

The 17th ODA Evaluation Workshop

February 2-3, 2022

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Photos

Opening Session

<Welcome and Opening Remarks by Co-Hosts>



■ **Ms. OKADA Keiko**
Deputy Director-General/
Deputy Assistant Minister (Ambassador)
International Cooperation Bureau
Ministry of Foreign Affairs of Japan



■ **Mr. Asela KALUGAMPITIYA**
President
Asia Pacific Evaluation Association (APEA)

<Introduction of Workshop and Explanation of Agenda by Co-Chairs>

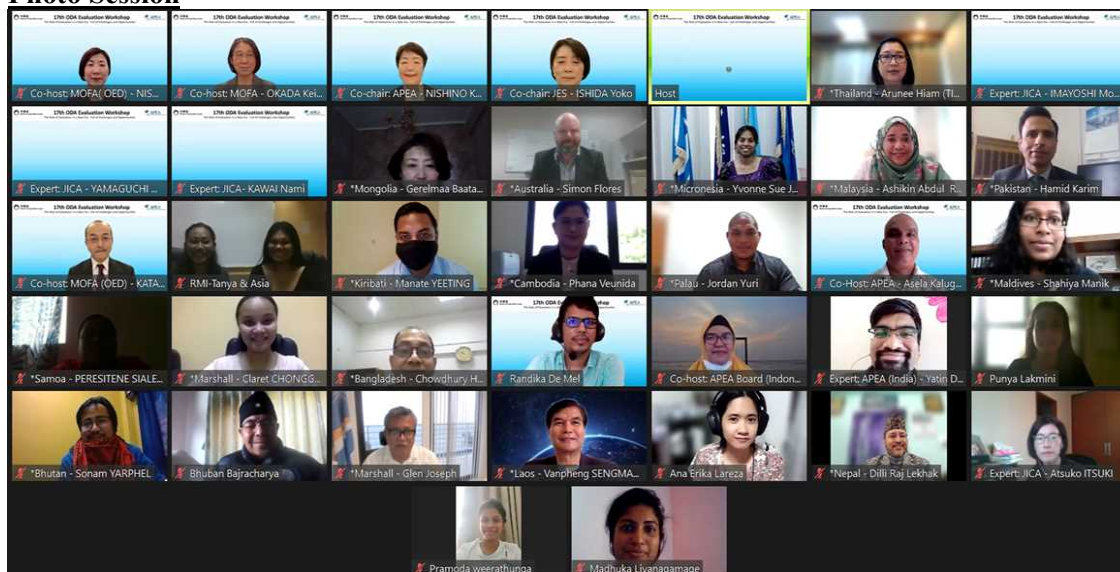


■ **Dr. ISHIDA Yoko**
Vice President, Japan Evaluation Society



■ **Ms. NISHINO Keiko**
Vice President, APEA

Photo Session



Session 1: Progress, Achievement and Challenges of Implementing and Monitoring SDGs: A Case Study of Indonesia



■ **Lead Facilitator: Dr. ISHIDA Yoko**
Professor, Hiroshima University /
JICA Expert



■ **Speaker: Dr. Vivi YULASWATI**
Head, National SDGs Secretariat, BAPPENAS

<Information Sharing from the Participating Countries>



■ **Bangladesh:**
Dr. Chowdhury Zia Uddin HAYAT
Joint Secretary, FAB & ICT
Economic Relations Division, Ministry of Finance



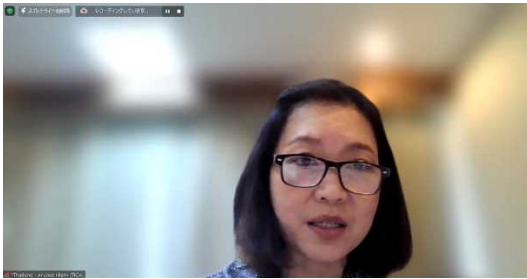
■ **Cambodia:**
Ms. Phana VEUNIDA, Director
The Council for the Development of Cambodia



■ **Laos:**
Mr. Vanpheng SENGMANOTHONG
Deputy Director General
Ministry of Planning and Investment
Department of International Cooperation (DIC)



■ **Malaysia:**
Ms. Ashikin Abdul RAZAK, Director
Economic Planning Unit
Prime Minister's Department



■ Thailand:
Ms. Arunee HIAM, Director
 Development Promotion and Coordination Division
 Thailand International Cooperation Agency TICA (MFA)

Session 2: Better Criteria for Better Evaluation



■ Lead Facilitator/Speaker:
Ms. Megan KENNEDY-CHOUANE
 Head of Evaluation Unit
 Development Co-operation Directorate
 OECD-DAC (EvalNet)



■ Speaker:
Ms. YAMAGUCHI Michino
 Director, Evaluation Division 1,
 Evaluation Department, JICA

Session 3: Thematic Evaluation of JICA's Cooperation in Health Sector

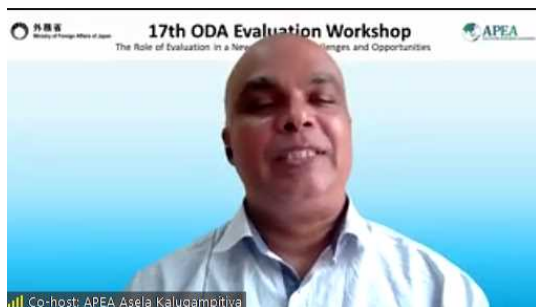


■ Lead Facilitator:
Ms. KAWAMOTO Hanako
 Evaluation Division 2
 Evaluation Department, JICA



■ Speaker:
Mr. SASAO Ryujiro
 Senior Consultant, IC Net Limited

Session 4: Institutional Use of Evaluation: the Role of National Evaluation Policy and System



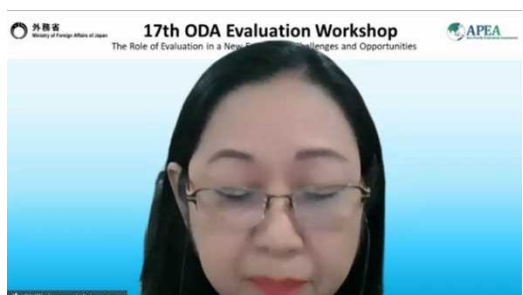
■ Co-host: APEA Asela Kalugampitiya
■ Lead Facilitator: **Mr. Asela KALUGAMPITIYA**
President, APEA



■ Speaker: **Mr. Kabir HASHIM**
Member of Parliament, Sri Lanka



■ Speaker: **Mr. Yatin DIWAKAR**
National Evaluation and Policy Systems (NEPS)
Theme Leader, APEA



■ Speaker: **Ms. Violeta CORPUS**
Director, National Economic and
Development Authority (NEDA)
The Philippines



■ Speaker: **Ms. Shweta SHARMA**
Development Monitoring and Evaluation Office
NITI Aayog India

Closing Session

<Co-Chairs' Summary>



■ Dr. ISHIDA Yoko



■ Ms. NISHINO Keiko

Flyers

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Ministry of Foreign Affairs of Japan

APEA
Asia-Pacific Evaluation Association

The 17th Official Development Assistance (ODA) Evaluation Workshop

Jointly Hosted by
Ministry of Foreign Affairs of Japan(MOFA) and Asia Pacific Evaluation Association (APEA)

on 2nd - 3rd February 2022 (Virtual)

Stay tuned to learn the outcomes of the workshop !!!

17odaew_secretariat@iaig.com / afea.coordinate@gmail.com @APEAeval

外務省
Ministry of Foreign Affairs of Japan

APEA
Asia-Pacific Evaluation Association

The 17th Official Development Assistance(ODA) Evaluation Workshop

"The Role of Evaluation in a New Era - Full of Challenges and Opportunities"

Opening Session
2nd February 2022 @ 13:30-13:45(Tokyo Time)

OKADA KEIJO
Deputy Director-General/Deputy Assistant Minister (International Cooperation Bureau, Ministry of Foreign Affairs of Japan)

ASELA KALLUGAMPITIA
President, Asia Pacific Evaluation Association

ISHIDA YOKO
Vice President, Japan Evaluation Society

NISHINO KEIKO
Vice President, Asia Pacific Evaluation Association

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外務省
Ministry of Foreign Affairs of Japan

APEA
Asia-Pacific Evaluation Association

The 17th Official Development Assistance(ODA) Evaluation Workshop

Session #01: Progress, Achievement and Challenges of Implementing and Monitoring SDGs: A Case Study of Indonesia
2nd February 2022 | @ 13.50 – 15.20(Tokyo Time)

LEAD FACILITATOR
Ishida Yoko
Professor, Hiroshima University
Indicator and Matrix Expert of JICA-BAPPENAS
Project for Strengthening Framework of Implementation of SDGs in the Republic of Indonesia

SPEAKER
Vivi Yulawati
Head, SDGs National Secretariat, BAPPENAS

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The 17th Official Development Assistance(ODA) Evaluation Workshop

Session #02: Better Criteria for Better Evaluation
2nd February 2022 | @ 15.30 – 17.00(Tokyo Time)

LEAD FACILITATOR
Megan Kennedy-Chouane
Head of Evaluation Unit, Development Co-operation Directorate, OECD-DAC (Evaluator)

SPEAKER
Yamaguchi Michino
Director, Evaluation Division 1, Evaluation Department, JICA

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The 17th Official Development Assistance(ODA) Evaluation Workshop

Session #03: Thematic Evaluation of JICA's Cooperation in Health sector
3rd February 2022 | @ 13.30 – 15.00(Tokyo Time)

LEAD FACILITATOR
Kawamoto Hanako
Evaluation Division 2, Evaluation Department, JICA

SPEAKER
Sasao Ryujiro
Consultant, iCNet Ltd.

