihandia of Indonesia stressed that his country needs practical tools to collect meta data to achieve the SDGs. He expressed his hopes to learn more about the operationalization of the tools.

Mr. Da Costa of Timor-Leste asked a question to Dr. Sasaki on what kind of mechanism is used to do assessments to collect information from many resources.

Dr. Sasaki responded to the question from Mr. Da Costa. He mentioned the importance of conducting an independent evaluation team consisting of both national and international evaluation experts that should be established besides the government-led evaluation to produce useful recommendations for the government.

Session 2: Evaluation Challenges of Each Country

➤ Presentation



Ms. Rikako Hashimoto

A presentation was given by Ms. Rikako Hashimoto, Official of the ODA Evaluation Division of the Ministry of Foreign Affairs of Japan.

Ms. Hashimoto presented the findings from the results of the questionnaire sent to the participants from Asia and Pacific countries prior to the Workshop. She summarized each country's efforts toward evaluating national development policies and monitoring the SDGs based on the answers to the questionnaires. She mentioned that most countries evaluate the national development policies by a line ministry under a policy

or a framework, but countries face difficulties evaluating the national development plans such as limitation of reliable data or lack of coordination amongst stakeholders. She also noted that there are trends of localizing the SDGs in the country's context and preparing policy acts or guidelines for monitoring the SDGs. She stressed that many countries have a limitation of reliable data. She noted that since many countries have links between the National Development Policies and the SDGs, the issues for the monitoring and evaluation listed for each process are all very similar.

➤ Country Reports

After the presentation of Ms. Hashimoto, Mr. Tashi Dorji, Senior Research Officer of the Gross National Happiness Commission of Bhutan and Mr. Elson Martinho Da Costa, Aid Data Monitoring Officer of the Ministry of Finance of Timor-Leste presented their country reports on evaluation challenges.



Mr. Tashi Dorji,

Mr. Dorji introduced Bhutan's evaluation system and challenges in Bhutan. He explained that since Bhutan is a small and remote country, it lacks the economy of scale and it becomes very expensive for the government to implement programmes and activities. As such, it becomes more important and relevant to evaluate the programmes that are implemented to see if the intended outcomes and objectives are met in the resource constrained country. He mentioned that Bhutan established its National Monitoring and Evaluation System in 2006 and Gross National Commission in 2008 to

monitor and evaluate all programmes including ODA projects in Bhutan. In terms of evaluation, the Gross National Happiness Commission has established the Research and Evaluation Division under the Commission to strengthen the evaluation culture and has been in the process of drafting a national evaluation policy since 2015. He also explained there are no evaluation guidelines for national programs and projects implemented within the country. Therefore, Bhutan is looking to standardize the evaluation procedures, scope and jurisdiction by creating an evaluation protocol and guidelines for the country. He then explained about the civil society organization called the Evaluation Association of Bhutan (EAB) established in 2018. He concluded that Bhutan is facing a lack of funds to evaluate the programmes and projects of the government unlike donor-assisted projects. Also, due to a poor evaluation culture and lack of interest both from the independent evaluators and government officials, it is difficult to mobilize resources (financial and human) to support and sustain EAB.



Mr. Elson Martinho Da Costa

Mr. Da Costa spoke about the social audit in Timor-Leste. He explained that the Prime Minister stated that evaluation is to improve the government service delivery after the SDGs were announced. He introduced the social audit system in Timor-Leste, which was established as a tool of evaluation to inspect government activities to ensure effectiveness of government programs or projects, to improve inclusiveness and partnerships amongst stakeholders, and encourage more citizens to participate in state building to provide their recommendations and promote transparency, accountability

and assess the effectiveness of program and project implementation based on evidence-based analysis before the state budgeting. Mr. Da Costa continued to explain the mechanism and the three processes (preparation, planning, and implementation and advocacy) of the social audit. He concluded his report by introducing the challenges, including lack of trust and willingness from the people of Timor-Leste, lack of ownership of the local community, lack of incentives from the government of strategizing the process and the increased need of capacity development and reliable data.

