

Independent Evaluation
ITPO TOKYO

UNIDO Service in Japan for the Promotion of
Industrial Investment in Developing Countries

Tokyo, Japan

UNIDO project US/GLO/07/119



UNIDO EVALUATION GROUP

Independent Evaluation

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Funded by the
The Government of Japan



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Abbreviations and acronyms

ADC	African Diplomatic Corps
AIST	National Institute of Advanced Industrial Science and Technology
AOTS	Association for Overseas Technical Scholarship
APPS	Automotive Parts Product Solution
BIT	Business, Investment and Technology Branch
BL	Budget Line
CDM	Clean Development Mechanism
CICC	Centre for the International Cooperation for Computerization
COMFAR	Computer Model for Feasibility Analysis and Reporting
CSR	Corporate Social Responsibility
DSA	Daily Subsistence Allowance
ECB	Energy and Cleaner Production Branch
EDS	Ecology Diversity Synergy
ELV	End of Life Vehicle Recycling
FDI	Foreign Direct Investment
FY	Fiscal Year
GOJ	Government of Japan
ICHET	International Centre for Hydrogen Energy Technologies
ICU	ITPO Coordination Unit
IPA	Investment Promotion Agency
IPS	Investment Promotion Service
ITP	Investment and Technology Promotion
ITU	Investment and Technology Unit
JBIC	Japan Bank for International Cooperation
JCCI	Japan Chamber of Commerce and Industry
JCCME	Japan Cooperation Centre for the Middle East
JCI	Japan Consulting Institute
JCIPO	Japan-China Investment Promotion Organization
JETRO	Japan External Trade Organization
JICA	Japan International Cooperation Agency
JOGMEC	Japan Oil, Gas and Metals National Corporation
JOI	Japan Institute for Overseas Investment
JST	Japan Science and Technology Agency
LDC	Least Developed Country
MDG	Millennium Development Goals
MENA	Middle East and North Africa
METI	Ministry of Economy, Trade and Industry
MOD	Miscellaneous Obligation Document
MOFA	Ministry of Foreign Affairs
NCPC	National Cleaner Production Centre
NEDO	New Energy and Industrial Technology Development Organization
NEF	New Energy Foundation

NOA	National Officer grade A
NOD	National Officer grade D
ODA	Official Development Aid
OVRTA	Overseas Vocational Training Association
PTC	Programme Development and Technical Cooperation Division
RUM	National Alliance of Motor Vehicle Recycling Companies
SA	Service Agreement
SPX	Subcontracting Exchange
TCCI	Tokyo Chamber of Commerce and Industry
TC	Technical Cooperation
UNIC	United Nations Information Centre
WRPC	Water Re-use Promotion Centre

Glossary of evaluation related terms

Term	Definition
Baseline	The situation, prior to an intervention, against which progress can be assessed.
Effect	Intended or unintended change due directly or indirectly to an intervention.
Effectiveness	The extent to which the development objectives of an intervention were or are expected to be achieved.
Efficiency	A measure of how economically inputs (through activities) are converted into outputs.
Impact	Positive and negative, intended and non-intended, directly and indirectly, long term effects produced by a development intervention.
Indicator	Quantitative or qualitative factors that provide a means to measure the changes caused by an intervention.
Intervention	An external action to assist a national effort to achieve specific development goals.
Lessons learned	Generalizations based on evaluation experiences that abstract from specific to broader circumstances.
Logframe (logical framework approach)	Management tool used to guide the planning, implementation and evaluation of an intervention. System based on MBO (management by objectives) also called RBM (results based management) principles.
Outcomes	The achieved or likely effects of an intervention's outputs.
Outputs	The products in terms of physical and human capacities that result from an intervention.
Relevance	The extent to which the objectives of an intervention are consistent with the requirements of the end-users, government and donor's policies.
Risks	Factors, normally outside the scope of an intervention, which may affect the achievement of an intervention's objectives.
Sustainability	The continuation of benefits from an intervention, after the development assistance has been completed
Target groups	The specific individuals or organizations for whose benefit an intervention is undertaken.

Executive summary

Introduction and Background

The Investment and Technology Promotion Office (ITPO) Tokyo was founded in 1981 based on an Agreement signed between the Government of Japan and UNIDO. Since that time the Agreement has been repeatedly renewed for periods of three years, based on evaluation by independent consultants. The latest Exchange of Notes, dated 17 December 2007, extended the project for the period 1 January 2008- 31 December 2010. This evaluation should serve as a basis for decision about extension and orientation of the ITPO Tokyo activities for another 3 year period. In order to evaluate full 3 years of operations the evaluation covers the period May 2007-April 2010. The evaluation team consisted of Mr. Jaroslav Navratil, Consultant, and Mr. Hidekazu Tanaka, Principal Consultant, Mitsubishi UFJ Research and Consulting Co. Ltd. The mission to Tokyo took place 10-15 May 2010. In the course of the evaluation the evaluation team conducted also a survey of the ITPO delegates.

ITPO Tokyo is an office with a status of a UNIDO project funded by the Government of Japan. According to the Exchange of Notes, “the objective of the Project is to strengthen the cooperation between Japan and the developing countries in the area of industrial cooperation, in the promotion of investment projects and the related transfer of technology.”

Total contributions by the Government of Japan for the 3 years 2008-2010 including savings carried over from the previous project amount to Yen 527 mil. (USD 5.4 millions) Total expenditures in the period under evaluation (May 2007-April 2010) amounted to 4.345 millions USD. As in all ITPOs, personnel costs represented a high share and reached 76% of total expenditures. ITPO Tokyo has had for most of the time 5 professionals (3 men and two women since 2009) and 3 administrative staff and occasionally recruited also short-term consultants.

Major activities

ITPO Tokyo engaged in a vast array of information dissemination, matchmaking and capacity building activities. The quantity of these activities was considerable and larger compared to the previous 3 years. During the last 3 years ITPO Tokyo organized, co-organized or supported 99 country and/or thematic seminars attended by approximately 9500 participants. The promotional events were co-organized with a large number of governmental organizations, industry associations, banks and embassies in Japan.

The delegate programme was the most prominent activity of ITPO Tokyo. The ITPO Tokyo hosted 24 delegates from 18 countries out of which 11 delegates were from Sub-Saharan Africa. The delegates, recruited mainly from Investment Promotion Agencies (IPAs), brought and promoted 124 projects at 23 country

seminars and 361 individual meetings. They spent at ITPO Tokyo in total 217 (working) days; on average 9 working days per stay.

ITPO Tokyo also promoted Japanese technologies: 13 workshops were devoted to technology promotion. Most of them were organized in Japan, but four workshops on banana textile were organized in Rwanda and Uganda together with the Tama Art University.

Several technology promotion workshops together with factory site visits were organized for African embassies but in some cases participants also included countries from other regions. Participation in the events ranged from 10 to 20 countries.

ITPO Tokyo promoted UNIDO in Japan by participating actively at professional events such as exhibitions, conferences and other forums and by supporting 14 missions from HQs or UNIDO Representatives to Japan.

Cooperation with UNIDO, its networks and programmes in the field

Being a part of UNIDO is a distinct feature of ITPO Tokyo distinguishing it from other ITP-related agencies in Japan. ITPO Tokyo recorded 40 cooperation activities with UNIDO HQs or field offices, out of them 12 were related to facilitation on UNIDO HQs missions and activities in Japan and participation in global forums of behalf of HQs. A number of interactions supported investment promotion through participation of the ITPO Tokyo at investment promotion meetings organized by HQs or field offices.

Among technical branches of UNIDO HQs the most intense cooperation was maintained with the Environment Branch.

Potentially the most significant synergy in capacity building in developing countries can be achieved through coordination of the delegate programme with other UNIDO projects. ITPO Tokyo tried to coordinate the selection of delegates from Investment Promotion Agencies (IPAs) with HQs programmes and records 6 cases when delegates were selected in coordination with UNIDO HQs or UNIDO field office.

Relevance

Project objectives as defined in the Exchange of Notes and in the project document are fully consistent with the ITPO mandate as stipulated in UNIDO policy documents. This implies that they are consistent with the needs of the developing countries. ITPO Tokyo complies also with other policy principles of UNIDO:

Demand orientation. Demand orientation of the ITPO Tokyo investment promotion services is to a great extent ensured through the mechanism of delegates.

Priority countries. Priority attention paid by ITPO Tokyo to Africa, LDCs and backward regions of non-LDC countries is also fully in line with UNIDO policy.

Capacity building. Intensive support extended by the ITPO Tokyo staff to the delegates has a significant capacity building effect as confirmed also by the survey of the delegates carried out by the evaluation team.

Visibility of UNIDO. Organizations and companies interviewed by the evaluation team expressed high appreciation of the ITPO Tokyo staff for their professionalism, reliability and responsiveness.

ITPO Tokyo staff engaged also in activities that are not directly related to investment and technology promotion, that is, to the mandate and objectives as formulated in the Exchange of Notes and project document. These activities are either indispensable for UNIDO HQs or they demonstrate to the general public association of the ITPO ITokyo with the UN family. Relevance of this function of UNIDO ITPO as a de-facto UNIDO office in Japan is beyond doubt.