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Ministry of Foreign Affairs of Japan

APEA
Asia-Pacific Evaluation Association

The 17th Official Development Assistance(ODA) Evaluation Workshop

Session #04 - 'Institutional Use of Evaluation: The Role of National Evaluation Policy and System'
3rd February 2022 | @ 15.15 – 16.45(Tokyo Time)

LEAD FACILITATOR
ASELA Kallugampitita
President, APEA

SPEAKER
Kobor Hashim
Member of Parliament, Sri Lanka

SPEAKER
Yodanis Corpus
Director, National Economic & Development Authority, Philippines

SPEAKER
Shweta Sharma
Director, Development Monitoring and Evaluation Office, NITI Aayog, India

SPEAKER
Yatin Dasgupta
NPEPS Theme Leader, APEA

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Program

THEME: The Role of Evaluation in a New Era - Full of Challenges and Opportunities

Day 1	
13:10 – 13:30	Registration
13:30-13:45 (15min)	<p><u>Opening Session</u></p> <p>-Welcome and Opening Remarks by Co-Hosts Ms. OKADA Keiko, Deputy Director-General/Deputy Assistant Minister (Ambassador), International Cooperation Bureau, Ministry of Foreign Affairs of Japan Mr. Asela KALUGAMPITIYA, President, Asia Pacific Evaluation Association, Director, Center for Evaluation, University of Sri Jayewardenepura, Sri Lanka</p> <p>-Introduction of Workshop and Explanation of Agenda by Co-Chairs Dr. ISHIDA Yoko, Vice President, Japan Evaluation Society (Director & Professor of the Center for the Study of International Cooperation in Education, Hiroshima University, JAPAN) Ms. NISHINO Keiko, Vice President, APEA (Professor, School of Policy Studies, Kwansei Gakuin University, JAPAN)</p> <p>-Administrative introduction (Housekeeping instruction etc.)</p>
13:45-13:50	Photo Session
13:50-15:20 (90min)	<p><u>Session 1: Progress, Achievement and Challenges of Implementing and Monitoring SDGs: A Case Study of Indonesia</u></p> <p>Lead Facilitator: Dr. ISHIDA Yoko, Professor, Hiroshima University, Indicator and Statistics Expert of JICA-BAPPENAS Project for Strengthening Framework of Implementation of SDGs in the Republic of Indonesia</p> <p>[1] Introduction of the Session Objective and Speaker by Dr. Vivi YULASWATI, Head, SDGs National Secretariat, BAPPENAS</p> <p>[2] Presentation: "The Outline and Progress of the Government Strategy of SDGs Implementation in Indonesia" by Dr. Vivi YULASWATI</p> <p>[3] Q&A</p> <p>[4] Information Sharing from the Participating Countries about "SDGs Progress in My Country" (3-5min./country)</p> <p>[5] Wrap-up by Dr. ISHIDA Yoko</p>
15:20-15:30	Break
15:30-17:00 (90min)	<p><u>Session 2: Better Criteria for Better Evaluation</u></p> <p>Lead Facilitator: Ms. Megan KENNEDY-CHOUANE, Head of Evaluation Unit, Development Co-operation Directorate, OECD-DAC (EvalNet)</p> <p>[1] Presentation: "What are the Criteria? How are they meant to be used? - Key Principles of Use and New Criteria" by Ms. Megan KENNEDY-CHOUANE</p> <p>[2] Case Study: "To Usher in a New Era of Project Evaluation for JICA- Revisions of Project Evaluation Criteria" by Ms. YAMAGUCHI Michino, Director, Evaluation Division 1, Evaluation Department, JICA</p> <p>[3] Q&A</p>

	<p>[4] Learning Exercise: "Application of the New Evaluation Criteria to an Evaluation in Your Own Context" Moderated by Ms. Megan KENNEDY-CHOUANE</p> <p>[5] Wrap-up by Ms. Megan KENNEDY-CHOUANE</p>
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Day 2	
13:10 –13:30	Registration
13:30-15:00 (90min)	<p><u>Session 3: Thematic Evaluation of JICA's Cooperation in Health Sector</u> Lead Facilitator: Ms. KAWAMOTO Hanako, Evaluation Division 2, Evaluation Department, JICA</p> <p>[1] Presentation: "<u>Thematic Evaluation of JICA's Cooperation in Health Sector</u>" Mr. SASAO Ryujiro, Senior Consultant, IC Net Ltd.</p> <p>[2] Q&A</p> <p>[3] Group Discussions (breakout room, 3 groups) Moderated by Ms. KAWAMOTO Hanako, Ms. ITSUKI Atsuko, Evaluation Division 2, Evaluation Department, JICA & Mr. SASAO Ryujiro</p> <p>[4] Sharing Group Discussion Results, Moderated by Ms. KAWAMOTO Hanako</p> <p>[5] Wrap-up Moderated by Ms. KAWAMOTO Hanako</p>
15:00-15:15	Break
15:15-16:45 (90min)	<p><u>Session 4: Institutional Use of Evaluation: the Role of National Evaluation Policy and System</u> Session Chair & Lead Facilitator: Mr. Asela KALUGAMPITIYA</p> <p>[1] Introduction: "Objectives of the Session & Introduction of Speakers" by Mr. Asela KALUGAMPITIYA</p> <p>[2] Presentation</p> <ol style="list-style-type: none"> 1. "Overview on National Evaluation Policy and System (NEPS) " by Mr. Kabir HASHIM, Member of Parliament, Sri Lanka 2. "Status of NEPS in Asia Pacific- Presentation of Survey Results" by Mr. Yatin DIWAKAR, NEPS Theme Leader, APEA 3. "National Evaluation System in Philippines- Regulations for Evaluation, New Guidelines, Evaluation Practice and Use" by Ms. Violeta CORPUS, Director, National Economic and Development Authority, Philippines 4. "Accomplishments and Challenges in Conducting Program Evaluation at National and State Level in India" by Ms. Shweta SHARMA, Development Monitoring and Evaluation Office, NITI Aayog India <p>[3] Discussant: "Comment on the Survey, Philippines and India" by Mr. Kabir HASHIM</p> <p>[4] Q&A</p> <p>[5] Summary by Mr. Asela KALUGAMPITIYA</p>
16:45-17:00	<p><u>Closing Session</u> Co-Chairs' Summary</p>

Co-Chairs' Summary

Session 1: Progress, Achievement and Challenges of Implementing and Monitoring SDGs: A Case Study of Indonesia

Session 1 aimed to share and discuss how each country has made efforts to achieve SDGs. The session had two components. The first part was the presentation by Dr. Vivi YULASWATI Head, SDGs National Secretariat, Ministry of National Development Planning for Social Affairs and Poverty Reduction (BAPPENAS), about the progress and achievement of SDGs policies in Indonesia followed by question-and-answer session. The second part is the brief introduction of the SDGs implementation progress from the five countries, Bangladesh, Cambodia, Laos, Malaysia and Thailand.

- Dr. YULASWATI from BAPPENAS presented how the Indonesian government has implemented the comprehensive SDGs policy and strategies by setting up the machinery to coordinate the process at the central and the local levels with some instruments including e-Monev. BAPPENAS has been discussing how to implement their integrated financing framework in collaboration with various stakeholders including international donor agencies and the private sector. And she also shared the impact of the COVID-19 pandemic to the SDGs progress.
- From the participants, there were questions given related to the government administrative structure; the involvement of the statistics office; the challenges in financing the SDGs process and so on and Dr. YULASWATI responded to each question.
- The representatives from Bangladesh, Cambodia, Laos, Malaysia and Thailand made a brief introduction of the SDGs implementation progress in their own countries.
- Each country promoted their own policy to achieve SDGs by localizing the SDGs targets and indicators, by strengthening their monitoring system, and by discussing the changes of the modality of donor collaboration, although there are various challenges due to the COVID-19 pandemic.

Session 2: Better Criteria for Better Evaluation

A key word of this session was “evaluation criteria”. Ms. Megan KENNEDY-CHOUANE, Head of Evaluation Unit, Development Co-operation Directorate, OECD-DAC (EvalNet), opened this session by introducing OECD-DAC evaluation criteria, then Ms. YAMAGUCHI Michino, Director, Evaluation Division 1, Evaluation Department, Japan International Cooperation Agency (JICA), shared JICA’s project evaluation system and criteria. This session was concluded with participatory learning exercise session facilitated by Ms. KENNEDY-CHOUANE.

- Ms. KENNEDY-CHOUANE discussed definitions and meaning of criteria as the criteria are

used to help us ask the right questions in evaluation. However, criteria should be adapted to the context and used thoughtfully. Then Ms. KENNEDY-CHOUANE introduced and explained the revised OECD/DAC evaluation criteria namely Relevance, Coherence, Effectiveness, Efficiency, Impact and Sustainability in the context of development cooperation. She introduced a COVID-19 Global Evaluation Coalition and invited participants to join.

- The highlight of Ms. YAMAGUCHI's presentation was JICA's unique evaluation system. JICA combines DAC evaluation criteria and a rating flowchart for its ex-post evaluations. She shared the JICA's interpretation of six evaluation criteria. JICA continues to improve its evaluation system to respond to the SDG principles and to introduce "non-scoring" criteria namely "Performance" and "Additionality" that are not reflected in the rating but very important for comprehensive evaluation. How to evaluate the points of "Human Well-being" and "Leave No One behind" are still under discussion in JICA for further consideration.
- Ms. KENNEDY-CHOUANE led a Learning Exercise session with a question "think of an intervention you are involved or might want to evaluate and come up with key evaluation questions". Then participants shared their results in the breakout rooms. All participants actively participated and enjoyed this exercise.