➤ Discussion

Following the country reports of Bhutan and Timor-Leste, the participants from Bangladesh, Cambodia, the Philippines, Lao PDR and Nepal briefly introduced and commented on the current evaluation activities and challenges facing their countries.



Participants discussing at Session 2



Participants discussing at Session 2

Ms. Parveen of Bangladesh introduced the SDGs monitoring system of Bangladesh and mentioned the need of managing statistics. In her conclusion, she remarked that capacity building is also necessary in her country.

Ms. Veunida of Cambodia commented that Cambodia also has similar challenges, particularly for the evaluation system. She explained the monitoring mechanism in her country, the importance of the institutional arrangements, program-based approach, result frameworks and partnerships to support development effectiveness. She pointed out the information management tools will therefore be implemented to support coordination, planning, implementation, reporting and monitoring as a means to promote development effectiveness.

Ms. Ramos-Galacgac of the Philippines pointed out that in her country, the SDGs are integrated into the Philippines Development Plan. In terms of SDGs monitoring, the statistics authority of the Philippines issued a resolution enjoining the different government agencies in the country to provide the necessary data to monitor the country's SDGs attainment. In addition, she mentioned that the statistics authority website has the SDGs Dashboard to show the current progress of SDGs indicators and achievements. The SDGs are likewise monitored through the annual Socio-Economic Report prepared by the Philippine Government.

Mr. Kaoyahouang of Laos pointed out that SDGs are integrated in the national development plan but stressed that Laos needs to localize the SDGs in their 2021 agenda. He expressed that cooperation of the SDGs technical group in the ministries, private sector, academia and grassroots is necessary for evaluation.

Mr. Dhakal of Nepal pointed out that in Nepal, there are demands for evaluation, for example, civil society organizations and the media point out the weakness of development project performance and ask the Government for effective monitoring and evaluation. He further highlighted the role of the private sector in development as SDGs will require huge financing. He also noted that in many countries including Nepal, monitoring is weighed heavier in comparison to evaluation, thus evaluation is less funded.

Mr. Dorji commented that Bhutan has conducted seven to eight evaluations in the country, but most of the quality of the evaluations is not up to its standard. Thus, the decision makers find it difficult to utilize the evaluation findings. In this regard, he questions if there are any programs for strengthening and improving the quality of evaluation.

Mr. Da Costa commented on the remark of Ms. Ramos-Galacgac. He mentioned they have a very good tool and was interested in how the Philippines compared the results of the evaluation with their budget.

Mr. Muraoka answered Mr. Dorji's question, mentioning that the ODA Evaluation Division of MOFA has a program called the Partner-country led evaluation and JICA also provides technical assistance on how to evaluate projects and programs.

Mr. Eguchi commented that JICA conducted a joint evaluation with the Philippines last year and is going to conduct one with Thailand this year. He said that any country who are interested are welcome to ask JICA for more information.

Dr. Wajjwalku also commented that doing a joint evaluation with JICA and MOFA of Japan will be fruitful to expand knowledge and experience. She also stressed the necessity of having active cooperation from the country for successful joint evaluation and strengthening the evaluation culture.

Session 3: Method of Project Evaluation: Case Study of Infrastructure Projects

➤ Presentations

Presentations were given by Mr. Masayuki Eguchi, Senior Deputy Director General of the Evaluation Department of Japan International Cooperation Agency (JICA) and Ms. Chika Kawagishi, Evaluation Officer of Evaluation Division 1, Evaluation Department of JICA and by Senior Colonel Saranyu Virayavejakul, D. Sc., Vice President, Spokesperson, and CIO of Neighbouring Countries Economic Development Cooperation Agency (NEDA) and by Mr. Sung S. Shin, Senior Evaluation Specialist, Sector and Project Division, Independent Evaluation Department of the Asian Development Bank (ADB).