The project is also relevant for the Government of Japan mainly due to the following reasons:

Focus on Africa, LDCs and Environment. In Japan's Official Development Aid (ODA) Charter, August 2003, African region is regarded as a priority and development of LDCs is supported by the government's commitment for MDGs. The environment protection is also spelled out in the ODA policy as a priority. Japanese ODA in Africa has been traditionally focused on infrastructure, agriculture and the social sectors. In 2008, TICAD adopted the Yokohama Action Plan which set up the promotion of trade, encouragement of foreign investments and assistance to private sector development as well as addressing environmental/climate change issues in Africa. UNIDO field office network, particularly in Africa, plays a complementary role in the promotion of Japanese investment and industrial technology.

Investment Promotion. Some of the investment promotion activities of the ITPO Tokyo are taken care of by other organizations, but the delegate programme offered by ITPO Tokyo is an activity not covered by any of the other organizations. Intense cooperation and networking of ITPO Tokyo with Japanese ITP-related organizations is also beneficial for them as it contributes to effectiveness of their activities.

Technology Promotion. Japan has outstanding technologies, among others, for environment protection; some of them are applicable also in developing countries. Some of these technologies have not yet been exposed for application in developing countries' environment so that technology promotion of ITPO Tokyo can be a unique and relevant function.

Effectiveness and Impact

The project objective “to strengthen cooperation between Japan and the developing countries in the area of industrial cooperation, in the promotion of investment projects and the related transfer of technology” was aimed at through investment promotion, technology promotion and capacity building in the developing countries.

During the last 3 years 13 investment and technology promotion projects were concluded out of which 5 projects became operational. In terms of investment and number of new jobs generated the envisaged impact of concluded projects and the actual impact of implemented projects as reported by the ITPO Tokyo were estimated as follows:

	Concluded projects pending implementation (8)	Operational projects (5)
Investment (USD 1,000)	82,750	50,336
Number of new jobs	972	251

Source: ITPO Tokyo

The figures for concluded projects are rough estimates but figures for operational projects were repeatedly updated by local Investment Promotion Agencies (IPAs). They represent the initial figures recorded at the moment of project registration so that actual investment and job creation figures may become larger at a later stage. Besides, multiplication effects will also increase job creation.

The delegates answering the survey conducted by the evaluation team indicated additional or higher values as regards the concluded projects.

No technology was commercially transferred, except technologies transferred as part of investments projects, but some technologies were promoted to the stage that there is a partner in the developing country seriously interested in the technology and feasibility studies for this purpose are under elaboration.

The numbers of concluded and operational projects and figures reflecting their envisaged and estimated impact as specified in the table above are significantly larger than those for the previous evaluation period. In spite of that, if based on the number of operational projects only, the assessment would suggest that the effectiveness of mobilization of financial and technology resources from Japan was rather modest. To some extent the picture might be influenced by incomplete system of monitoring of the follow up. There is room for improvement in this regard, but the success criteria need also to be viewed in a broader context of investment and technology promotion for LDCs and countries in Africa. Changed perception of those countries by a segment of Japanese business might be significant as a step towards future flow of Foreign Direct Investment (FDI) to those countries even when the promotion does not lead immediately to investment.

There are other outcomes than immediate mobilization of resources, the most important being the capacity building of IPAs through the delegate programme. The delegates from IPAs upgraded their skills and knowledge. Newly established contacts and networking of IPAs with Japanese companies and organizations including ITPO Tokyo should be also recognized as important capacity building results. Out of the 16 delegates who responded to the survey 15 are still working in organizations from which they were recruited and only one left his home country. This is a very favourable indicator for sustainability of the outcome of the delegate programme.

Awareness raising activities carried out for (mainly African) embassies contributed to upgrading capacities of their staff to discharge their trade, investment and technology promotion functions.

Finally, one should also acknowledge good reputation and visibility of UNIDO among organizations and companies cooperating with the ITPO Tokyo, resulting primarily from the quality of the ITPO Tokyo contributions to cooperation with local organizations. This in turn enhances the willingness of national agencies to cooperate with UNIDO and use its services.

Efficiency

Efficiency is understood as a measure of how economically inputs (through activities) are converted into outputs. As professional staff represents the decisive segment among project inputs (approximately 65% of total expenditures), the working time allocated by professionals to individual outputs is a suitable proxy for assessing cost exigency of individual outputs.

Outputs 1, 2 and 3 (investment promotion, technology promotion, delegates) account for slightly over 50% of total available working time of the professionals. The high number of all seminars and workshops (99) with high number of participants (approximately 9500 in total) was achieved through intense cooperation with other organizations and agencies in Japan. This is an arrangement contributing not only to increased visibility of ITPO Tokyo, but also to efficiency of operations.

The delegate programme (output 3) is the most time consuming single output (24% of all professional working time). Given the large number of delegates (24 during 3 years) and intense preparation of the programme and support to the delegates this time allocation is commensurate to the size of the output. In most cases the delegates paid the airfare themselves. Other expenditures are also kept low so that the relevant budget line does not exceed 2 % of total expenditures.

Technology promotion (output 2) accounting for 12 % of the professional working time shares the characteristics of efficiency of the promotional seminars and workshops but in view of long-lasting promotion of several technologies and slow progress in producing tangible results one can infer that efficiency of this activity was lower.

Promotion of UNIDO HQs in Japan occupying about 7 % of working time of the professionals is associated with support to HQs missions to Japan. For UNIDO HQs such support is indispensable and any other alternative of preparing the missions and arranging support for them once in Japan would be more costly and also less effective.

About 20% of the working time of professionals is spent on administration and operational management. To reduce this workload and, thus, to increase the efficiency of operations, efforts will have to be made both at HQs and ITPO to minimize distorted or redundant operations (such as those with Miscellaneous Obligation Documents – MODs) and streamline and simplify project planning and reporting.

In 2008 the offices were relocated and rent considerably reduced without impact on the scope and quality of ITPO outputs; thus, this move contributed to cost-effectiveness of ITPO operations.

Conclusions

The ITPO Tokyo is a well functioning Office with several distinct features that can be viewed as its strengths:

- Demand orientation and capacity building of the services for the developing countries, ensured through the Delegate programme; very positive feedback from the Delegates
- Due attention paid to Sub-Saharan Africa and LDCs
- Due attention paid to environmental and energy issues
- Dedicated and professional management; perfect organization and team work;
- Dedicated staff well qualified to carry out the functions and services of the Office, in particular the Delegate programme
- Well established contacts and extensive cooperation with national organizations and agencies, including industry associations; good reputation for responsiveness and professionalism
- Good understanding of and practical experience in cooperation with other UNIDO programmes
- Good capability of supporting other UNIDO initiatives and programmes in Japan

The weakness – as in case of most ITPOs – is the limited control over the whole investment promotion process, with control over follow up being in the hands of the delegates, and the resulting lack of complete, updated and reliable information to demonstrate or prove the impact of the promoted investment projects.

There are some external factors affecting the operations the ITPO Tokyo has to live with such as funding on annual basis, and administrative tasks required to operate the Office as a UNIDO project.

There is room for improvement in technology promotion, in making the Delegate programme even more closely coordinated with other UNIDO programmes, and in mobilizing big Japanese companies and institutions for UNIDO programmes and activities. Given the on-going efforts in UNIDO HQs to more integrate the whole ITPO Network into the activities of technical cooperation branches of the HQs and the pro-active attitude of the ITPO Tokyo Head and staff, there is good reason to expect further improvement in making the ITPO Tokyo effective and achieving results with impact.

Main recommendations

To the Government and UNIDO

- Extend the project by another 3 years.
- Maintain at least the current level of annual contributions to the project
- Review the mandate of the ITPO Tokyo and consider the necessity of expanding it, so that ITPO Tokyo could officially undertake the functions of a UNIDO representative office in Japan as part of its explicit responsibilities; in this context consider allocating resources to the ITPO Tokyo to support the discharge of the UNIDO representative office functions in Japan.
- In the context of consultations with ITPOs about the Proposals for a new ITPO Business Plan, organize:
 - i. An exchange of experience among ITPOs on best practices for technology promotion and transfer of technology; in this context assess the progress of the database on environmental technologies under preparation in ITPO Tokyo and the possibility to use it for networking to capture environmental and energy technologies in other countries;
 - ii. Training sessions among ITPOs to exchange views about assessing development impact of investment and technology transfer, and about ways and means on how to convey these principles to IPAs and decision making authorities in developing countries;

To ITPO Tokyo

- Continue the delegate programme with features appreciated by the delegates and those making it an intense programme (advance preparation of the delegates, focus on contacts with companies, repeated stays, open door policy for the former delegates, reporting by delegates on the follow up, etc.).
- Review recommendations made by the delegates in the survey conducted by the evaluation team and decide about their follow up.
- Elaborate (in consultation with UNIDO HQs) a methodology for technology promotion, including criteria for selection of technology to be promoted, modalities of promotion (website- workshops – exhibitions – demonstration plants etc.), and activities of the ITPO Tokyo to be carried out. Set-up time frame for promotion and exit policy; after certain period of the ITPO Tokyo promotion the project can be reclassified for a passive follow up.
- Technology promotion aiming at transfer of technology should proceed as far as possible in consultation with the related technical branches of UNIDO HQs; at least they should be informed about ITPO Tokyo activities in their fields of responsibility.
- Continue cooperation with organizations and agencies in Japan and try to reactivate contacts with Keidanren, Keizai-Doyukai, JCCI (Japan Chamber of Commerce), etc. in order to involve them in the network with agencies in the developing countries.