Session 3: Thematic Evaluation of JICA's Cooperation in Health Sector

In this Session, JICA's initiative to introduce a new method of thematic evaluation on their past projects to make further improvement in organizing and making maximum use of their learning from their project experiences for their future project formulation and implementation.

- Mr. SASAO Ryujiro, Senior Consultant, IC Net Ltd., who was in charge of this evaluation research, made a presentation on JICA's progress of developing the thematic evaluation method, which consists of screening steps to prepare a short list and the systematic analysis step. As output of the thematic evaluation, noteworthy outputs are identified, and knowledge and lesson compiled for future project formulation and implementation. He also introduced the result of a case study on the capacity development project, supported by JICA, related to biosafety and examination in Vietnam. Uniqueness logicity, and user-friendliness of the thematic evaluation was observed in the case study, although there were some issues which need be enhanced.
- There were questions about the relationship between the OECD-DAC evaluation criteria and the screening criteria used in the thematic evaluation; about whether the thematic evaluation is done for technical cooperation and/or infrastructure project; and about whether the target of the thematic evaluation is a program or a project. Mr. SASAO responded to those questions based on the current findings.

- After the presentation, the participants were divided into three groups and had group discussions. In the plenary session, some issues were raised based on the group discussions and Mr. SASAO responded to them; namely, this thematic evaluation aims to identify noteworthy outputs and is not the same as the normal “evaluation”; more transparency of the screening process is required; comprehensive evaluation is necessary for identifying noteworthy outputs; how the noteworthy outputs can be generalized and applied to similar or different geographic context.
- Mr. SASAO concluded that considering all the useful comments from the participants, the method of thematic evaluation will be further improved.

Session 4: Institutional Use of Evaluation: the Role of National Evaluation Policy and System

The final session was organized by the Asia Pacific Evaluation Association (APEA), a co-host of this Workshop. The main issue of this session was the importance of institutionalization and the use of evaluation in the country. Mr. Asela KALUGAMPITIYA, President of APEA chaired this session and the following four presenters discussed their views of the theme.

- First speaker was Honorable Kabir HASHIM from the Parliament of Sri Lanka. He thanked the organizers Ministry of Foreign Affairs of Japan (MOFA) and APEA, and discussed how National Evaluation Policies and Systems (NEPS) are important to cope with present national and international evaluation environment. Currently, almost all the governments in the world are demanded to be accountable and evidence-based evaluation is essential for responding. National Evaluation Policy is a key instrument for government leaders and officials understand the benefits of evaluation, and for promoting independent and credible evaluations.
- Mr. Yatin DIWAKAR, NEPS Theme Leader of APEA shared the survey results on NEPS in Asia Pacific region conducted by APEA. The status of institutionalization of evaluation in the region is low, with few countries having a NEPS and guidelines. The situation is worsened by low supply of professional evaluators. The low awareness amongst parliamentarians about evaluation is reflected in the fact that very few countries have a forum of parliamentarians for evaluation and the poor demand for evaluation in almost all the countries. Mr. DIWAKAR shared recommendations and next steps as NEPS survey will be repeated in mid-2022.
- Ms. Violeta CORPUS, Director, Monitoring and Evaluation Staff of the National Economic Development Authority of the Philippines (NEDA) discussed how evaluation practice in the Philippines came about, from the crafting of an evaluation policy framework, to drafting of its guidelines and pilot-testing in selected studies. Anchored on the Philippine Development

Plan, it is desired to generate more evidence for supporting policy or program reforms, and decision-making. Ms. CORPUS shared the contents of NEDA-UNDP Strategic M&E Project, utilization of evaluation results, challenges and lessons learned.

- The final presenter of this session was Dr. Shweta SHARMA, Development Monitoring and Evaluation Office of India. This presentation provided an overview of the evaluation systems being implemented in India wherein the various initiatives being undertaken at the national and sub-national level for strengthening M&E ecosystem. This session covered the institutional challenges such as capacity and data quality and some of the noteworthy strategic initiatives such as including cross cutting issues like gender mainstreaming. The Central and State Governments continue to assess and address these issues through collaboration with other key stakeholders in the ecosystem.
- After the presentations, Honorable HASHIM commented on the presentations and emphasized the need of political champions to initiate and institutionalize evaluation. The session ended with Q&A session facilitated by Mr. KALUGAMPITIYA.

Abstract of Presentations

(in order of the presentations)

Session 1: Progress, Achievement and Challenges of Implementing and Monitoring SDGs: A Case Study of Indonesia

“The Outline and Progress of the Government Strategy of SDGs Implementation in Indonesia”

Dr. Vivi YULASWATI, Head, SDGs National Secretariat, BAPPENAS

SDGs implementation in Indonesia involves commitment and engagement from all stakeholders. Based on Presidential Decree, SDGs have been mainstreamed into National and Regional Mid-term Development Plans. SDGs targets and indicators are elaborated annually into development targets, programs, and activities by ministries and local governments. Other instruments such as SDGs metadata, Road Map, National and Regional Action Plans, and guidelines for monitoring, evaluation, and reporting help the stakeholders to implement SDGs. There are 26 SDGs Center have been created in universities as SDG hubs at the local level. To engage more the businesses and CSOs, green taxonomy, sustainable finance road map, and sustainability reporting are set.

Due to Covid-19 pandemic, the Government of Indonesia preparing 6 “game changer” of transformation strategy to *Build back Better*. It involves reforming the social protection system, the national health system, and the disaster resilience system, digital transformation, domestic productivity and connectivity. It is also the beginning of the green economy transformation for Indonesia, which include efforts to promote low carbon development, circular economy, enabling clean mobility, increasing clean energy mix usage, and investing in nature-based climate solutions.

Pandemic has increase SDGs financing gap. Hence, Indonesia is developing the Integrated National Financing Framework (INFF) to map financing landscape so that can mobilize any resources, address synergies and trade-offs, and prioritize reforms.

Despite COVID-19 brings risks to achieve SDGs, it opens opportunities to make progress based on SDG principles. Further collaboration and innovation capacity is needed to build resilience of the community and be adaptive.

Session 2: “Better Criteria for Better Evaluation”

“What are the Criteria? How are they meant to be used? -Key Principles of Use and New Criteria”

Ms. Megan KENNEDY-CHOUANE, Head of Evaluation Unit, Development Co-operation Directorate, OECD-DAC (EvalNet)

This learning session will present the criteria definitions and principles for use adopted by the OECD/DAC in 2019 and widely used around the world. Drawing on examples from JICA and other regional partners, the session will help participants gain a deeper understanding of the criteria: relevance, coherence, effectiveness, efficiency, impact and sustainability. Interactive exercises will give participants a chance to explore the criteria concepts, ask questions about the definitions, and understand how best to use them in their own contexts.

“To Usher in a New Era of Project Evaluation for JICA- Revisions of Project Evaluation Criteria”

Ms. YAMAGUCHI Michino, Director, Evaluation Division 1, Evaluation Department, JICA

JICA has revised its Ex-post evaluation criteria, based on the new DAC Evaluation criteria. Not only adding Coherence and revisions in definition of 5 existing criteria; Relevance, Effectiveness, Impact, Sustainability and Efficiency, but also the new perspective (non-scoring) to analyze management / performance perspectives and lessons, which enhances the development effectiveness and decision making responding to the change in environment. The presentation will touch upon some issues under internal discussion for further improvements from the points of view of Human Well-being and Leave No One Behind.

Session3: Thematic Evaluation of JICA's Cooperation in Health Sector

"Thematic Evaluation of JICA's Cooperation in Health Sector"

Mr. SASAO Ryujiro, Senior Consultant, IC Net Limited

This session aims to provide a fresh viewpoint, brought to prominence by current thematic evaluation conducted by JICA, from which participants can leverage to review their own ODA projects.

Throughout the COVID-19 pandemic, expectations have been increasing for JICA to maximize the utilization of project experiences in support of the field of infectious disease control. To this end, the Evaluation Department of JICA has recently conducted thematic evaluation on past projects to identify physical/non-physical noteworthy outputs produced in those projects within partner countries, including their middle-to-long-term effects. This presentation will provide an overview of the “systematic secondary analysis”, an evaluation methodology applied in this evaluation, and its findings. After the presentation, a group discussion will allow participants to share their own insights and recommendations.

Session 4: Institutional Use of Evaluation: the Role of National Evaluation Policy and System

“Overview on National Evaluation Policy and System (NEPS)”

Mr. Kabir HASHIM, Member of Parliament, Sri Lanka

Several stakeholders agree on the importance for national decision making to be informed by evaluative evidence produced by a high-quality National Evaluation System. Parliamentarians are the key stakeholders who demands evidence from evaluations as set out in the Colombo Declaration. This presentation focuses on how National Evaluation Policies and Systems (NEPS) are important aspects of a strong evaluation culture. For example, a global study on NEPS conducted by the Parliamentarians Forum for Development Evaluation revealed that only limited number of countries have National Evaluation Policies. National Evaluation Policy is a key instrument for an evaluation enabling environment; an environment in which key government leaders and officials understand the benefits of evaluation and work to promote its use. Therefore, having a functional NEP that that helps for independent, credible evaluations facilitating use is crucial. Other important aspect: National Evaluation capacities (NEC) involves three interdependent levels: individual, organizational and the enabling environment.

“Status of NEPS in Asia Pacific- Presentation of Survey Results”

Mr. Yatin DIWAKAR, NEPS Theme Leader, APEA

The Promoting National Evaluation Policy and System theme of Asia Pacific Regional Evaluation Strategy conducted two consultations respectively in Dec 2020 and Dec 2021. Based on the country presentations in the first consultation and a region wide survey responded to by 14 VOPEs, a report on the status of NEPS in the region was published in Sept 2021. The important findings of the survey and the proposed next steps will be presented in the talk. The current status of

institutionalization of evaluation in the region is low, with few countries having a NEP and guidelines related to evaluation at the country level. The situation is exacerbated due to lack of avenues for professional development of evaluation affecting supply of evaluators. The low awareness amongst parliamentarians about evaluation is reflected in the fact that very few countries have a forum of parliamentarians for evaluation and the poor demand for evaluation in almost all the countries.