Presentation-4.1: “JICA’s Ex-Post Evaluation and the Use of Lessons Learned”

By Mr. Masayuki Eguchi, Senior Deputy Director General, Evaluation Department, Japan International Cooperation Agency (JICA)



Mr. Masayuki Eguchi

Mr. Eguchi presented the roles and the ex-post evaluation system of JICA and the utilization of lessons learned from the evaluation. He briefly explained the purpose of JICA’s evaluation, which is to ensure accountability to stakeholders, as well as to improve projects and quality of operations further through the Plan-Do-Check-Action (PDCA) cycle. He also presented the evaluation criteria and methods of JICA’s ex-post evaluation and explained JICA’s rating system.

The lessons learned from ex-post evaluations are used to improve both evaluated projects and new projects and such lessons are kept in the data system called the “lessons learned system” that is accessible to all JICA staff. He explained some examples of ex-post evaluation results and application of lessons learned to similar projects in Myanmar, the Philippines and Nepal. He also mentioned knowledge derived from lessons learned of sector-wide analysis. He concluded his presentation by emphasizing the importance of lessons learned as well as providing a mandatory description and frequent advice to the regional department. He stressed that for evaluations to be utilized, JICA will continue quality improvement of lessons to be more useful.

Presentation-4.2: “In-depth Analysis on Sector Specific Issues: Practical Lessons for Development of New Seaports”

By Ms. Chika Kawagishi, Evaluation Officer, Evaluation Division 1, Evaluation Department, Japan International Cooperation Agency (JICA)



Ms. Chika Kawagishi

Ms. Kawagishi presented the categories of JICA’s evaluation, examples of ex-post evaluation results, objective of the analysis and the lessons learned. JICA’s evaluation is divided into ex-ante evaluation and ex-post evaluation, comprehensive evaluation analysis, thematic evaluation, and process analysis. She explained the objective of in-depth analysis is to identify issues in the ex-post evaluation results to refine lessons learned to be more practical for JICA’s future projects by conducting the analysis with an in-house expert, who has extensive technical knowledge and experience of the sector. She went on

to explain the background of new seaport development. As lessons learnt from these seaport projects, she

introduced three points: demand forecast, policies and operation and maintenance. She stressed the importance of surveying the needs and business risks of potential port users and quantifying the downside risks in the demand forecast to promote the use of new ports. She also highlighted that ensuring operation and maintenance of ports is essential to achieve the objective of the projects.

Presentation-5: “Introducing NEDA’s Infrastructure Evaluation”

By Senior Colonel Saranyu Virayavejakul, D. Sc., Vice President, Spokesperson and CIO, Neighbouring Countries Economic Development Cooperation Agency (NEDA), Ministry of Finance of Thailand



Senior Colonel Saranyu Virayavejakul, D. Sc.

Dr. Virayavejakul presented NEDA’s activities, its evaluation conceptual framework, project evaluation concept and case study. He explained that NEDA is an organization that provides neighbouring countries such as Bhutan, Lao PDR, Myanmar, Cambodia, Sri Lanka and Timor-Leste with financial and technical assistance to facilitate trade and investment, promote industrial and agricultural cooperation, transportation linkage and support human resource development, tourism, etc. He mentioned the conceptual framework and characteristics of infrastructure evaluation and

emphasized its importance to recognize project achievements and acknowledgment of people’s work, while identifying techniques and approaches. He also explained the evaluation criteria and NEDA’s project evaluation concept and stages. NEDA conducts a project completion evaluation in the same year as project completion and the project impact evaluation three years after project completion. The project completion evaluation is implemented with the purpose to summarize project costs and lessons learned from project implementation. It is conducted by a third party selected by NEDA to evaluate the project outcomes and impacts and compliance with the objectives and policies, sustainability, performance, economic feasibility and stakeholders’ satisfaction. He referred to the impact evaluation of the National Road No.67 Project of Cambodia, and concluded his presentation by explaining the lessons learned from evaluation.

Presentation-6: “Independent Evaluation for Accountability and Learning: Evaluation of a Transport Project in ADB”

By: Mr. Sung S. Shin, Senior Evaluation Specialist, Sector and Project Division, Independent Evaluation Department, Asian Development Bank (ADB)

Mr. Shin presented ADB’s evaluation system and case study, challenges and suggestions through project evaluation. ADB is aligning its strategies and identifying the linkages between the projects and SDGs to

support member countries for that goal.