The complete set of recommendations is in Chapter VIII.

Introduction

The Investment and Technology Promotion Office (ITPO) in Tokyo is one of 13 investment and technology promotion offices of the UNIDO ITPO Network. It was founded as one of the first ITPOs, in 1981, based on an Agreement between UNIDO and the Government of Japan (hereafter referred to as “the Government”). It is funded by the Government of Japan through annual voluntary contributions to UNIDO, administered by the Ministry of Economy, Trade and Industry (METI). The Agreement has been repeatedly renewed and extended for periods of 3 years. The decisions on the extensions were based on the results and recommendations of evaluations of the ITPO Tokyo carried out by an expert team selected through a consensus between the Government and UNIDO (such evaluations are referred to as joint evaluations). Formally the extensions were determined through Exchanges of Notes between the Ambassador of Japan and the Director General of UNIDO.

The latest Exchange of Notes, dated 17 December 2007, extends the project for the period 1 January 2008- 31 December 2010. This evaluation should identify best practices, bottlenecks and problems in the current project and make recommendations for the Government and UNIDO regarding extension and orientation of the ITPO Tokyo activities for another 3 year period. In order to evaluate full 3 years of operations the evaluation covers the period May 2007- April 2010.

Terms of reference for the evaluation are in Annex 1. The evaluation team was composed of:

Mr. Jaroslav Navratil, Consultant, and

Mr. Hidekazu Tanaka, Principal Consultant, Mitsubishi UFJ Research and Consulting Co. Ltd

Prior to the field mission carrying out the evaluation in Japan (10-15 May 2010), a number of UNIDO staff members associated with the work of ITPO Tokyo were interviewed, documents and files studied (UNIDO policy documents, project document, work programmes, annual reports, financial reports etc.) and websites

of both UNIDO and ITPO Tokyo visited. A few partners or beneficiaries were interviewed on the phone. Over and above the terms of reference an e-mail survey of ITPO delegates was carried out. In Japan the evaluation team interviewed all ITPO Tokyo professional staff, a number of investment and technology promotion or FDI-related organizations, 6 beneficiary entrepreneurs and two embassies. Meetings were held both with MOFA and METI. The list of persons met and interviewed is in Annex 2.

At the end of the mission in Tokyo, the preliminary findings and recommendations were discussed with ITPO staff and presented to MOFA and METI. Preliminary findings and recommendations were also presented to UNIDO staff and discussed at a meeting in UNIDO Headquarters (4 June 2010). Feedback from the presentation and comments on the draft report received from stakeholders were considered by the evaluation team when finalizing the report.

The evaluation team wishes to acknowledge with thanks the support and responsiveness of the ITPO Tokyo in providing information both during the field mission and drafting of the report as well as comments and other feedback provided by UNIDO and the Government of Japan



The ITPO Tokyo: background information

Mandate and objectives

The ITPO Tokyo was founded in 1981 based on an Agreement signed between the Government of Japan and UNIDO. The Agreement between UNIDO and the Government of Japan has been repeatedly renewed for periods of three years through an Exchange of Notes between the Ambassador of Japan and the Director-General of UNIDO. The Exchange of Notes, dated 17 December 2007, covering the period 1 January 2008- 31 December 2010 sets the objective of the project as follows:

“The objective of the Project is to strengthen the cooperation between Japan and the developing countries in the area of industrial cooperation, in the promotion of investment projects and the related transfer of technology. This objective will be furthered by close and trustful contacts between UNIDO as the UN organization for industrialization of developing countries and Japanese enterprises.” The above objective is further qualified by the higher level objective: “to support sustainable industrial development and economic growth of these countries” and elaborated in more detail through Outputs and Activities in the project document US/GLO/07/119 accompanying the Exchange of Notes. An overview of the Outputs with analysis of their structure is found in chapter IV.

Staffing and location

In the course of the period of 3 years under evaluation the number of professionals (5) remained more or less constant but some changes occurred in occupation of the posts: one staff (the Deputy Head) resigned in 2008 and a new professional was recruited at National Expert (NE) level in 2009. Also, the Head completed his assignment and a new Head took over in 2009.

Table 1: Professional staffing, May 2007 – April 2010

Name	Position	Level	w/m				
			2007	2008	2009	2010	Total
Mr. T. Nishikawa	Head (New)	L6	-	-	5.3	4	9.3
Mr. S. Oshima	Head	L6	8	12	6	-	26
Mr. F. Gelegen	IP.Expert	L3	8	12	12	4	36
Mr. J. Nishida	IP.Expert	L4	8	6	-	-	14
Mr. K. Hagiwara	NPO	NOD	8	12	12	4	36
Ms. I. Toshinaga	NPO	NOA	8	12	12	4	36
Ms. M. Imazu	NE	SA	-	-	12	4	16
Total			40	54	59.3	20	173.3

Besides, the ITPO Tokyo employed 5 local consultants (Budget Line 17 – see Table 3) for several short-term assignments with a total duration of 33.3 w/ms. They supported the core team in specific fields, such as biofuels or database on environmental technology. In addition to professionals, the ITPO Tokyo has contracted three administrative staff to carry out accounting and secretariat functions. In 2008, in order to reduce the rent payments the ITPO Tokyo moved to another location. The office space was reduced but it is still adequate to cope with the current staffing and a visiting delegate; the new location is still in central Tokyo, not far from the Government quarters and easily accessible by public transport.

Funding and expenditures

1. Funding

ITPO is funded on an annual basis by contributions of the Government of Japan denominated in Yen. Because of changing exchange rates the USD equivalent changes correspondingly.

Table 2: Funding by the Government of Japan, incl. Project support costs

	Contribution in Yen	Rate of Exchange Y/USD	USD value
2008	170 000 000	106	1 603 774
2009	170 000 000	97.8	1 738 241
Carry over from US/GLO/04/119	25 579 950	100	255 800
2010	161 499 988	89.12	1 812 163
Total	527 079 938		5 409 978

The above funds were transferred to the UNIDO account in a timely manner so that after deduction of 10% (project support costs) the funds could be used for continuous financing of the ITPO Tokyo operations. In addition to the above Government contribution, the ITPO Tokyo generated some additional resources through lectures or cost recovery of some services. The total amount of 7 million Yen generated during the 3 years under evaluation represents 1,5 % of total available funding.

2. Expenditures

Annual contributions and transfer of savings from the previous project – after 10 per cent reduction for project support costs – represented the budgets of the ITPO Tokyo for the period 2008-2010. The expenditures summarized in the table below cover the period May 2007 to April 2010 for which activities and results are compiled and evaluated (such as number of delegates, number of projects, etc.) The latter figure allows relating some of the results achieved to inputs/cost incurred in the same period.

Table 3: Expenditures, May 2007-April 2010

Budget line (BL)		Expenditures 05/2007-12/2007 (a)		Expenditures 2008 (b)		Expenditures 2009 (c)		Expenditures 01/2010-04/2010 (d)		Expenditures 05/2007- 04/2010 (e)=(a) +(b)+(c)+(d)	
		USD	%	USD	%	USD	%	USD	%	USD	%
11	Int. experts	399 977	42,3	565 371	36,9	495 650	36,6	206 785	40,4	1 667 783	38,4
12	National prof. officer	131 812	13,9	430 175	28,1	285 516	21,1	111 759	21,8	959 262	22,0
13	Administrative	96 984	10,3	153 412	10,0	165 474	12,2	55 021	10,7	470 891	10,8
15	Travel of staff	37 086	3,9	51 437	3,4	75 032	5,5	28 243	5,5	191 798	4,4
16	Other personnel					7 985	0,6			7 985	0,2
17	National experts	33 044	3,5	41 017	2,7	80 881	6,0	21 364	4,1	176 306	4,1
	Sub-total	698 902	73,9	1 241 412	80,9	1 108 538	81,8	423 172	82,6	3 472 024	80,0
31	Delegates	18 470	2,0	18 947	1,2	10 061	0,7			47 478	1,1
32	Delegates					17 232	1,3	5 964	1,1	23 196	0,5
43	Premises	183 001	19,4	148 705	9,7	148 155	10,9	50 854	9,9	530 715	12,2
45	Equipment	11 612	1,2	96 924	6,3	44 278	3,3	27 745	5,4	180 559	4,1
51	Sundries	32 007	3,4	50 731	3,3	44 784	3,3	12 705	2,5	140 227	3,3
55	Hospitality	1 236	0,1			825	0,1	313	0,0	2 374	0,1
77	Exp recoveries			(23 603)	-1,5	(21 140)	-1,6	(9 545)	-1,9	(54 288)	-1,2
	Total	945 228	100,0	1 533 116	100	1 354 734	100	512 209	100	4 345 287	100

Personnel costs have always represented a high share in total expenditures of all ITPOs. In ITPO Tokyo, during the 3 years under evaluation they reached 76% and with travel expenditures 80% of total expenditures. This high share is a logical consequence of the fact that the project operates in fact as an office and most of the activities are carried out by ITPO Tokyo staff themselves. This fact also explains why the expenditures under BL 31 and 32 for the delegate programme, which is an essential programme of ITPO Tokyo, represent only 1,6% of total expenditures: most costs associated with the delegate programme are those of the staff supporting and implementing the programme. According to the filled in questionnaires on work assignment the working time allocated by individual professional staff to the delegate programme ranges between 15 and 35 % of their total working time.