“National Evaluation System in Philippines- Regulations for Evaluation, New Guidelines, Evaluation Practice and Use”

Ms. Violeta CORPUS, Director, National Economic and Development Authority, Philippines

The presentation discusses how evaluation practice in the Philippines came about, from the crafting of an evaluation policy framework, to drafting of its guidelines and pilot-testing in selected studies. Anchored on the Philippine Development Plan, much to be desired is the generation of evidence in terms of achievement (or not) of the intended results in support of either policy or program reforms, and decision-making in a manner that promotes transparency, accountability and learning. The presentation also informs that it is possible to adopt international evaluation standards and norms retrofitted to local context. Some challenges and opportunities in embedding the culture and practice of evaluation involve the continuing advocacy and promotion of evaluation in the executive and legislative branches, standardizing competencies, evaluation capacity development, and setting the national evaluation agenda.

“Accomplishments and Challenges in Conducting Program Evaluation at National and State Level in India”

Ms. Shweta SHARMA, Development Monitoring and Evaluation Office, NITI Aayog India

This presentation would provide an overview of the evaluation systems being implemented India wherein the various initiatives being undertaken at the national and sub-national level for strengthening M&E ecosystem in India will be discussed. The session will briefly cover the institutional challenges (such as capacity and data quality) with respect to evaluations and some of the noteworthy strategic initiatives being taken by the Central and State Governments to assess and address these issues through collaboration with other key stakeholders in the ecosystem.

Profiles of Presenters

(in order of presentation)

Session 1: Progress, Achievement and Challenges of Implementing and Monitoring SDGs: A Case Study of Indonesia

Dr. ISHIDA Yoko (Lead Facilitator)

Professor, Hiroshima University, Indicator and Statistics Expert of JICA-BAPPENAS Project for Strengthening Framework of Implementation of SDGs in the Republic of Indonesia

ISHIDA Yoko, 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 of the Ministry Foreign Affairs, JICA, local governments, NGOs etc. She has studied mixed method approaches for evaluating capacity development projects based on her experiences in the fields. Currently, as a professor at Hiroshima University and as vice president of Japan Evaluation Society (JES), she is engaged in capacity development of younger generations in Japan and in developing countries. She is also a team member of the JICA-BAPPENAS Project for Strengthening Framework of Implementation of SDGs in the Republic of Indonesia.”

Dr. Vivi YULASWATI

Head, SDGs National Secretariat, BAPPENAS

Vivi YULASWATI is Senior Advisor to the Minister of National Development Planning for Social Affairs and Poverty Reduction. She is also currently the head of National Secretariat of SDGs. Her responsibility mainly is to do analysis and provide advice on policies and strategies about social development and accelerating poverty reduction. She has long experiences in developing major poverty reduction programs, including Program Nasional Pemberdayaan Masyarakat (PNPM) Community Driven Development, Conditional Cash Transfer, and some subsidy reforms. She has also been involved in the development of National Social Security System, National Strategy for Financial Inclusion, big data research through Global Pulse Initiative, Government to Person (G2P) payment, and integrated service and referral system for comprehensive Social Protection. She holds PhD in Planning and Development from University of Southern California (2004), Master in Urban and Regional Planning from University of Wisconsin-Madison, USA (1999), bachelor from University of Indonesia (1991); and took several

training courses in poverty analysis, community empowerment, social protection, financial inclusion, evaluation, change management, and digital transformation.

Session 2: “Better Criteria for Better Evaluation”

Ms. Megan KENNEDY-CHOUANE (Lead Facilitator)

Head of Evaluation Unit, Development Co-operation Directorate, OECD-DAC (EvalNet)

Megan KENNEDY-CHOUANE heads the Evaluation Unit in the OECD Development Co-operation Directorate, managing the DAC Network on Development Evaluation. She currently leads work on evaluating blended finance and coordinates the COVID-19 Global Evaluation Coalition. She has expertise in supporting evidence-informed policy making and facilitating social change, including using impact-focused strategies to support cross sector collaboration. Previously, she worked at the Children’s Investment Fund Foundation in London, managing a \$13 million portfolio of evidence, measurement and evaluation work on climate change mitigation in Latin America, Europe and China. She holds a Master's in Public Administration from the Monterey Institute of International Studies. She is a US national and lives in Paris, France.

Ms. YAMAGUCHI Michino

Director, Evaluation Division 1, Evaluation Department, JICA

YAMAGUCHI Michino was assigned to this position from January 2022. The major career is ODA loan operation in Asia, especially supervision of ODA loan projects in Indonesia and Pakistan during the assignment to Representative of JICA Indonesia Office from 2007 to 2010 and Senior Representative of JICA Pakistan Office from 2016 to 2018. From December 2018 to December 2021, she had been assigned to Director of Loan Procurement Policy and Supervision Division. She has played a leading role to update Standard Bidding Documents using International Federation of Consulting Engineers (FIDIC) Contract Conditions and disseminate the proper use of Standard Bidding Document for ODA loan project by holding the seminar for the relevant officials such as the Executing Agency of ODA loan project, consultants, and contractors.

Session 3: Thematic Evaluation of JICA's Cooperation in Health Sector

Ms. KAWAMOTO Hanako (Lead Facilitator)

Evaluation Division 2, Evaluation Department, JICA

KAWAMOTO Hanako is an evaluation officer for the Japan International Cooperation Agency (JICA) and certified professional evaluator of Japan Evaluation Society. She has been in charge of evaluating projects related to healthcare and social welfare. In addition, she has organized process analysis procedures within JICA such as quality assessments for guidelines, handbooks, and other administrative resources. She is also a visiting scientist at the Department of Community and Global Health, the University of Tokyo, researching advancements in project sustainability. Her most recent endeavor has been exploring malaria-related preventive behavior through qualitative methodology.

Mr. SASAO Ryujiro

Senior Consultant, IC Net Ltd.

SASAO Ryujiro is Technical Advisor in IC Net Ltd, a Japanese consulting firm. SASAO graduated from Department of Law in Waseda University in 1983 and obtained MBA from the British Columbia University in 1990. After working at several banks, worked in UN World Food Programme and have worked in IC Net since 1994. He has been in ODA consulting business for total 28 years. He has visited about 40 countries and his main specialties are project management and project evaluation. He is also a member of the Japan Society for International Development and also International Association of Project & Program Management.

Session 4: Institutional Use of Evaluation: the Role of National Evaluation Policy and System

Mr. Asela KALUGAMPITIYA (Session Chair & Lead Facilitator)

President, Asia Pacific Evaluation Association, Director, Center for Evaluation, University of Sri Jayewardenepura, Sri Lanka

Asela KALUGAMPITIYA is a Sri Lankan lawyer, currently the President of both Sri Lanka Evaluation Association and the Asia Pacific Evaluation Association. He is a holder of Master of Evaluation from Germany. KALUGAMPITIYA was instrumental in launching the Global Parliamentarians Forum for Evaluation and managing the International Year of Evaluation 2015. He is an Advisory Committee member of the International Program for Development Evaluation

Training (IPDET) programme and is the Director- Center for Evaluation, University of Sri Jayewardenepura, Sri Lanka.

Mr. Kabir HASHIM

Member of Parliament, Sri Lanka

Kabir HASHIM is the Co- Founder and Chair of the Global Parliamentarians Forum for Evaluation (GPFE). Presently, he's a Member of Parliament in Sri Lanka and a Development Economist. Hon. HASHIM was the former Minister of Highways, Higher Education and Investment Promotion for the Government of Sri Lanka. Also, he's the recipient of the Global Evaluation Award for Parliamentarians for his contribution towards the evaluation field.

Mr. Yatin DIWAKAR

NEPS Theme Leader, APEA

Yatin DIWAKAR is a PhD Scholar at Centre for Technology Alternatives for Rural Areas at the Indian Institute of Technology Bombay. His research area is M&E systems and capacities in India and his interest is in establishing a National M&E Policy for the country, an important step in strengthening M&E ecosystem. He is a Co-Leader of EvalYouth Asia, a Co-Founder and Co-Leader of EvalYouth India and a Core Group Member of Evaluation Community of India. He is also the co-leader of promoting National Evaluation Policies and Systems (NEPS) theme of Asia Pacific Regional Evaluation Strategy (APRES) and the co-author of the Status report of NEPS in Asia Pacific published by APEA in September 2021. He is also working with the Government of India in the preparation of the National Evaluation Policy Framework.

Ms. Violeta CORPUS

Director, National Economic and Development Authority, Philippines

Violeta CORPUS currently heads the Monitoring and Evaluation team of specialists of the Philippine government's socio-economic planning authority (NEDA) responsible for the coordination, facilitation and annual reporting to Congress on the progress of implementation of all nationally funded programs and projects with Official Development Assistance (ODA). Her office coordinated the formulation of the 2015 National Evaluation Policy Framework (NEPF) jointly signed off by then Secretaries of the Department of Budget and Management (DBM) and drafted the NEPF Guidelines which is being pilot tested in several commissioned evaluation studies.