Mr. Sung S. Shin

He mentioned that all regional departments of ADB prepare project completion reports and conduct self-evaluation before the independent evaluation is implemented.

The methods and criteria used by IED to evaluate projects funded by ADB were also presented. Then he introduced the evaluation results of Phase 1 of the Project of the Greater Mekong Sub-region Highway Expansion Project in Thailand.

Its relevance of design and formulation was evaluated as “relevant”, the effectiveness of the project as “less than effective,” efficiency as “efficient,” and the preliminary

assessment of sustainability as “likely sustainable”. Thus, in conclusion, the project was evaluated “successful”. He then explained the lessons learned from the project. He also spoke about the challenges and items to consider in the transport project evaluation and referred to considerations that make evaluations more influential. For example, he explains that evaluation findings, lessons and recommendations only add value when they are utilized and that dissemination and outreach should enhance visibility, learning, and usage of evaluations. He also emphasized that knowledge from evaluation can be influential when it is timely, valued, accessible and used. He concluded his presentation by saying it is necessary to recognize international standards for evaluation criteria and have some understanding of the overall purpose of evaluation to maximize development effectiveness.

➤ Comments

Comments provided from Ms. Thandar Win, Assistant Director of the Treasury Department of Ministry of Planning and Finance of Myanmar and Ms. Charity Gay Ramos-Galacgac, Assistant Director, Public Investment Staff of National Economic and Development Authority of the Philippines.

Ms. Win of Myanmar commented that it is a big concern for many institutions in general on how to strengthen the utilization of the lessons learned for better formulation and implementation of further projects, and asked Mr. Eguchi on how to make a cross-sectoral analysis of evaluation results. She also asked how to receive continued support after the ex-post evaluation results and what criteria are used to adopt new project formulation. She also posed a question to Mr. Shin on how to solve challenges in project evaluation. She also asked a question on whether it is necessary to conduct evaluation based



Ms. Thandar Win

on all the criteria Mr. Shin mentioned.

Ms. Ramos-Galacgac of the Philippines commented on the following points: (a) the need of operationalizing the National Development Policy in the evaluation to provide feedback in the design of programs and projects; (b) importance of good studies that benefited from evaluation results on the success of projects; (c) the need to ensure sustainability of results through building institutional capacity of evaluation; and (d) the need to interface evaluation results with project planning and designing. She mentioned that the Philippines is setting up an online portal system of evaluation. In conclusion, she posed a question to Mr. Eguchi on how to ensure the quality of inputs from the practitioners in the lessons learned system.



Ms. Charity Gay Ramos-Galacgac

➤ Discussion



Participants discussing at Session 3



Participants discussing at Session 3

Mr. Eguchi responded to Ms. Win's question. He commented that JICA conducts ex-post evaluation for all projects which reach a certain amount, but sectional and thematic evaluation is optional. Mr. Eguchi posed a question to Mr. Shin if ADB has any experience of cross-sectoral analysis.

Mr. Shin said that ADB has different experts and resources for forming cross-sector evaluation. He commented that ADB tries to have sufficient human capacity to make cross-sectoral analysis in complexity.

Mr. Eguchi answered the question of Ms. Ramos-Galacgac by noting that JICA recently has been asking an evaluator to provide realistic lessons for both external and internal evaluations with respect to practical use. To provide useful lessons for the users is one of the key efforts to improve JICA's evaluation system.

Ms. Ramos-Galagcac posed a question to Mr. Shin on the social discount rate when evaluating “efficiency” of ADB projects. She explained that the Philippines currently uses a social discount rate of 10%.

Mr. Shin answered that ADB uses 12% in terms of the discount rate for the projects.

Mr. Eguchi also explained that JICA does not apply the Economic Internal Rate of Return (EIRR) for grant and technical projects. He mentioned that for the external evaluation, JICA just recalculates EIRR for loan projects as reference.