In the past, the share of rent for the premises in total expenditures was relatively high as can be seen from the data for 2007 in Table 3 (19,4%). The move of the office to another location in 2008 reduced the rent and its share almost to a half (about 10% of total expenditures).



UNIDO and country context

UNIDO policy and organizational context

Investment and technology promotion has been an integral part of UNIDO services from the very beginning but its concept changed several times. History and changes in the UNIDO investment and technology promotion services were described in detail in the previous ITPO Tokyo evaluation report (2007).

The most recent UNIDO policy document devoted exclusively to ITPOs is represented by the Guidelines for the Functioning of the Investment and Technology Promotion Offices, approved by Decision 18 of the General Conference (2003). According to the Guidelines the objective of ITPOs is "...to contribute to the industrial development and economic growth of developing countries and countries with economies in transition..." The mandate of ITPOs in industrialized countries such as Japan is to "...devote themselves exclusively to promoting industrial investment from their host countries to developing countries and countries with economies in transition."

The Medium-term programme framework 2010-2013, approved by the Industrial Development Board (IDB) in December 2008, acknowledges investment as the key driver of productive capacity and competitiveness and conceives investment and technology promotion as one of five components of the UNIDO thematic priority "Poverty reduction through productive activities". Under this programme component "efforts will therefore be made to assist developing countries in identifying and targeting foreign investment groups that can have a positive impact on the local economy. Efforts will also be made to increase the positive spillovers of foreign direct investment (FDI), especially for reducing poverty, generating economic growth, and generating increased employment". The network of ITPOs "will continue to target and promote specific investment opportunities and business partnerships and will thereby extend the global reach of developing countries' promotion efforts..." The text in the framework introduces the notion of "responsible investments and business partnerships"

supported through advisory and training services, specialized events and delegate programmes.

In the last several years a number of ITPO evaluations, capped by a thematic ITPO Network evaluation in 2009, highlighted the need to reconsider and update the concept and functioning of the ITPOs and ITPO network. Some conceptual principles formulated by the evaluations can be found already in the Mid-term programme framework (accent on the development dimension of the promoted investment) but more comprehensive “Proposals for Developing an ITPO Business Plan”, reflecting also a number of recommendations of the thematic evaluation, were prepared in the HQs and are currently under discussion. Recognizing that FDI impact on development is not automatic and that home country measures are important for technology absorption and SME development, the Proposals aim at scaling up the leverage of ITPO services and interventions, among others, by:

- working through national organizations in the target countries;
- working through partnerships with complementary organizations in the home country, with institutions linked to ODA as well as with large transnational corporations and leading Chief Executive Officers;
- mobilizing private equity funds and other financing options;
- linking FDI promotion with stimulation of domestic investment.

The proposals also include de-emphasizing micro-management of SME partnerships. Other proposals include objectives explicitly pursued already in the past, such as strengthening capability building of investment promotion agencies, closer integration with programmes of UNIDO HQs, including Global forum activities and energy and environment programmes, focus on LDCs, etc. While the Proposals do not represent a straight-jacket to be fully applied and followed up by all ITPOs and their further fine tuning is expected in the course of the on-going discussion, the emphasis on demand orientation of ITPO services and their development impact can be viewed as the guiding policy principle.

Neither the Guidelines nor the Mid-term programme framework say anything about other than investment and technology promotion activities of ITPOs. Yet in practice ITPOs in countries without UNIDO field offices are expected to support UNIDO activities in the host country, including activities not directly related to investment or technology promotion. Together with strengthening linkages to other UNIDO networks, including UNIDO field offices, this was one of the reasons why – for a couple of years – the management of the ITPO Network was subsumed under the Programme Coordination and Field Operations Division. In 2006, it was transferred back to the Programme Development and Technical

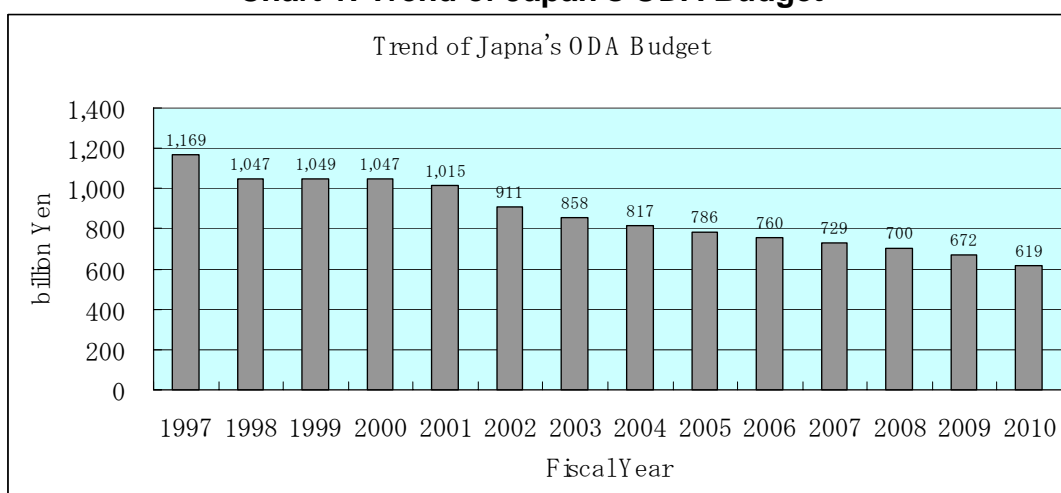
Cooperation Division and became again a part of the Investment and Technology Promotion Branch.

Within the Investment and Technology Branch the management of the ITPO Network was the responsibility of the ITPO Coordination Unit (ICU). This unit was staffed with one professional (the ITPO Coordinator) and two general service staff. For most of the period under the current evaluation of ITPO Tokyo this was the ITPO-relevant organizational set up at UNIDO. At the beginning of 2010 the organizational framework changed: the investment and technology promotion team strengthened by the COMFAR team became an Investment and Technology Promotion (ITP) unit within the Business, Investment and Technology (BIT) Branch of the Programme Development and Technical Cooperation Division. The Investment Coordination Unit was dissolved and the ITPOs were placed under direct responsibility of the Director of BIT/ITP.

Japanese ODA policy context

The Japanese ODA, once ranked as the top donor, has been declining for 14 years, after its peak in the fiscal year (FY) 1997. The ODA budget for FY2010 is 619 billion Yen (\$6.6billion¹), which is a reduction by 47% compared to 1.1 trillion Yen of FY1997, 8% reduction from FY2009 to FY2010.

Chart 1: Trend of Japan's ODA Budget



Source: Japanese MOFA web site (www.mofa.go.jp)

Note:

According to the White Paper on ODA 2009, the Japanese government intends to focus on selected strategic issues by allocating its ODA budget to three major areas broken down to sub-subjects as listed below².

¹ Calculated at exchange rate: 1\$=93 Yen

² White Paper of Japanese ODA 2009

- 1) Response to global financial and economic crisis
 - Enhancing assistance for the growth of Asia
 - Steady implementation of assistance towards the doubling of ODA to Africa
- 2) Assistance for Afghanistan and Pakistan
 - Reconstruction assistance to Afghanistan
 - Assistance for Pakistan's effort to stabilize the economy and eradicate terrorism
- 3) Environment and climate change.
 - The HATOYAMA Initiative (for global climate change cooperation)
 - Specific cooperation for climate change measures
 - The Fifth Pacific Islands Leaders Meeting and other environment cooperation

In spite of general reduction of ODA, Japanese government has been strengthening its assistance for Africa through the Tokyo International Conference for African Development (TICAD), which was organized four times. The TICAD IV held in Yokohama in 2008 resulted in the commitment for further development assistance for Africa by Japan and adopted the Yokohama Action Plan which sets up the promotion of trade, encouragement of foreign investments and assistance to private sector development as well as addressing environmental/climate change issues. Doubling ODA for Africa is one of major issues and this was re-confirmed by the TICAD IV follow-up meeting held in May 2010. TICAD IV also brought some change in perception of Africa by Japanese private sector. As a follow-up of TICAD IV three joint government –cum-private missions were sent to African countries in 2008. In recent years there seems to be an increasing interest in Africa by the business sector as well as the general public.

As the result of general elections in August 2009, Japan experienced a significant change in its political environment. The new Government has paid great attention to fiscal balance by reviewing all government budget allocations and expenditures, including ODA. This could lead to greater attention to the private sector's role in investment and technology transfer to developing countries, with a supporting role of and effective intervention by bilateral and multilateral assistance agencies.

The primary responsibility for the Government ODA policy and programmes is with the Ministry of Foreign Affairs (MOFA). The Ministry of Economy, Trade and Industry (METI) is another ministry in charge of ODA in the sectors of industry,

energy, trade and investment, and thus in direct linkage with UNIDO. METI is also covering promotion of the private sector for overseas trade and investment, including to developing countries, through its affiliated institutions such as JETRO. Among the recent subjects promoted by METI one initiative is the infrastructure development through private participation (PPP³ scheme) and another one is the Base of the Economic Pyramid (BOP) business development⁴.