Ms. Shweta SHARMA

Development Monitoring and Evaluation Office, NITI Aayog India

Shweta SHARMA is a Director with the Development Monitoring and Evaluation Office at the National Institute for Transforming India (NITI Aayog), the premier policy ‘Think Tank’ of the Government of India. As part of the Monitoring & Evaluation team, her work entails monitoring and evaluating key government schemes across key sectors - skill development, education, health and social inclusion. She has been closely working with leading organizations such as WFP, the Abdul Latif Jameel Poverty Action Lab (J-PAL), UNICEF, World Bank and Bill & Melinda Gates Foundation (BMGF) among others to strengthen the M&E Ecosystem in India, primarily focusing on capacity building, technical assistance, and M&E outreach. She has more than 11 years of experience as a consultant, researcher and team manager in leading technology companies, education institutes and the Government.

Record of Discussions

Opening Session

The 17th ODA Evaluation workshop was opened by Ms. NISHINO Yasuko, Director, ODA Evaluation Division, Ministry of Foreign Affairs of Japan. She invited welcome and opening remarks by the co-hosts.

➤ Welcome and Opening Remarks

Ms. OKADA Keiko, Deputy Director-General/Deputy Assistant Minister (Ambassador), International Cooperation Bureau, Ministry of Foreign Affairs of Japan welcomed and thanked all of the participants of the workshop. She explained that the Kingdom of Tonga was not able to attend the workshop due to the volcanic eruption and tsunami that happened in mid-January 2022. The participants showed their solidarity with the people of Tonga.

The Government of Japan has put emphasis on the importance of evaluation and has been organizing the ODA Evaluation Workshop since 2001 in partnership with various Asia-Pacific countries. Last year, a third-party review was conducted on past workshops. This review highlighted the significance and contribution of the workshops.

The monitoring and evaluation (M&E) of the progress of the 2030 Agenda for Sustainable Development Goals (SDGs) has become an important agenda for all countries. However, challenges still exist in mainstreaming the SDGs in development, cooperation, and national development plans. Therefore, it is important to work together to improve evaluation in order to achieve the goals. To that end, this year's workshop is designed as an interactive event to promote collaboration among the participants.

Following, Mr. Asela KALUGAMPITIYA, President, Asia-Pacific Evaluation Association (APEA), Director, Center for Evaluation, University of Sri Jayewardenepura, Sri Lanka also gave a welcome and opening remark. He explained that this is the first time that APEA joined MOFA to co-host the workshop, and thanked MOFA for the opportunity.

The high population in Asia is both a strength and a challenge, especially with a pandemic. Therefore, achieving sustainable development is crucial to make the region better for all residents. Evaluation is an important tool to accelerate achieving sustainable development and is still

emerging in many countries in the region. Therefore, the evaluation capacity needs to be enhanced of public officials and evaluation professionals to produce quality and credible evaluations, promote national evaluation policies and systems, improve competencies of evaluators to enhance previsualization, promote young and emerging evaluators to enter the evaluation field, and strengthen capacity of the evaluation associations.

➤ **Introduction of the Workshop and Explanation of the Agenda by the Co-Chairs**

Dr. ISHIDA Yoko, Vice President, Japan Evaluation Society, Director & Professor of the Center for the Study of International Cooperation in Education, Hiroshima University, Japan made a brief introduction of the 17th ODA Evaluation Workshop.

Ms. NISHINO Keiko, Vice President, APEA, Professor, School of Policy Studies, Kwansei Gakuin University, Japan explained the agenda. This workshop consists of four sessions. Session 1 is Progress, Achievement and Challenges of Implementing and Monitoring SDGs: A Case Study of Indonesia. Session 2 is Better Criteria for Better Evaluation. Session 3 is Thematic Evaluation of JICA's Cooperation in Health Sector. Session 4 is Institutional Use of Evaluation: the Role of National Evaluation Policy and System.

Session 1: Progress, Achievement and Challenges of Implementing and Monitoring SDGs: A Case Study of Indonesia

➤ **Presentations**

Presentation: “The Outline and Progress of the Government Strategy of SDGs Implementation in Indonesia”

By: Dr. Vivi YULASWATI, Head, SDGs National Secretariat, Ministry of National Development Planning (BAPPENAS)

Dr. YULASWATI presented on the progress, achievement, and challenges of implementing strategies in the context of Indonesia. In Indonesia's case of implementing SDGs, commitment from stakeholders and political will were involved. A presidential decree was developed for SDG implementation. Action plans and road maps were also developed. The next step was to elaborate on and synchronize the indicators to the national context. Therefore, Indonesia developed SDG indicators by pillars: social, economic, environmental, and legal and governance.

Under the presidential decree, there are instruments that Indonesia has developed: the SDGs National Coordination Team; mainstreaming SDGs into the National Midterm Development Planning Agenda; regional and national action plans; an SDGs Road Map; SDGs Center Networks as SDG hubs at the local level; money and reports; and a sustainability report.

Then, she talked about mainstreaming SDGs into the midterm development plan which includes seven national programs to be implemented between 2020 and 2024.

Indonesia's SDG indicators have shown an improvement in 2020 despite COVID-19. However, a lot of effort is needed to improve the remaining percentage. Related to the 2030 Agenda for Sustainable Development, reforms must take place. Therefore, the government put a focus on reforming the social protection system, the national health system, and the disaster resilience system. To revive the economy, Indonesia will focus on industry, tourism, and investment towards the green economy. Synergistic linkages between goals will provide a greater impact and room for achieving the goals.

“Build Back Better” is the beginning of the green economy transformation for Indonesia. The government has started green transformation efforts to promote low carbon economic growth through, for example, enabling clean mobility, increasing clean energy mix usage, and investing in nature-based climate solutions.

She emphasized that governmental and non-governmental entities need to collaborate on SDG targets, create development agendas, and determine performance indicators in order to achieve global agendas such as SDGs and the Paris Agreement.

Dr. YULASWATI then explained a successful example of multistakeholder cooperation for Sumba Iconic Island involving activities to develop access to electricity, solar power plants, wind power plants, biogas, and others to balance the SDG principles.

Indonesia works with a variety of agencies to establish financing support. Through the Integrated National Financing Framework (INFF), resources can be mobilized to boost alignment, address synergies and trade-offs, and prioritize reforms.

To conclude, Dr. YULASWATI commented that COVID-19 brings risks to achieve SDGs. However, it opens opportunities to make progress based on SDG principles. Further innovation capacity is needed to build resilience of the community and be adaptive.

➤ **Q&A**

Dr. ISHIDA asked about the progress in setting up financing sources. Dr. YULASWATI said she is in the process of developing a financing hub which functions as a link between supply and demand and orchestrates all of the efforts. Without orchestration, it is difficult to measure the progress of the related indicators.

The participant from Nepal commented that achievements have been challenged by COVID-19.

Mr. KALUGAMPITIYA asked about the environment of the National Statistics Office or the department supporting the monitoring of SDGs in Indonesia. Also, he asked if there are plans for conducting an evaluation of SDG implementation in Indonesia. Dr. YULASWATI answered that the Central Bureau of Statistics (CBS) is responsible for 86 indicators. CBS is working on 28 of those indicators together with ministries. The remaining 175 indicators are handled by ministries. Also, in BAPPENAS, there is a deputy for development evaluation who is responsible for e-Monev, an M&E system, which works towards many goals, indicators, and targets of the SDGs.

➤ **Information Sharing about Countries' SDG Progress**

Mr. Muhammad Ashraf Ali FARUK, Joint Secretary, Economic Relations Division, Ministry of Finance, Bangladesh shared his country's experience of SDG implementation and monitoring. The General Economic Division of the Bangladesh Planning Commission prepared the National Action Plan for implementing the SDGs in consultation with the different ministries. Also, the Economics Division developed the M&E framework of SDGs to track the progress and implementation and achieving SDGs. Mr. FARUK then explained the goal-based success of SDG implementation in Bangladesh. Bangladesh has made improvements in meeting about half of the SDGs.

Ms. Phana VEUNIDA, Director of Asia Pacific and Oceania Department of The Council for the Development of Cambodia shared the progress, challenges, and achievement of implementing SDG monitoring in Cambodia. Cambodia has localized the SDGs into the National Strategic Development Plan. In addition to 17 goals, an 18th goal requiring the clearance of landmines and unexploded ordnance was added. The final framework comprises 18 CSDGs 18 goals for Cambodia localization SDG. Regarding SDG, Goal 17, Strengthen the means of implementation and revitalize the global partnership for sustainable development. The Royal Government of

Cambodia has made efforts and commitment to the development partnerships to deliver development effectiveness. The substantial success has been achieved in resource mobilization to align with the national priorities, improved partnership and coordination with development partners through continuous improvement of capacity to implement key policies and mechanisms. In particular, the new Development Cooperation Partnership Strategy (2019-2023) continues to coordinate partnership arrangements and take advantage of opportunities to mobilize development cooperation resources and strengthen partnerships with stakeholders to support the implementation of the RS-IV and the NSDP (2019-2023) with an integration of CSDGs framework. This aims at achieving the inclusive and sustainable economic growth that drives social and environmental development and provides the basis for implementation, monitoring, evaluation and reporting.

Ms. VEUNIDA also highlighted progress on the First Voluntary National Review led by the Ministry of Planning in Cambodia. Even though, Cambodia has seen progress, challenges still remain especially due to COVID-19's impact. Coordination and resource mobilization should be maintained to sufficiently finance SDGs.

The SDG implementation in Cambodia is on track and the remaining challenges will require strong commitment, cooperation, and partnership with development partners and other actors to achieve the SGD development agenda

Mr. Vanpheng SENGMANOTHONG, Deputy Director General, Ministry of Planning and Investment, Department of International Cooperation (DIC), Laos talked about SDG implementations in Laos. In 2016, Laos localized the SDGs, and in 2017, it established a national steering committee chaired by the prime minister. In 2019, Laos established its national SDGs road map. In 2020, SDGs were launched in Laos. Laos has made progress on the implementation of SDGs in parallel with the implementation of its national socio-economic development plan.