Mr. Shin answered the question from Ms. Win on evaluation criteria. He said that the current criteria of ADB is consistent and reliable, but also mentioned that better criteria can be created through collaboration with different agencies. He also shared his personal opinion that criteria can be tailored according to its needs. In terms of applying the criteria, he explained that they have a reference manual of utilization which is publicly available.

Dr. Sasaki posed a question to JICA and NEDA on whether the flow chart they showed in their presentation was applied to all projects for the synthetization method. He also asked Mr. Shin on how the ADB makes synthesis to conduct multiple evaluations to reach an overall conclusion. In his comments, he stressed that projects without evaluation reports cannot survive due to the lack of accountability, and referred to examples of the US in the 1980s and Japan in 2000. In his conclusion, he emphasized that evaluation is key to providing accountability.

Mr. Lundgren asked a question to Mr. Eguchi on whether there is an ongoing evaluation other than the ex-ante and ex-post evaluation. He also mentioned that the impact of a project may change from the time of evaluation and posed a question to Ms. Kawagishi if JICA looks at projects from that viewpoint. He also asked a question to Senior Colonel Virayavejakul on whether there is a connection between the project completion results and project impact evaluation.

Mr. Eguchi answered Mr. Sasaki’s questions by answering that JICA applies the flowchart for all ex-post evaluations including both external and internal evaluations. He stressed that accountability and learning are the key principles of an objective ex-post evaluation. He also answered Mr. Lundgren’s question by explaining that JICA monitors on-going projects and reports to JICA’s board when there are problems with ongoing projects. He said that after three years upon completion, the ex-post evaluation will become mandatory.

Mr. Shin answered the question about evaluation criteria and scoring. He explained that ADB’s evaluation is

based on four criteria and rating values for each criterion are from 0 to 3. He mentioned that overall assessment is calculated from the weighted average of the four criteria based on the rating value. Based on the average score, ADB assesses the degree of success of each project.

Ms. Kawagishi answered Mr. Lundgren's question that JICA recognizes the situation of evaluating some projects to be unsatisfactory since the target figure has not been achieved at the time of ex-post evaluation but understands that the numbers could go up in the near future.

Senior Colonel Virayavejakul commented that NEDA basically conducts feasibility studies or detailed design and does not evaluate technical assistance projects. He also mentioned that NEDA mainly conducts internal evaluation using their own framework. He then answered the question from Mr. Lundgren considering the timing of the project completion report and evaluation. He explained that NEDA waits for about three to five years after project completion to seek the best timing to conduct evaluations by third parties, as mandated in the establishment charter. He stressed that they realize the limitation of evaluation and they are trying to improve the evaluation system.

Dr. Santos made a comment that the concept and criteria of sustainability is most difficult to evaluate. When evaluating sustainability, he explains that it is necessary to look at the impact and not the continuity of the project. The important keywords to seek in sustainability are "available," "acceptable," "affordable" and "accessible." If these four keywords are not covered, the project would not be "sustainable."

Mr. Rullihandia made a comment to Mr. Eguchi that he agrees on the importance of lessons learnt for future projects but pointed out not to generalize and mislead about the various differences of the projects.

Mr. Eguchi commented on the four considerations when evaluating sustainability in JICA: technical feasibility, consistency of actual policy and regulation, budget sustainability, and availability of persons involved. In answering the comment from Mr. Rullihandia, he mentioned that he also agrees with the point on not to generalize the lesson learnt to all other projects, even if they are the same sector.

Senior Colonel Virayavejakul commented that the OECD-DAC evaluation criteria is very general, so it is not applied to all NEDA projects. He mentioned that NEDA's internal criteria is well adapted to NEDA's infrastructure projects.

Mr. Shin commented that ADB conducts evaluations after projects are completed. Three to four years after project completion, ADB evaluates some selected projects by visiting the project site and interviewing stakeholders to assess the performance and the outcomes of the project as well as seek stakeholders' inputs and suggestions. He mentioned the importance of following up after a couple of years to see how much of

the project's intended outcome was achieved in the field.