Recent appreciation of Yen currency against US dollar as well as Euro is an incentive for Japanese major manufacturers to move overseas, and this induces also Japanese SME overseas investment. A similar phenomenon also applies to non-manufacturing sectors such as trade and services. Another factor affecting Japanese investments abroad is the increasing wage level in coastal areas of China which prompts Japanese investors to move from China to lower cost Asian countries such as Bangladesh, Vietnam, Laos and Cambodia.

To summarize, in spite of the declining ODA trend the Japanese ODA policy with focus on Africa and the situation of the Japanese economy have some positive implications for ITPO Tokyo. The Government continues to support ODA for Africa and there is increasing interest by the Japanese private sector in Africa and LDCs, which are priority areas for UNIDO and areas where UNIDO has a comparative advantage.

Institutional framework of investment and technology promotion in Japan

The organizations related to investment and technology promotion can be categorized by their financial resources and legal status:

1. Independent administrative agencies: Agencies established by the government to implement policies of the government independently but under the supervision by the respective ministries. Usually 100% government funded: JETRO, JICA and NEDO are in this category.
2. Non-profit subsidized organizations: Initiated by the private sector as non-profit organizations with a part of their activities subsidized by the supervising ministry in order to support the implementation of Government policies. They are funded both from private sources (membership fee) and government (subsidy). Japan Cooperation Centre for the Middle East (JCCME), Association for Overseas Technical Scholarship (AOTS) and Japan

³ Public Private Partnership

⁴ BOP is a business targeting lower income strata of developing countries, in particular with large population, i.e. large domestic market.

Consulting Institute (JCI) are in this category. In many cases ex-government officials, maintaining close relations with their supervising ministries, manage those organizations.

3. Private corporate funded organizations: Funded purely by private corporations to pursue their common interest. JCCI, Keidanren⁵ and industrial and commerce associations fall into this category. Some of them (such as Keidanren) engage in large scale activities with political influence.
4. Non-profit registered organizations: Generally called NGOs, created by individuals with common interests. Countrywide friendship associations are in this category, usually operating in small scale and with specific issues.

Some of those organizations carry out investment and technology promotion activities similar to ITPO Tokyo, as can be seen from the Table 4 indicating activity coverage.

⁵ Keidanren is an association of Japanese large enterprises in various sectors.

Table 4: Overview of investment and technology promotion institutions in Japan

Institutions	JETRO	JICA	JBIC	AOTS	JCI	NEDO	JCCI	JCCME	ITPO
Investment promotion									
Research on FDI	X		X						
Publication/newsletter	X		X						X
<i>Seminars</i>	X		X				X	X	X
<i>Business missions</i>	X						X	X	X
Participation at fairs	X								X
Delegates, including business matching/ negotiations									X
Advice on business climate	X		X					X	X
Facilitating contacts with authorities abroad	X								X
Pre-investment studies					X				
Advice on financing			X		X				
Legal advice									
Training courses		X							(X)
TC/capacity building projects abroad	X	X							(X)
Technology promotion									
Research on technologies						X			
Publications/newsletter	X								X
<i>Seminars, workshops in Japan</i>	X	X		X					X
<i>Seminars, workshops abroad</i>									X
Training courses		X		X					
Pilot plants in Japan						X			
Pilot plants abroad		X				X			
Legal advice on technology transfer									
Advice on financing									
Geographic focus	global	global	global	Asia	Asia	domestic	Asia	Middle East	Africa, LDCs

Bold: Exclusive ITPO activity

Italic: areas of ITPO cooperation with other institutions

JBIC: providing trade and investment financing for Japanese enterprises (former function of EXIM Bank of Japan)

Source: The Evaluation Team

As can be seen from the above table, what is the most distinguished activity of ITPO Tokyo is the “delegate programme”, which none of the other organizations covers. JICA has co-financed some activities with the ITPO Tokyo for trainees from IPAs. However, this is different in nature, as JICA is pursuing technical assistance for general understanding of the Japanese economy and relevant government activities for investment promotion, but not organizing any direct contact of the trainees with private enterprises.

Another distinction is the regional coverage. Although Japanese government committed its development assistance for Africa, the popular destination for Japanese investment is still Asia. Africa is interesting for mining and resource-related development project promoters such as mining and trading companies, but it has not yet acquired sufficient interest of other potential investors.

A description of major selected ITP-related organizations and associations and their cooperation with the ITPO Tokyo is in Annex 4.

IV

Planning and management

Project document and Work Programmes

Planning of ITPO Tokyo objectives, outputs, activities and inputs is influenced by the modality of funding. As the Government of Japan cannot make any financial pledge to UNIDO for more than one year, the project document US/CLO/07/119 valid for 3 years represents only a framework without quantitative indicators that are then spelled out in annual work plans. This arrangement is practical and allows for desired flexibility in case that funding and inputs differ from what was expected at the beginning of the 3-year period.

The project document transfers the objective of the project defined in the Exchange of Notes (“strengthening cooperation between Japan and the developing countries in the area of industrial cooperation, in the promotion of investment projects and the related transfer of technology”) and qualifies it further by higher level objective “to support sustainable industrial development and economic growth of these countries”. The objective is to be achieved by producing 6 outputs (wording shortened):

Output 1: Latest investment climate information made available and investment opportunities marketed in business communities in Japan

Output 2: Relevant Japanese technologies promoted to the developing countries

Output 3: Institutional capacity of Investment Promotion Agencies of developing countries upgraded and strengthened by fielding delegates to Japan

Output 4: UNIDO investment and technology promotion tools, methodologies and software including COMFAR promoted in Japan

Output 5: Public awareness of UNIDO in Japan enhanced by dissemination of UNIDO-related information

Output 6: Staff of embassies of developing countries located in Japan provided with information and knowledge on investment promotion

Each output is further qualified by a set of indicators and its implementation elaborated through a set of activities. The analysis of outputs, activities and indicators can be summarized in the following findings:

- There is a means-end relationship between the outputs and the objective, with exception of outputs 4 and 5 in the case of which the relation is very indirect and loose
- The outputs are well structured and not duplicating each other so that they provide a good framework for detailed planning and reporting. The only exception is Output 3; activities under that output include not only capacity building activities; the on-the –job training activities (exposure of delegates to direct contacts with Japanese business) inseparably lead also to promotion of investment and technology (outputs 1 and 2). The duality of the delegate programme is, however, unavoidable and in fact it is its great asset.
- Performance indicators in the project document are spelled out in order to exemplify the type of expected results but their quantification is expected in annual work plans once the scope of funding is known. Typology of performance indicators for each output is well elaborated and adequate, only in one case (number of jobs and value of investment generated) the indicator should be related to the objective and not to Output 1.

It can be observed that most of the recommendations for improvement of the project document made in the evaluation report 2007 were reflected in the current project document; what remains to be fine-tuned is the means-end relationship between the project objective and Outputs 4 and 5.

Work programmes were prepared for all 3 years respectively. Work Programmes for 2009 and 2010 were prepared in accordance with the new format outlined by the HQs. Partly due to the complexity of the new format and partly due to misunderstanding of some format requirements, the Work programmes following the new format are overloaded with detailed information and targets on projects to be promoted or concluded (for example “projects to be concluded by regions”) but relation to the structure of the outputs and indicators as formulated in the project document is not apparent. The experience will no doubt prove that the information requirements can be simplified but a clear and direct reference to the outputs and indicators in the project document needs to be established and maintained in the format and in the actual Work Programmes.

Management

UNIDO management of the ITPO

As explained in Chapter III, for most of the 3 years under evaluation the ITPO Tokyo as well as the whole ITPO network was managed by the ITPO Coordination Unit (ICU). Nominally ICU had one professional (the ITPO Coordinator) and two general service staff. This was viewed as barely sufficient for managing such an extensive network. However, for many months in 2007 and 2008 the post of the ITPO Coordinator was vacant. During that period ICU managed to keep an overview of activities and problems of the ITPO Tokyo but did not have the capacity to advise/comment on programmatic issues.

When the new Coordinator was nominated in 2008 a number of initiatives were started, the most important being the elaboration of a new Operational manual. Some completed elements (for example the new format for Work Programmes) were passed on to the ITPOs but due to some sensitive segments dealing particularly with administration of extra-budgetary resources the finalization of the complete Manual was delayed. Though reported as completed, at the time of preparing this evaluation, the Manual has not yet been officially issued. Due to stability, experience and devotion of the administrative staff in the ICU as well as in the ITPO Tokyo the problems of day-to-day operations, if they occurred, were handled through direct contact rather smoothly. There are, however, two areas of operational management which require attention:

- HQs requesting ITPO Tokyo to process MODs for UNIDO non-ITPO projects or activities taking place in Japan. During the 3 years 213 such MODs were processed. The issue is not only the quantity of MODs but also and primarily incomplete information requiring additional efforts to clarify the administrative details and, secondly, sometimes sub-optimal arrangements involving ITPO Tokyo in the process even when better alternative solutions exist (for example payment of daily subsistence allowances for a workshop in Japan in the home country of the participant).
- Flow of information between HQs and ITPO Tokyo. A back-to-office mission report of a HQs staff who returned from Japan and requested ITPO staff to follow up some tasks was not copied to the ITPO Tokyo. Vice versa, a back-to-office mission report of an ITPO Tokyo staff who returned from the field visit of a UNIDO project was not copied to the backstopping officer of the project in the HQs. While such cases might be rather rare and not intentional, there seems to be a need for continuous reminding of staff to observe the established operational rules of communication.