Next, Mr. SENGMANOTHONG spoke on the challenges of implementing SDGs: Greater effort is needed to ensure the effective implementation of the national development agenda; To achieve the implementation of SDGs, Laos has limited capacities and infrastructure; Developing financing options is necessary. Moreover, the significant progress of SDG implementation of Lao PDR was the VNR II (2nd Voluntary National Review) presented at the High-Level Political Forum for Sustainable Development on 15 July 2021.

Ms. Ashikin Abdul RAZAK, Director, Economic Planning Unit, Prime Minister's Department presented on SDG progress in Malaysia. Due to Malaysia's previous experience implementing

sustainable concepts, implementing the SDG international development plan was seamless. Malaysia aligned the 17 SDG goals with its strategies and initiatives of the national development plan.

Next, she talked about implementing measures: Malaysia has established an SDG governance structure with multi-stakeholder participation headed by the national SDG council chaired by the prime minister; The council sets the national agenda and monitors the implementation of SDGs; Malaysia has successfully embedded the 17 SDGs into its national development planning; Malaysia has developed an SDG monitoring and reporting system by improving data availability of the SDG indicators.

Ms. Arunee HIAM, Director of Development Promotion and Coordination Division, Thailand International Cooperation Agency (TICA) presented Thailand's SDG monitoring and progress. Thailand has a national mechanism for sustainable development chaired by the prime minister, a national committee for sustainable development, and an SDG road map. It also sets domestic mechanisms to drive the SDG implementation by setting agency coordination and setting up subcommittees for implementation. It focuses on stakeholder partnership and participation which results in more engagement from the civil society and private sector. It has key performance indicators for SDG M&E, and it has a voluntary national review. Finally, she explained that Thailand needs to create better M&E tools and build up resilient capacities for future challenges

Session 2: Better Criteria for Better Evaluation

➤ Presentation

Presentation: What are the Criteria? How are they meant to be used? Key Principles of Use and New Criteria

By: Ms. Megan KENNEDY-CHOUANE, Head of Evaluation Unit, Development Co-operation Directorate, OECD-DAC (EvalNet)

Ms. KENNEDY-CHOUANE first highlighted the key points of the six criteria (hereinafter referred to as “the six criteria”) for better evaluation. The purpose of the six criteria is to ask the right questions about a sustainable development project or program and improve evaluation. The criteria are not an approach or methodology for answering those questions. The six criteria should be adapted to the context of each country and used thoughtfully to understand the sustainable development efforts, implementation, and results.

The six criteria aim to support critical thinking, and they can be thought of as a benchmark. They are used in international development cooperation, and humanitarian assistance, as well as for evaluating national policies and programmes. How they are applied is important - and their use is guided by two key principles: they should be used thoughtfully in supporting high quality, useful evaluation; and they should be adjusted to the context of the evaluation.

Ms. KENNEDY-CHOUANE then explained the definitions of each of the six criteria.

- Relevance is about the extent to which the intervention, objectives, and design respond to beneficiaries; global, country, and partner needs; their policies and priorities; and continue to respond if circumstances change.
- Coherence is the compatibility of the intervention with other interventions in a country, sector, or institution.
- Effectiveness is the extent to which the intervention achieved or is expected to achieve its objectives and its results, including any differential results across groups.
- Efficiency is the extent to which the intervention delivers or is likely to deliver results in an economic and timely way.
- Impact is the extent to which the intervention has generated or is expected to generate significantly higher levels of effects.
- Sustainability is the extent to which the net benefits of the intervention will continue or are likely to continue.

➤ **Case Study**

To Usher in a New Era of Project Evaluation for JICA – Revisions of Project Evaluation Criteria

By: Ms. YAMAGUCHI Michino, Director, Evaluation Division 1, Evaluation Department, JICA

Ms. YAMAGUCHI presented four points: the background of JICA, the outline of the revision of JICA's evaluation criteria, the highlights of the revision, and the conclusion. JICA supports social and economic development in developing countries through technical cooperation, grant aids, and ODA loans. The new evaluation criteria (the six criteria) include the newly added coherence criterion. In addition to the criteria, JICA added new definitions of performance and additionality which are non-scoring items.

In conclusion, there has been major revision since 1991 in DAC and 2008 in JICA; revisions by responding to the SDG principles, adding coherence as a new criterion, and adding the new non-score perspective; and JICA will continue improving for better evaluation upon further consideration.

Ms. KENNEDY-CHOUANE added that relevance, effectiveness, efficiency, impact, and sustainability are about investigating the intervention and asking questions about it, whereas coherence is investigating beyond the intervention – and looking at how the intervention fits in with other interventions.

➤ **Q&A**

A participant asked if the coherence criterion is to be seen from a donor or partner country perspective. Ms. KENNEDY-CHOUANE answered that all six criteria can be asked from either the donor or partner country perspective (and from other perspectives, such as the beneficiary community perspective).

➤ **Wrap-up**

Ms. KENNEDY-CHOUANE explained that the criteria are not only applied to evaluations but also during project conception and outset. She encouraged the participants to adapt the criteria into their national contexts in ways that they find useful.

Session 3: Thematic Evaluation of JICA's Cooperation in Health Sector

➤ **Presentation**

Presentation: Thematic Evaluation of JICA's Cooperation in Health Sector

By: Mr. SASAO Ryujiro, Senior Consultant, IC Net Ltd.

Thematic evaluation research was conducted to distill lessons learned from JICA's past assistance and contribute to enhancing JICA's external communication. The objectives of the research were to identify and compile noteworthy outputs by JICA's assistance and put together important knowledge lessons.

Mr. SASAO explained the flow of the evaluation research. The first step was the primary screening of 415 JICA projects which were narrowed down to 356 projects. After subsequent screening steps, the number of projects was narrowed down to 19 noteworthy outputs by using a logic model. The logic model consisted of four steps: activity, outputs, project objective at the outcome level, and overall goal at the impact level.

Mr. SASAO then presented an example of a noteworthy output, which was a project conducted in Vietnam on capacity development for laboratory networks to examine highly hazardous infectious pathogens. The project had an objective and outputs in line with developing capacity in Vietnam. Mr. SASAO then highlighted noteworthy outputs of the project which contributed to the realization of higher level objectives. In particular, he highlighted the output of a national network of inspection agencies built around the National Institute of Hygiene and Epidemiology in Hanoi.

Finally, Mr. SASAO conducted a review of this thematic evaluation and presented the results. The features of this research are uniqueness, logicity, and user-friendliness. Issues identified during the research were a limited number of detailed analyses and selected noteworthy outputs, difficulty obtaining detailed information, and a complicated screening process.

➤ **Q&A**

The participant from Nepal asked about how the six criteria were used in this study. Mr. SASAO answered that many criteria were used, not only six. In the first step, the criteria for choosing a project to evaluate was choosing a project with good purpose and impact. Then, near the end of the screening of projects, different types of criteria were used, such as the level of output, continuity, applicability to other countries and diseases, and uniqueness of outputs.

The participant from Thailand asked for details on how screening of capacity-building projects was conducted. Also, she asked if this method should be applied to projects or sector-based evaluation. Mr. SASAO answered that all types of capacity-building areas were screened, such as infrastructure, sustainability, etc. To answer the second question. Mr. SASAO explained that the approach was project based.

➤ **Sharing Group Discussion Results**

Group 1 reported that the thematic evaluation was useful in identifying the shortcomings, what was learned from previously implemented projects, and evaluating projects, and it will help to structure future projects. A participant in the group mentioned that there should be transparency in selecting projects for thematic evaluation. Another participant commented on receiving best practices from different geographical regions where projects were successful. The group suggested to include unsuccessful and successful projects in the thematic evaluation so that lessons can be learned about why the project failed. Mr. SASAO commented that this study is a bit different from the ordinary concept of evaluation research. He encouraged the participants to review the full report of the study. He added that when a project is formulated, a logical framework is made from activity, output, outcome, and impact. A lesson from this research is that when a project is formulated, more consideration should be made about the importance of the output.

Group 2 presented their experiences in carrying out thematic evaluations. OECD-DAC provides good criteria for evaluations, particularly utilizing the six criteria. The group recognized that country-based evaluations should be conducted to guide decision making for governments in improving their program or project portfolio; best practices should be considered in doing comprehensive evaluation in achieving outcomes; and social merits of projects should be considered. Currently, the Philippines is establishing a national evaluation policy. Also, it is establishing independent evaluation units for each agency. The rapporteur then asked if this is a common strategy by other countries, and emphasized the importance of participants to share experiences, such as challenges successes.

Group 3 presented their experiences with thematic evaluations. One participant of the group highlighted that their country has no system or network for output, so Mr. SASAO's presentation served as a valuable learning experience. Another participant of the group agreed that the outcome-based approach and concept of a logical framework are important for new projects. Another participant commented on specific development issues unique to regions. On suggestions for improvement, one participant mentioned that data should be made available of completed projects which countries can use to create their own projects. Finally, Mr. SASAO commented that the evaluation in his presentation is different from the six criteria.

In closing the session, the lead facilitator of the session 3, Ms. KAWAMOTO Hanako, Evaluation Division 2, Evaluation Department, JICA explained that the findings from the session can be applied to any sector beyond infectious disease control.

Session 4: Institutional Use of Evaluation: the Role of National Evaluation Policy and System

➤ Presentations

Overview on National Evaluation Policy and Systems (NEPS)

By: Mr. Kabir HASHIM, Member of Parliament, Sri Lanka

Mr. HASHIM explained that this session is on the institutional use of evaluation and the role of NEPS. Some key successes in evaluation have been the shift from donor-led evaluation to country-led evaluation which has given more independence to countries when making policy and program decisions; the efforts towards realizing the SDGs should not be exclusive to the executive branch; countries are building effective M&E systems; and evidence-based policymaking. This session will address how, in the Asia-Pacific region, there has been progress in creating a conducive environment for evaluation and determining challenges. The key questions in this session will be based on the national evaluation policy, systems and processes; the framework that countries will build; capacity development; the political champions in each country; and the roles of politicians and parliaments.