- **Reception Dinner hosted by Thailand International Cooperation Agency, the Ministry of Foreign Affairs of Thailand**



Session 4: DAC Evaluation Norms and Criteria as Tools for Improving Evaluation Quality and Systems

- **Introduction of the Session and Presentation**

The introduction of the session was made by Mr. Keiichi Muraoka, Director of ODA Evaluation Division of the Ministry of Foreign Affairs of Japan and a presentation was given by Mr. Hans Lundgren, Manager of the DAC Evaluation Network of the OECD-DAC Secretariat.

Mr. Muraoka briefly introduced OECD-DAC's activities in the field of evaluation. Mr. Muraoka stressed that the DAC high-level meeting of 2017 encouraged the DAC Evaluation Network to adapt the evaluation criteria to the SDGs and the new development landscape. He cited that many participants replied to the questionnaire that they are not sure how to utilize the DAC guidance and others felt that the reporting systems need to be more compact. Mr. Muraoka stated that the presentation of Mr. Lundgren would provide answers to the participants' challenges to apply the DAC evaluation criteria and tools.

Presentation-7: DAC Evaluation Norms and Criteria as Tools for Improving Evaluation Quality and Systems

By: Mr. Hans Lundgren, Manager, DAC Evaluation Network, OECD-DAC Secretariat



Mr. Hans Lundgren

Mr. Lundgren presented the roles of the OECD-DAC evaluation network, the norms and standards that DAC has developed and what DAC will be conducting next.

He explained that the Evaluation Network of the OECD-DAC is working for stronger evaluation systems and higher quality evaluation as well as aiming for the better use of evidence for decision making. He explained the principles of credibility and impartiality for a good evaluation system and talked about the role of the evaluation criteria. He explained that DAC has five evaluation criteria, but is considering adding a few more

criteria that have relations with the coherence of various viewpoints (diplomatic, developmental and humanitarian), connectiveness between short-term humanitarian aid and long-term development, and coordination. There was a DAC high level meeting in 2017 that encouraged the DAC Evaluation Network to explore the adaptation of the DAC evaluation criteria to the new development landscape. He explained that DAC consulted with stakeholders through workshops, online surveys and at international events with Africa, Asia and European countries mostly during 2018. Now, DAC is looking at the consultation results to adapt the existing evaluation criteria instead of introducing a full new set. He also mentioned that DAC is conducting peer reviews of member countries every four to five years, to monitor whether their evaluation systems conform with the DAC evaluation criteria. He concluded his presentation by expressing his view that it is important for users that evaluations have credibility and meet quality standards and have an enabling environment with leadership support to realize its evaluation potential in an organization.

➤ **Comments**

Comments about Mr. Lundgren's presentation provided by Dr. Romeo Santos, President of the Asia Pacific Evaluation Association (APEA).



Dr. Romeo Santos

In his comment, Dr. Santos stated that the DAC criteria should be practical and simple to be utilized, but not too simplified or complicated in the context. Second, he spoke about the terms and definitions that brought confusion. He presented an example of the words "outputs" and "outcomes". From the initial definition of DAC, "output" includes the change of environment and behavior. "Outcomes" also includes changes of environment and behavior. He stated that outputs should be

deliverables. He stressed that the understanding of terms and definitions brings forward complexity.

➤ Discussion



Participants discussing at Session 4



Participants discussing at Session 4

Mr. Lundgren commented on the questions posed by Dr. Santos. First, he mentioned that the new criteria should also recognize the complexity of the political environment beyond the SDGs. Secondly, he mentioned that the new criteria should emphasize inter-connectedness and should be applicable to all sets of evaluation targets including policy, programs, projects and corporate. He also agreed that the wording should be simple and will prepare guidance for the usage of criteria. For the question about vocabulary, he recognizes that translations nurture the ability to communicate across borders and agree on a common set of definitions.