Conceptual management was affected by the vacancy of the ITPO Coordinator post when the Director of the Branch temporarily executed the function. After nomination of the new ITPO Coordinator some conceptual issues started to be discussed, partly inspired by series of ITPO evaluations carried out in the years 2007-2009. A regional meeting of the Heads of ITPOs located in Asia (Japan, China, Republic of Korea) was convened and though no common approach was formulated at this first meeting in Shanghai, it was agreed in the presence of the ICU coordinator and other participants, including HQ and ITPO representatives, to hold the next 2 regional meetings in Japan in 2010 under the leadership of ITPO Tokyo. The 1st follow-up meeting in Japan was planned in a timely manner for April 2010 in Tokyo, but due to the restructuring in the HQs it was postponed upon the request of the ITU.

After the reorganization of the Investment and technology promotion branch at the beginning of 2010 the effort to define anew the UNIDO approach to the ITPO network intensified, resulting in the formulation of the above-mentioned Proposals for Developing an ITPO Business Plan.

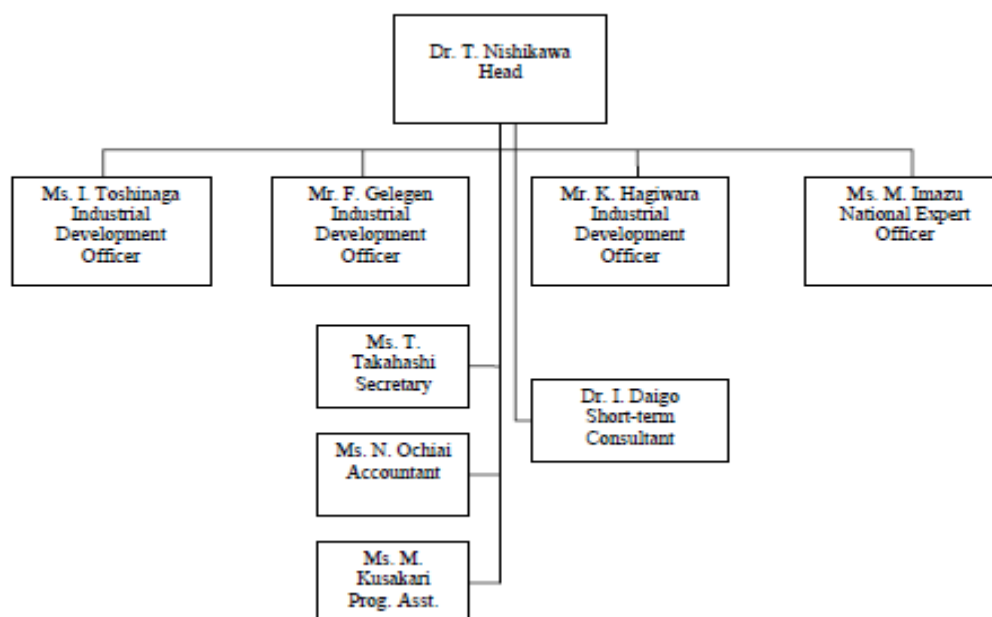
Internal management

The new ITPO Tokyo Head paid great attention to the follow up of recommendations made by the 2007 evaluation; some of the follow up actions concerned some aspects of the internal management.

Work assignment: The current internal organization is shown on chart 2.

Chart 2: ITPO Tokyo Organization Chart as of May 2010

ITPO Tokyo Organizational Chart
May 2010



The work assignment for each staff member is defined in an internal circular, specifying both programme, managerial and administrative responsibilities. Upon request of the evaluation team the professional staff estimated actual distribution of their working time as follows:

Table 5: Distribution of working time of professional staff (estimate in percentage)

Output/other activities		TN	FG	KH	IT	MI	Aver
1	Investment promotion	10	10	18	30	10	16
2	Technology promotion	10	10	20	10	10	12
3	Delegate programme	15	15	20	35	30	23
4	Promotion of UNIDO tools in Japan			2			0.4
5a	Public awareness of UNIDO HQs	5	10	5	5	10	7
5b	Public awareness of ITPO	5	10	10	12	20	11
6	Awareness raising of embassy staff	5	5	10	3	20	8.6
Administration		15	10	5	5		7
Coordination with UNIDO HQs		20	30				10
Coordination with GOJ		15		10			5

A relative high percentage of time is devoted by some professional staff to administrative issues and is the consequence of the resignation of the Deputy Head who used to take care of the contacts with both UNIDO HQs and the Government. Coordination with UNIDO HQs and associated administrative tasks are more time consuming than coordination with the Government because they include all project management responsibilities such as Work Programmes, Annual reports, other reporting, travel plans, financial administration including MODs, procurement, etc.

Internal meetings

Enhancement of internal communication within ITPO Tokyo was one of the recommendations of the 2007 evaluation. There are presently weekly meetings dealing with operational issues and arrangements for the delegate programme, seminars, mission reports, and other programme implementation matters to be shared by relevant staff. (The Evaluation Team attended the meeting held on May 10, 2010.) Besides, there are management meetings dealing with broader programmatic and administrative issues. Altogether, during the 3 years, there were 41 management meetings held, which included discussion and decision making on 87 administrative and 76 programme related subjects. The average frequency of the management meetings was about 1.1 meetings per month.

Table 6: Number of subjects discussed at management meetings, May 2007 to April 2010

	2007 (May-)	2008	2009	2010 (-April)	Total
Administration	16	25	35	11	87
Programme	17	19	23	17	76
Total	33	44	58	28	163

Source: ITPO Tokyo

Interviews with staff confirmed a very good team spirit and high job satisfaction that can be also attributed to how the Head discharges his management functions.

Monitoring and knowledge management

Stages of investment project development have been re-defined (under promotion – under negotiation – concluded – operational) and a new form designed for reporting by the delegates on their follow up of projects. A new management tool “Country Basic Information” sheet was introduced. It should contribute to knowledge sharing and a better-informed management of the delegate programme. The format contains macro economic and industrial development data on countries participating in the delegate programme; information on FDI incentives was not included in the format.

Reporting to METI and MOFA

Supervision and management of the ITPO Tokyo is the sole responsibility of UNIDO. UNIDO provided annual reports on ITPO activities to the Government of Japan, as stipulated by the project document. The financial statements were also submitted through the Permanent Mission of Japan annually as part of the IDF statement. The final financial statement for the previous project was submitted individually but much later after the completion of the project (in August 2009) while the Exchange of Notes stipulates obligation of UNIDO to submit such a report six months after completion of the project.

As requested in the project document, the ITPO Tokyo Head maintained contacts with the authorities in the host country. Both METI and MOFA confirmed that quarterly meetings with ITPO Tokyo were agreed upon and took place (with occasional postponement due to scheduling issues) and expressed satisfaction with the flow of information and level of consultation between them and the ITPO Tokyo Head and staff.

V

Implementation: outputs and activities

Outputs as defined in the project document

The below overview of activities and outputs follows the structure of the project document, using also performance indicators specified in the project document.

Output 1 Latest investment climate information made available and investment opportunities marketed in business communities in Japan in support of investment promotion for the benefit of the developing countries or countries with economy in transition

This output is produced through activities carried out under this output as well as under output 3 (the Delegates)

Performance indicators:

Number of seminars: Out of total number of 99 seminars organized or co-organized with other agencies attended in total by approximately 9500 participants, 43 seminars and round tables on investment climate and investment opportunities in various countries were carried out under this output and 23 seminars were carried under output 3

Number of business missions abroad organized or supported: 26 in total, 13 to Africa (except North Africa), 9 to Asia & Oceania, 2 to Europe, and 2 to MENA.

Number of one-to-one meetings with private sector companies arranged: 361 (meetings of the delegates with private sector)

Number of investment opportunities marketed: 124

Table 7 summarizes the numbers of promoted investment projects as reported in the Four-Monthly reports.

**Table 7: Summary of four-monthly reports: number of projects, May 2007-
April 2010**

Month	05-08	09-12	01-04	05-08	09-12	01-04	05-08	09-12	01-04	Total
Year	07	07	08	08	08	09	09	09	10	
1. Received and selected for promotion										
From HQs	0	0	0	0	0	0	0	0	0	0
From delegates	22	11	1	14	0	10	27	31	8	124
2. Under promotion ⁶										
	37	32	19	24	24	32	39	30	41	...
3. Under negotiation										
	11	13	6	11	12	10	13	19	18	...
4. Concluded										
	0	0	0	1	1	0	0	6	5	13
5. Operational										
	0	0	0	0	0	1	0	0	4	5

Number of concluded projects: 13 (reported by delegates after return as “agreement signed”); out of them 5 projects became operational.