Status of NEPS in Asia-Pacific – Presentation of Survey Results

By: Mr. Yatin DIWAKAR, NEPS Theme Leader, APEA

Mr. DIWAKAR explained that understanding the status of the NEPS in various countries is the first step. The purpose of the survey was to promote NEPS in the region and encourage countries to take steps towards creating national policies and systems. The study methodology assessed the four dimensions of evaluation systems which are enabling environment, institutional capacity, individual capacity, and evaluation and SDG implementation. The results provide initial action points for Voluntary Organizations for Professional Evaluation (VOPEs) to follow up with their national governments.

For institutional capacity, it was found that most designated public institutions for evaluation have weak institutional capacities. Individual capacity is about the supply of evaluators in the country. It is important to have training and education available for these individuals. Regarding evaluation and SDG implementation, most countries have a designated public institution for SDG implementation.

Based on the study, Mr. DIWAKAR presented recommendations which include engaging with national governments for a conducive environment for evaluation; APEA and other stakeholders providing support for engaging governments; parliamentarians forum for evaluation created to lobby for policies; prioritizing building capacities and supporting dedicated institutions for evaluations and guidelines, standards, and codes of ethics; and working closely with academia to introduce M&E degree programs.

APEA's next steps include engaging in regional dialogue on NEPS for the Asia-Pacific Region every year, revising and repeating the NEPS survey, calculating model NEP framework, sharing a model syllabus by Asia Pacific Regional Evaluation Strategy (APRES), and encouraging parliamentarians to establish parliament reforms.

National Evaluation System in the Philippines – Regulations for Evaluation, New Guidelines, Evaluation Practice and Use

By: Ms. Violeta CORPUS, Director, National Economic and Development Authority (NEDA), the Philippines

Ms. CORPUS presented the Philippines' experience of institutionalizing evaluation and government processes. A joint memorandum circular was issued by NEDA for the proposed relations in the public sector in support of good governance, transparency, accountability, and evidence-based decision making. The national evaluation policy framework (NEPF) requires the government agencies to prepare evaluation agendas, submit evaluation plans with project proposals, provide adequate responses to findings, use evaluation results for planning and programming, and set up evaluation units.

Ms. CORPUS then explained initiatives to strengthen the evaluation culture including the M&E Fund which supports NEDA on the National Development M&E Program. Setting up the M&E Fund implementation could be done by the NEDA-led commissioning of evaluation studies or by a partnership agreement with the United Nations Development Program (UNDP). The NEDA-UNDP strategic M&E projects aim to strengthen M&E capacities of the government to support development plans and SDGs.

Ms. CORPUS then explained that the Policy Window Philippines Program aims to enhance the effectiveness of programs by producing evidence-based findings from evaluations, building interest and capacity for evidence-based findings by supporting policymakers, and prioritizing the needs for evidence and research.

She then talked about the challenges faced by the Philippines. Challenges were present in the initiation, preparation, implementation, and utilization phases which were documented in the management response. The insights gained are about mandated evaluation functions, evaluation capacities, the quality of evaluation studies, M&E champions, the annual M&E network forum and monthly webinar series, the NEPF guidelines, the national evaluation portal, evaluability assessment, and the national evaluation agenda and its toolkit. Lessons learned are frontloading the foundational activities, sustaining the regular alignment sessions, ensuring risk assessment and placing mitigating measures, securing active participation and ownership of key stakeholders, and monitoring successes and challenges.

In conclusion, Ms. CORPUS explained that the ways forward are to further improve the capacity to manage evaluations, enhance the quality of evaluation studies, and enrich the enabling environment.

Accomplishments and Challenges in Conducting Program Evaluation at the National and State Level in India

By: Ms. Shweta SHARMA, Development Monitoring and Evaluation Office, NITI Aayog India

Ms. SHARMA presented the work being done in the Development Monitoring and Evaluation Office (DMEO). She talked about the M&E ecosystem in India, describing it as being very fragmented. DMEO's initiatives have focused on strengthening the entire ecosystem. The ecosystem consists of demands by government agencies and supply by organizations. DMEO wants to shift to effective and creative advocacy for evidence to explain what is important to develop and to have stakeholders on the supply side provide expertise for generating evidence.

The systemic challenges that India faces are a lack of awareness and capacity, lack of standardization, working in silos, and general data. Also, ensuring marginalized populations are included in the design and implementation of the evaluations is important. In order to solve the issues, DMEO has made efforts to rethink evaluations to comprehensively assess the impact of government programs and schemes, and through products which are aligned to the needs of the decision makers and implementers; enhance M&E capacities in the ecosystem through a multi-level framework beginning with understanding the existing capacities; utilizing a diagnostic tool for evaluation systems assessment to help understand the systems and capacities at the subnational level, and identify and adopt best practices; create an M&E competencies framework to further

institutionalize capacity-building efforts; improving data governance; and building strong partnerships.

To conclude, Ms. SHARMA talked about the ways forward for DMEO. For stronger evaluation systems, it is important to focus on documentation for learning, an exchange of knowledge, and sustained capacity building. For institutionalizing evaluations, all stakeholders need to take part and an environment needs to be created where partnerships can flourish.

➤ **Discussant**

Comment on the Survey, Philippines and India

By: Mr. Kabir HASHIM, Member of Parliament, Sri Lanka

Mr. HASHIM emphasized that from Mr. DIWAKAR's presentation, the advocacy of the national evaluation policy system produced results. He highlighted from Ms. CORPUS' presentation a program in the Philippines which links evidence-based policy making with the policymaker. He highlighted from Ms. SHARMA's presentation the strong framework and process in place in India; however, there is no national legislative evaluation policy.

Based on these presentations, the key takeaways are as follows. The survey indicates that there are some positive indicators in some countries and some indicators which are lacking in other countries. Systems and processes could be in place, but there is no mandatory legislation in place. Countries cannot have only one indicator or factor working. They must have multiple factors working together to achieve targets. It is important to understand that if countries need to promote evaluation and use it as a tool that will serve for enhancing development, then it is important that the factors come together.

Key points in developing a roadmap are to legislate national evaluation policy, ensure that there is a permanent standing committee in parliament that oversees evaluation and that it can be an oversight committee; to ensure in-house capacity building for parliaments; to ensure there is a national evaluation commission which is an independent body to regulate M&E; and to ensure the VOPEs are working closely with the politicians to bridge the gap between implementers and the government.

➤ **Q&A**

The participant from Cambodia asked that, based on experience, how evaluations of cross-sectoral themes are conducted and what the process is for national evaluation. Ms. CORPUS answered that the identification of sectoral evaluation comes from high levels such as the ministries. They may propose to do an evaluation on the health sector for example. Meetings with stakeholders and relevant agencies take place to discuss likely evaluation questions that need to be answered. Ms. SHARMA added that, in India, the Ministry of Finance has directed that programs that are eligible for extension need to be evaluated before the extension is granted. Also, a committee has been established which identifies key priority programs. Terms of reference is created from evaluations to determine the correct evaluation questions to investigate. Another factor to address is how to ensure evaluation across the cross-sectoral teams which can be done through establishing indicators and capturing information about the teams.

The participant from Bangladesh asked if it is valid to not involve parliament in implementation workshop evaluation. Mr. HASHIM explained that unless parliamentarians and legislators are moved into the evaluation process, then implementation would not be possible without their legislative policies. An evaluation body which is independent would be effective in making decisions about evaluations. To implement national evaluation, having a central agency which manages the entire process and decides which ministries will be evaluated is effective. Mr. DIWAKAR added that smaller countries lack resources, experts, and institutions for progressing their evaluation agendas, strengthening their vision, and enhancing capacity building. It is important for the larger countries to provide successful examples for the smaller countries.

Closing Session

➤ Summary by the Co-Chairs

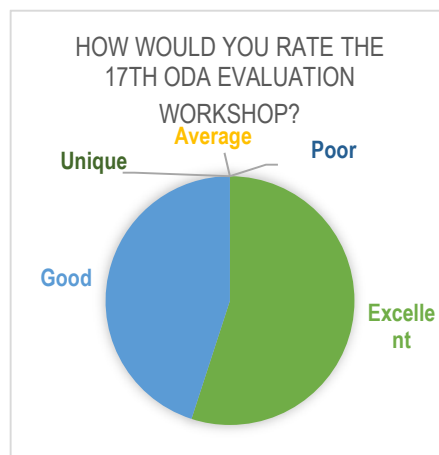
The co-chairs, Dr. ISHIDA and Ms. NISHINO, read the Co-Chairs' Summary before closing the session. The co-chairs expressed their sincere thanks to the Ministry of Foreign Affairs of Japan, APEA, all participating countries, OECD-DAC, JICA, all presenters, and all participants of the workshop.

Voices of the Participants - Post-Event Questionnaire

Upon closure of the workshop, comments and suggestions were collected from the participants through a post-event questionnaire. Here is the brief result:

Overall satisfaction is revealed very good

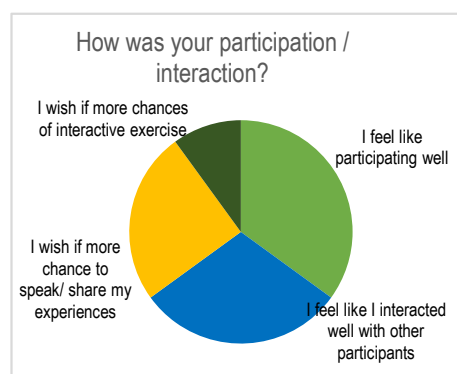
All the participants who answered the questionnaire find the workshop agenda as relevant and useful to the works and practices, and the knowledge and experiences gained from the workshop are thought applicable to their current and future work. Therefore, they would like to share the knowledge and experiences from the Workshop with the colleagues in their respective offices, and recommend them to join the future ODA Evaluation Workshops. As a whole, over 50% of the respondents rated the 17th ODA Evaluation Workshop "Excellent" and the rest "good".