Dr. Sasaki commented on two points. First, he mentioned that nowadays, there is a big wave of evidence-based practice and evidence-based policy-making (EBPM) in Japan. He asked Mr. Lundgren on DAC's position of the evidence-based movement. Secondly, he commented about the result-based management (RBM), which is a combination of strategic planning and key performance indicators (KPI) at the outcome and impact level. He posed a question to Dr. Lundgren on how the OECD-DAC interacts with these different methods.

Dr. Naidoo referred to the 2017 NEC conference held in Istanbul, in which the heads of OECD-DAC, IFI, ECG group as well as UNEG were involved. After the discussion, they all concluded the need of evaluation criteria with explanations. He also expressed it was necessary to recognize that each agency has the space to customize the DAC evaluation criteria. He stressed the importance of being careful about trying to achieve universality in the evaluation criteria, when there is a complexity of different issues, because the context is very diverse.

Ms. Evangelista of UN Women mentioned that the criteria strengthen evaluation communities to give focal points for assessment and development. She also pointed out that the UN has to be open when looking at

complexity and commented that guidance would be a helpful tool.

Mr. Lundgren answered Mr. Sasaki's questions by mentioning that evidence-based policy making is not necessarily applicable to all issues and contexts, and it is necessary to look at the objective and purpose of the evaluation. He then spoke that the RCT is a method used to look at project interventions to scale up its potentiality, but the heated debate has passed by, and the world is now focusing on quality evaluation. He continued his comments about the movement of adaptive management, which is an integration of project design, management, and monitoring. He stressed it necessary to mainstream the DAC criteria around other evaluation criteria and other specific indications.

Mr. Dorji shared Bhutan's experiences and commented that Bhutan uses the DAC criteria based on their own context. He stressed that DAC standards and principles are useful since they are credible and reliable. He also expressed his opinion that standards and norms of other agencies may be reviewed when developing new DAC standards and norms.

Mr. Dhakal of Nepal explained that evidence-based policy making is sometimes not regarded by all in a real life situation. For example, Nepal found fragmentation of aid on the basis of aid data produced from the Aid Management Information System and based on such evidence, Nepal introduced a threshold for grants and loans in its Development Cooperation Policy. However, some development partners could not easily accept the idea of a threshold.

Mr. Lundgren answered Mr. Dhakal's question by saying that the evidence-based policy making needs not just one evaluation but many references for justification. He stressed that in order to motivate the parliamentarians, it is necessary to show enough evidence and evaluated results. Evaluating evidence may be helpful for debates and studies for the government to make.

Mr. Da Costa of Timor-Leste made a comment that Timor-Leste has a transparent system for monitoring but has no standardized M&E criteria. He mentioned that Timor-Leste tries to look at the use of an evidence-based approach in terms of output. He stressed that the criteria norms are very useful at the technical level, but it needs to be standardized to be integrated in their context.

Ms. Parveen commented on the practice of Bangladesh. She asked a question to Mr. Lundgren if there are any obligations that the countries must have to apply the DAC criteria.

Ms. Didi of the Maldives commented on two points. First, she stressed there are merits to consider about cross-sectional evaluation criteria from her experience participating in the UN Development Assistance Framework 2016-2020. Secondly, she pointed out the importance of contextualizing the DAC evaluation

principles and DAC evaluation criteria, which seems similar. She then posed a question on how to translate the results of the platform and workshop at the technical level.

Mr. Lundgren answered Ms. Parveen's question by saying there is no obligation as the DAC criteria are only recommendations. He then commented that OECD-DAC does not provide capacity training, but suggested tools provided by the World Bank and SHIPDET (Shanghai International Program for Development Evaluation Training Program) as useful.

Mr. Santos shared his opinions of the separation of outcomes of evaluation. He pointed out that there is a problem in collaboration for collecting, analyzing and organizing data to make the final report. As the results-based M&E tools, outcomes and outputs should be clearly identified, he stressed the importance of identifying indicators of outcomes and outputs.

Mr. Sasaki asked Mr. Lundgren why the standards of evaluation, such as satisfactory and unsatisfactory were not discussed and also asked why OECD-DAC doesn't recommend the introduction of the rating system. Mr. Sasaki also added where there will be discussion concerning the synthesis system of evaluation for the DAC criteria and standards of evaluation.