The above results were achieved through delegates and other promotional activities. ITPO Tokyo co-organized promotional events with a large number of governmental organizations, industry associations, banks and NGOs (JETRO, JICA, JCCME, JCCI, CICC, JBIC, ASEAN Centre, JOI, TCCI, Keidanren, etc.) and embassies.

ITPO Tokyo also arranged for participation of several auto parts producers from developing countries or their promoters at the Automotive Parts Product Solution (APPS) fairs in 2007 and 2008 in Tokyo. The organizer of the fair provided ITPO Tokyo with free exhibition space and conference facilities. ITPO Tokyo invited representatives or promoters of auto parts producers, provided them with booths and organized a seminar at which the participating delegates could present their industry and the Government investment incentives. In total 9 countries made use of the offer (Argentina, Egypt, India, Malaysia, Mexico, Morocco, South Africa, Turkey and Vietnam). In each case about 150 Japanese participants attended the seminar and one-to-one meetings were held either during the fair or after its completion.

Seminars, delegate visits and other promotional activities were announced on the ITPO Tokyo website but ITPO Tokyo also maintains and keeps updated a client

⁶ Status at the end of each Four-month period, a project can appear in several periods, “total” not applicable

database with approximately 3000 entries containing contact details. Out of the total 3000 entries approximately 30% are manufacturing companies, 30% are non-manufacturing companies, and 20% are public organizations and 20% individuals. The database is used for circulation of the newsletter and for sending out e-mail invitations for promotional events (seminars, round tables, etc.). It is also used when asked by other organizations for co-organizing or supporting their events.

Output 2 Relevant Japanese technologies promoted to developing countries or countries with economy in transition, for their benefit

Performance indicators

Number of promoted technologies: 15. The list includes 5 concluded projects, 8 projects under negotiation (including the wind power pilot plant) and 2 projects under promotion. Among these 15 projects, 13 projects are targeting Africa region.

Table 8: Ongoing and concluded technology promotion projects by ITPO Tokyo

Ongoing and Concluded Technology Promotion Projects by ITPO Tokyo (2007-2010)

No.	Technology	Company/ Institution	Region/ Country	Stage
1	EDS (Ecology Diversity System)	EDS Lab	Indonesia, Nigeria	Concluded
2	Banana Textile	Tama Art University	Rwanda, Uganda, India	Negotiation, Training
3	Bio-diesel	Yanmar	Mali, Tanzania, Kenya	Concluded
4	Neem	Neem Association	India, W. Africa	Fact finding study, Negotiation
5	Wind Power	A-Wing	Kenya, S. Africa	Pilot plant
6	ELV (end of Life Vehicle) Recycling	RUM Alliance	Kenya	Concluded
7	Small Hydropower	Tanaka Hydraulic Machinery	Rwanda, Uganda	Fact finding study, Negotiation
8	Clam Processing	Meiji Marine Delica	Mozambique	Concluded
9	Wild Silk	Royal Silk Foundation	Botswana	Opportunity study, Negotiation
10	MSP (Municipal Solid Waste) Gasification Power Plant	Ostrand	Botswana	F/s, Negotiation
11	Green Tea Processing	Kisakuen	S. Africa (Limpopo Province)	Expansion from KZN Province, Negotiation
12	Water Treatment	Sanyu Consultants	Egypt	Concluded
13	Water Treatment	Nihon Genryo	Asia/Africa	Promotion
14	Water Treatment	Eiwa Co.	Latin America	Promotion
15	Biomass Based Energy	Sterling Engine	Philippines	Negotiation

Source: ITPO Tokyo

Some technologies were promoted for more than the last 3 years; newly added technologies were identified through visits of trade and technology exhibitions such as Asia-Pacific Water Summit, Bio-fuels World Expo, International Robot Exhibition, Kawasaki Eco-Tech Fair etc. (at least 12 annually) and about 200 meetings with Japanese companies. For consultation on technologies ITPO Tokyo is in contact with business or technical associations such as Japan Water Forum, Japan Consulting Institute, Kyushu Techno Research Inc. Three short-

term consultants were recruited to assist in raising awareness of technologies relating to biofuels, renewable energy and waste recycling.

Number of workshops carried out: Out of 99 seminars and workshops 13 workshops were devoted to technology promotion. Most of them were organized in Japan, often in cooperation with professional associations (biofuels, car recycling, neem, etc.) and four workshops on banana textile were organized in Rwanda and Uganda in cooperation with the Tama Art University.

Number of technologies successfully transferred: No technology was commercially transferred but some technologies were promoted to the stage that there is a partner in the developing country seriously interested in the technology and feasibility studies for this purpose are under elaboration (EDS in Nigeria, Municipal Waste Treatment in Botswana)

A textile company in Rwanda is analyzing the possibility of producing banana textile in its factory. A big Japanese producer of engines developed a special engine for jatropha biofuel and started testing three units in Mali. A water purification technology was successfully demonstrated in Egypt on the river Nile but in this case follow-up to commercialization depends on availability of financing.

Several technologies are placed for promotion on the ITPO Tokyo website under "Technology Transfer". As of May 2010, there were 10 technologies introduced on the website including Banana Fiber, EDS, Roof Soil, Water Beetle, etc. Each technology is linked to the company or institution owning the technology and its website and promotion officer in charge at ITPO Tokyo.

At the time of the evaluation field mission, ITPO Tokyo – with the help of a short-term consultant and in cooperation with METI Hiroshima and other sources – almost completed the website with information on energy and environment related technologies owned by Japanese enterprises interested in FDI and/or technology transfer. This plan had been discussed with HQ officers and METI on several occasions, including the UNIDO Green mission to Japan in April 2009, Head's meetings at HQ in August 2009 and December 2009 at the Heads' Meeting. It was largely agreed that ITPO Tokyo would take the lead to develop the platform on a pilot phase, and discuss further with HQ and METI possibilities for its strengthening. In the first phase, ITPO Tokyo could use the network of UNIDO to introduce Japanese technologies for developing countries' needs.

Output 3 Institutional capacity of Investment Promotion Agencies and/or relevant public/private sector institutions of developing countries or countries with economy in transition engaged in promotion of FDI and technology transfer upgraded and strengthened by fielding delegates to Japan

Performance indicators

Number of countries/institutions who fielded delegates to Japan: The performance indicator is quantified in Table 9:

Table 9: Number of delegates and countries by regions, May 2007-April 2010

Region	Number of countries	Number of delegate stays
Africa	8	11
Asia	5	7
Europe incl. Central Asia	2	3
Middle East incl. North Africa	2	2
Latin America	1	1
Total	18	24

From some countries either more delegates were fielded (Nigeria, Laos) or the same delegate was fielded twice during the 3 years under evaluation (Bangladesh, Mozambique, Kenya, Kyrgyzstan). Three delegates were women.

For comparison: in the corresponding period 2004-2007 in total 22 delegates were fielded.

Number of man-days of the delegates: in total 217 (working days); on average 9 working days per one stay of the delegate. This is shorter compared to the 15 working days on average in the previous evaluation period 2004-2007.

Number of investment opportunities marketed: 124. ITPO Tokyo promotes both investment projects/opportunities brought by the delegates, and those identified with Japanese companies during the delegates' stay in Japan.

Number of meetings in Japan: 459. ITPO Tokyo arranges intensive bilateral business meetings for the delegates with both private sector companies and public sector organizations. Each delegate normally has 3-4 meetings per day during their stay. The intensive meetings are all attended by ITPO Tokyo officers and the delegates jointly. This indicator is one of the most important of ITPOs role; without ITPOs support, delegates would not be able to set-up the meetings by themselves.

Preparation of the delegate before arrival to ITPO Tokyo was guided by the ITPO Tokyo Delegate Manual. Meetings were arranged for the delegates well in advance of their arrival. After arrival ITPO Tokyo staff accompanied the delegates

to the meetings and seminars; the delegates were advised both before and after the meetings and country presentations.

Depending on the interests of the delegates they were also exposed to Japanese technologies; about 50 meetings and site visits were organized for the delegates (water technology, plastic recycling, car engine manufacturing, etc.)

After departure to their home countries the ITPO Tokyo keeps contact with them and assists in follow up when needed. In several cases the ITPO Tokyo received former delegates on business trips to Japan and advised them even when they did not have the status of an ITPO Tokyo delegate.

The evaluation team carried out a survey of the delegates. Questionnaires with 23 questions were sent to 19 delegates (some delegates participated at the programme twice during the evaluated period). In total replies from 15 delegates were received. A detailed overview of the responses is presented in Annex 3.

Output 4 UNIDO's investment and technology promotion tools, methodologies and software including COMFAR, intensively promoted and disseminated in the host country

Performance indicators

Number of COMFAR software sold: 2 licenses (200 euros)

Number of COMFAR seminars: 11 workshops in Japan, all of them lasting one day only and, therefore, representing an introduction to the software rather than training. This is the reason why only two licences were sold. Six workshops were organized by the NGO Ability Garden in support of people seeking new jobs and interested in upgrading their qualifications (139 participants in total). Five workshops were carried out for smaller groups from companies or from among JICA trainees (in total 30 participants). One full fledged workshop (two weeks) for 14 participants was carried out in Cuba in 2007 (funded by JICA); this is not relevant for the output targeting promotion of COMFAR to Japan, but it is a promotion of COMFAR in a developing country.