First Virtual and yet Interactive Workshop

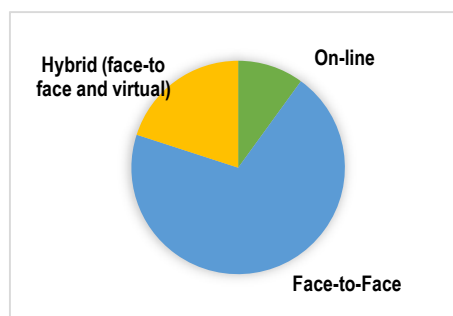
The 17th ODA Evaluation Workshop being held on-line for the first time, due mainly to the COVID-19 pandemic still spreading, most of the participants did not face connection difficulties during the workshop and provision of information, documents and materials via internet are found satisfactory.

Close to two third of the respondents feel like "participating well" and "interacted well with other participants", although general image of on-line event may be rather one-way, with less interaction than that of face-to-face, or hardly foster the feeling of participation or integration of the participants. It can be said that unique characteristics, such as "interactive" and "participatory", of Japan's Evaluation Workshops were maintained in the first virtual event. The fact that one third of respondents wishes more interactive exercise and/or more chances to speak and to share experiences suggests that there is yet room for improvement in future on-line workshops.



More than two thirds of the respondents answer it preferable to hold the next Workshop face-to-face, expecting more active participation and more interaction, while others prefer hybrid (face –to-face and virtual) or on-line. Some respondents pointed out the advantage of on-line and hybrid style of workshop as broader participation despite the distance and difficulty of travel. The most voices provided in the survey wish to have sufficient time for mutual discussion among participants. These shall be understood that participants value the significance of gathering to learn together and exchange views with the participants who have similar roles and responsibilities in other countries.

What is your preferred platform for participating the next ODA Evaluation Workshop?



List of Participants

Country/ Organization	Organization/ Affiliation	Title	Name
Representatives of Co-Hosts			
Japan	International Cooperation Bureau, Ministry of Foreign Affairs of Japan	Deputy Director-General/ Deputy Assistant Minister (Ambassador)	Ms. OKADA Keiko
APEA (Sri Lanka)	Asia Pacific Evaluation Association	President	Mr. Asela KALUGAMPITIYA
Co-Chairs			
Japan	Japan Evaluation Society / Center for the Study of International Cooperation in Education, Hiroshima University	Vice President / Director & Professor	Dr. ISHIDA Yoko
APEA (Japan)	Asia Pacific Evaluation Association School of Policy Studies, Kwansei Gakuin University	Vice President / Professor	Ms. NISHINO Keiko
Presenters			
Indonesia	National SDGs Secretariat, BAPPENAS	Head	Dr. Vivi YULASWATI, M.S.
OECD/DAC	OECD Development Co-operation Directorate,	Head, Evaluation Unit / Senior Policy Analyst	Ms. Megan KENNEDY-CHOUANE
JICA(Japan)	Evaluation Division 1, Evaluation Department	Director	Ms. YAMAGUCHI Michino
JICA(Japan)	IC Net Limited	Senior Consultant	Mr. SASAO Ryujiro
JICA(Japan)	Evaluation Division 2, Evaluation Department		Ms. KAWAMOTO Hanako
JICA(Japan)	Evaluation Division 2, Evaluation Department		Ms. ITSUKI Atsuko
APEA (Sri Lanka)	Global Parliamentarians Forum for Evaluation	Chair / Member of Parliament, Sri Lanka	Mr. Kabir HASHIM
APEA (India)	Centre for Technology Alternatives for Rural Areas, Indian Institute of Technology Bombay	PhD Scholar	Mr. Yatin DIWAKAR
APEA (Philippines)	National Economic and Development Authority (NEDA)	Director, Monitoring and Evaluation Staff	Ms. Violeta CORPUS
APEA (India)	Development Monitoring & Evaluation Office, NITI Aayog	Director	Dr. Shweta SHARMA

Country/ Organization	Organization/ Affiliation	Title	Name
Invited Participants			
Australia	Department of Foreign Affairs and Trade	Director, Development Evaluation Unit	Mr. Simon FLORES
Bangladesh	Economic Relations Division, Ministry of Finance	Joint Secretary	Mr. Muhammad Ashraf Ali FARUK
Bangladesh	FABA & ICT, Economic Relations Division, Ministry of Finance	Joint Secretary	Dr. Chowdhury Zia Uddin HAYAT
Bhutan	Gross National Happiness Commission	Deputy Chief Program Coordinator	Mr. Sonam YARPHEL
Cambodia	The Council for the Development of Cambodia	Director	Ms. Phana VEUNIDA
Fiji	Ministry of Economy	Assistant Manager-Dept Management	Ms. Sisilia Daveta NALAIDE
Indonesia	National SDGs Secretariat, BAPPENAS	Former Coordinator, Expert Team	Dr. Nina SARDJUNANI
Kiribati	Ministry of Foreign Affairs & Immigration	Deputy Director for Asia Pacific Division	Mr. Manate YEETING
Laos	Department of International Cooperation (DIC), Ministry of Planning and Investment,	Deputy Director General	Mr. Vanpheng SENGMANOTHONG
Malaysia	Economic Planning Unit, Prime Minister's Department	Director	Ms. Ashikin Abdul RAZAK
Maldives	Ministry of Foreign Affairs	Director	Ms. Shahiya ALI MANIK
Marshall	Marshall Islands Marine Resource Authority	Director	Mr. Glen JOSEPH
Marshall	Ministry of Foreign Affairs & Trade	Foreign Service Officer	Ms. Asia CHONG-GUM
Marshall	Ministry of Foreign Affairs & Trade	Foreign Service Officer	Ms. Tanya TERRY
Marshall	Ministry of Foreign Affairs & Trade	Foreign Service Officer	Ms. Claret CHONGGUM
Micronesia	FSM National Government	Special Assistant to President on ODA Matters	Ms. Yvonne Sue JOHNNY
Mongolia	Ministry of Finance	Advisor, Development Financing Department	Ms. Gerelmaa BAATARKHUU
Nauru	Finance Department, Government of Nauru	Director of Aid	Mr. Samuel GRUNDLER

Country/ Organization	Organization/ Affiliation	Title	Name
Invited Participants			
Nepal	International Economic Cooperation Coordination Division, Ministry of Finance	Under Secretary	Mr. Dilli Raj LEKHAK
Pakistan	Ministry of Economic Affairs	Section Officer (BS-18)	Mr. Hamid KARIM
Palau	Bureau of Foreign Affairs & Trade, Ministry of State	Foreign Service Officer, Head of the Division of East Asian Affairs	Mr. Jordan Sears YURI
Papua New Guinea	Department of National Planning and Monitoring	Assistant Secretary	Mr. Dan LYANDA
Philippines	National Economic and Development Authority	Officer-In-Charge Assistant Director	Mr. Aldwin URBINA
Samoa	Ministry of Finance	Assistant Chief Executive Officer for Aid Coordination and Debt Management	Ms. Peresitene Sialei KIRIFI
Sri Lanka	Department of External Resources, Ministry of Finance	Additional Director General	Mr. Sampath MANTHRINAYAK
Thailand	Thailand International Cooperation Agency TICA (MFA)	Director of Development Promotion and Coordination Division	Ms. Arunee HIAM
Timor-Leste	Ministry of Finance	Chief of Department	Mr. Gaudencio Soares DE DEUS
Resource Persons			
OECD/DAC	OECD/DAC		Ms. Jenna SMITH-KOUASSI
JICA(Japan)	Evaluation Department	Director General	Mr. SHIGIYA Satoshi
Co-Hosts			
Japan	ODA Evaluation Division, Ministry of Foreign Affairs of Japan	Director	Ms. NISHINO Yasuko
Japan	ODA Evaluation Division, Ministry of Foreign Affairs of Japan	Principal Deputy Director	Mr. KATAMOTO Masahiro
APEA (Philippines)	Asia Pacific Evaluation Association	Treasurer	Ms. Ana Erika LAREZA
APEA (Nepal)	Nepal Evaluation Society	Chairperson	Mr. Bhuban Bajra BAJRACHARYA
APEA (Indonesia)	Asia Pacific Evaluation Association	Board Member	Ms. Ratnayu SITARESMI

Country / Organization	Organization / Affiliation	Title	Name
Secretariat			
Japan	ODA Evaluation Division, Ministry of Foreign Affairs of Japan	Deputy Director	Ms. YOKOTANI Kaoru
Japan	ODA Evaluation Division, Ministry of Foreign Affairs of Japan	Economic Cooperation Researcher	Ms. KONNO Kyoko
APEA (Sri Lanka)	Asia Pacific Evaluation Association	Manager	Mr. Randika Lawson DE MEL
APEA (Sri Lanka)	Asia Pacific Evaluation Association	Coordinator	Ms. Madhuka LIYANAGAMAGE
APEA (Sri Lanka)	Asia Pacific Evaluation Association	Asia Pacific Communication HUB LEAD	Ms. Chathuranga Hasithi SAMARASINGHE
APEA (Sri Lanka)	Asia Pacific Evaluation Association	Team Member of APEA	Ms. Pramoda WEERATHUNGA
APEA (Sri Lanka)	Asia Pacific Evaluation Association	Team Member of APEA	Ms. Punya LAKMINI