Mr. Lundgren answered the question from Mr. Sasaki. First, he explained that DAC has a separate guideline on the quality standard for evaluation which relates mostly to the process of evaluation. Secondly, he stated that it is common for donors not to have rating scales. At one point it was considered useful for politicians because it gives them a clear picture, but most evaluation departments are reluctant since it oversimplifies the evaluation. Thirdly, the OECD-DAC is looking at demands for the synthesis studies as of now, although he notices there are many academic studies on the theme.

Closing Session



Mr. Minato and Dr. Wajjwalku



Participants at the Closing Session

The co-chairs, Dr. Wajjwalku and Mr. Minato read the Co-Chair Summary (page 4-5) before closing the session.

The co-chairs thanked the co-hosting governments for organizing the workshop, expressed their appreciation to the participants for their active discussion and participation and their hopes that the participants would share the contents of this workshop with their colleagues and utilize them for further activities and work.

Voices of the Participants

UNDP

The ODA Evaluation Workshop series has provided good momentum and high quality engagement. It must continue and if needed, with additional partners like other UN agencies (UNDP).

Bhutan

This Workshop has given me a platform for networking with other evaluation organizations.

Indonesia

The Workshop will help us to develop the tools of evaluation especially for SDGs achievement.

Laos PDR

I can share the lessons learned from the Workshop with my colleagues for improving our evaluation projects in our organization.

Myanmar

Myanmar has many loans and grants from developing partners. That's why the project evaluation method is very helpful for our country and also start to develop the Myanmar Sustainable Development Plan. So the Workshop is very valuable for me.

Nepal

I very often lead the monitoring of aid-funded development projects/programs. Insights from this workshop can be used while formulating questions.

Philippines

The knowledge gained from the workshop will be very useful as we finalize the complementary guidelines to our National Evaluation Policy Framework and National Evaluation Portal. Please continue convening this workshop.

Pakistan

Previous ODA Evaluation workshop/seminar has definite impact on the evaluation plan, because in such workshop/seminar every country shares their experience, way of evaluation and challenges which are very useful in making policy of future projects/plans.

List of Participants

Country	Organization	Title	Name
Representatives of Co-Hosts			
Thailand	Thailand International Cooperation Agency, Ministry of Foreign Affairs of Thailand	Deputy Director-General, Acting Director-General	Mr. Banchong AMORNCHEWIN
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Co-Chairs			
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Japan	The Japan Evaluation Society	Executive Director	Mr. Naonobu MINATO
Presenters (in order of presentation)			
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List of Abbreviations

ADB	Asian Development Bank
APEA	Asia Pacific Evaluation Association
DAC	Development Assistance Committee (of OECD)
EAB	Evaluation Association of Bhutan
FAO	Food and Agriculture Organization
IDCJ	International Development Center of Japan
IED	Independent Evaluation Department (of ADB)
IEO	Independent Evaluation Office (of UNDP)
JICA	Japan International Cooperation Agency
M&E	Monitoring and Evaluation
MDGs	Millennium Development Goals
MOFA	Ministry of Foreign Affairs of Japan
NEC Conference	National Evaluation Capacity Conference (of UNDP)
NEDA	Neighbouring Countries Economic Development Cooperation Agency (of Thailand)
NEDA	The National Economic and Development Authority (of Philippines)
NESDC	National Economic and Social Development Council (of Thailand)
ODA	Official Development Assistance
OECD	Organization for Economic Cooperation and Development
PDCA Cycle	Plan-Do-Check-Act Cycle
SEP	Sufficiency Economy Philosophy (of Thailand)
SDGs	Sustainable Development Goals
TICA	Thailand International Cooperation Agency
UN	United Nations
UNDP	United Nations Development Programme
UNEG	United Nations Evaluation Group
UNESCAP	United Nations Economic and Social Commission for Asia and the Pacific
UN Women	United Nations Entity for Gender Equality and the Empowerment of Women
USAID	United States Agency for International Development
WFP	World Food Programme