Output 5 Public awareness of UNIDO in Japan enhanced by dissemination of UNIDO-related information

Performance indicators

Number of promotions made in media: 45 references to UNIDO ITPO Tokyo or to UNIDO were made in mass media.

Number of events to promote UNIDO: ITPO Tokyo uses the opportunity to promote UNIDO to the general public by participating regularly at the following annual events: UN Day, UN Women's Day, UN Stand-up for Action Day, Global Festa (international cooperation festival)

ITPO Tokyo promotes UNIDO by participating actively at professional events such as exhibitions, conferences and other fora, for example the Biofuel Worlds Exhibition (2008), TICAD IV (2008), Technical Meeting on Mercury organized by Japanese Ministry of Environment (2008 and 2009), Technical Meeting on 3Rs (2009), MDGs Seminar by UNIC (2009), Kawasaki Eco-tech Fair (2010). Participation at the Auto Parts Products Solution (APPS) fairs in 2007 and 2008 also contributed to the visibility of UNIDO.

Number of HQ missions facilitated in Japan: Altogether 14 missions from HQs or UNIDO Representatives (comprising 65 persons in total) were supported by ITPO Tokyo staff. The major missions included UNIDO-IDE⁷ Symposium and Workshop (2007), UNIDO Breakfast Meeting with JGC⁸ Corporation, a major Japanese plant and engineering company, and Side Event at TICAD IV (2008), UNIDO Industrial Development Report 2009 Symposium, UNIDO Green Industry Visit, Kitakyushu Eco-town Managers' Programme. The ITPO Tokyo support consisted of identifying and establishing contacts with partners, making arrangements for meetings, briefing UNIDO visitors, arranging for publicity, making or assisting in logistical arrangements, etc.

In order to raise awareness of UNIDO and UNIDO ITPO in Japan, the ITPO Tokyo also published and disseminated its own publicity materials and documents:

- 950 copies of UNIWorld Newsletter in Japanese were distributed 3 to 4 times a year to 450 registered and 500 unregistered clients.
- Newsletters on seminars and delegate programmes were sent by e-mail once or twice per month to approximately 3,000 database members.

⁷ Institute of Developing Economies

⁸ Japan Gasoline Company, today commonly known as JGC Corporation

- Approximately 1,000 copies of ITPO Tokyo's Annual Report were distributed annually to government offices and embassies in Japan and at promotional events
- 1,500 copies of ITPO Tokyo's brochure introducing its services were printed and distributed at promotional events.

The ITPO Tokyo website presents information about ITPO Tokyo, its services and past and planned events (seminars, visits of delegates, etc). It also lists several promoted technologies and offers the possibility to download its publicity materials and reports. It provides information about UNIDO and is linked also to more than 40 IPAs and other agencies with which ITPO Tokyo established contacts through delegates. The website with events and news is kept updated and thus conveys an impression that it is a living information and publicity tool.

Output 6 Diplomats and staff of embassies, located in Japan, of developing countries and countries with economy in transition equipped with relevant knowledge on investment promotion

Performance indicators

Number of events organized: 12 visits of factories, organizations and fairs combined with workshops and briefing on the demonstrated technologies, such as biofuels (Biofuels World), water purification (Hiroshima Water Technologies' Tour), home appliances (Shinagawa Recycling Centre), ELV-End of Life Vehicle-recycling (RUM Alliance), etc.

A workshop for diplomats in Japan belonging to the African Diplomatic Corps (ADC) was organized jointly with JICA and the UFJ Mitsubishi Banking Group on the theme of the Japanese ODA and renewable energy.

Number of participants: Altogether 136 embassy staff participated in the site visits and 35 in the seminar on Japanese ODA.

Number of countries: The above events were organized primarily for the African Diplomatic Corps counting 35 member countries, but in some cases such as the Hiroshima Water Technologies' Tour, participants also included countries from Latin America, the Middle East, etc. Participation at events ranged between 10 to 20 countries.

Cooperation with UNIDO, its networks and programmes in the field

Being a part of UNIDO is a distinct feature of ITPO Tokyo distinguishing it from other ITP-related agencies in Japan. The main advantages of the linkage to UNIDO are the possibilities of access to professional support from UNIDO HQs, possibility of networking with the ITPO network and other UNIDO networks, including UNIDO field offices, and possibility to achieve synergy effects in the target countries when interventions/activities are coordinated with those of other UNIDO projects.

Overview of ITPO Tokyo interactions and cooperation with UNIDO programmes and activities is presented in Annex 5. In addition to specification of the target country/region, type of activity and the cooperating partner(s) the overview also relates the activities to individual outputs as defined in the project document. Out of 40 recorded interactions, 12 are related to Output 5 (facilitation of UNIDO HQs missions and activities in Japan, participation at global forums of behalf of HQs, etc). Another 14 interactions are related to Output 2 (technology promotion) but it is significant to note that in most cases the ITPO Tokyo activity consists in participation at global or regional forums organized by HQs while cooperation with HQs on specific technology promotion projects is less frequent (Energy Kiosk Kenya, POPs-related technologies, steel slag processing in India). About 9 interactions support investment promotion (Output 1) through participation at investment promotion meetings organized by HQs or field offices, participation in business missions organized in cooperation with field offices, etc. The ITPO Tokyo often works with UNIDO offices as natural counterparts in the field (i.e. URs India, China, Vietnam, Nigeria, and Kenya). The ITPO Tokyo also works with some other ITPOs (i.e. ITPOs Mexico, Bahrain, Marseille) and IPUs (i.e. IPU Egypt).

Among technical branches of UNIDO HQs the most intense cooperation was maintained with the Environment Branch.

Potentially the most significant synergy in capacity building in developing countries can be achieved through coordination of the delegate programme with UNIDO projects. This was highlighted already in the previous evaluation and a recommendation was made to UNIDO HQs to design a system ensuring that in particular the delegate programme is planned and implemented in coordination with other UNIDO ITP-related projects in the target countries. Such a system was not formally promulgated but ITPO Tokyo followed up the recommendation and tried to coordinate the selection of delegates from IPAs with HQs programmes whenever applicable. The overview in Annex 5 records 6 cases when delegates

were selected in coordination with UNIDO HQs or UNIDO field office; recently a mission undertaken by an ITPO Tokyo staff to Kenya and Uganda also aimed at coordination of the ITPO Tokyo delegate programme with AfrIPANet.

VI

Assessment

Relevance

Relevance for UNIDO

One of the key policy principles of UNIDO is compliance of the technical cooperation and other activities with the needs of the developing countries and countries in transition. Therefore, a project is relevant for UNIDO when its objectives and their implementation are consistent with the needs of the developing countries and countries in transition and with other policy principles of the Organization. Project objectives as defined in the Exchange of Notes and in the project document are fully consistent with the ITPO mandate as stipulated in the Guidelines for the Functioning of the Investment and Technology Promotion Offices, approved by Decision 18 of the General Conference 2003 (“...to contribute to the industrial development and economic growth in the developing countries...”) and comply also with the Medium-term Programme Framework 2010-2013, approved by the IDB in December 2008, which conceives Investment and technology promotion as one of five components of the UNIDO thematic priority “Poverty reduction through productive activities”.

While the objectives are in compliance with UNIDO policy, it is also important how they are implemented and how other policy principles of UNIDO are adhered to.

Demand orientation. Demand orientation of the ITPO Tokyo investment promotion services is to a great extent ensured through the mechanism of delegates, through the fact that they come from ITP-relevant organizations in their home countries and that the projects they bring for promotion in Japan originate in their home countries. Technology promotion is fully demand driven in cases when delegates specify the type of technology they wish to be acquainted

with. In other cases the promoted technologies are selected from among Japanese technologies on the basis of assumed relevance for the developing countries (banana textile, EDS, bio-fuels, wind turbines, etc.) and interest of potential partners in developing countries in verified in the course of promotion.

Priority countries. Priority attention is paid by ITPO Tokyo to Africa, in addition to LDCs and backward regions of non-LDC countries in other geographical regions such as Asia, Central & South America, etc. as evidenced from the list of delegates and promotional seminars, is also fully in line with UNIDO policy.

Responsible investments and business partnerships. This notion appears in the Medium-Term Programme Framework 2010-2013. It reflects the experience that the development dimension of investment is not derived from its volume alone but also from its contribution to improving the economic structure, to addressing social or environmental problems and/or mitigating related adverse effects. Technologies promoted by ITPO Tokyo often have environmental dimension and/or aim at utilization of local resources. Investment projects brought from home countries are not screened on development dimension by ITPO Tokyo as it is assumed that potential development impact was considered already at the stage when the projects were selected by the delegate in the home country. The delegates also identify some additional projects in Japan through country seminars or individual meetings with companies. In this case the delegates have the possibility to assess their development potential and screen them accordingly but in practice any investment interest or any other interest for industrial cooperation shown by a Japanese company is welcome and followed up.

Capacity building. Intensive support extended by the ITPO Tokyo staff to the delegates has a significant capacity building effect as confirmed also by the survey of the delegates carried out by the evaluation team.

Visibility of UNIDO. ITPO Tokyo cooperates with numerous organizations, agencies and companies in Japan. Organizations and companies interviewed by the evaluation team expressed high appreciation of the ITPO Tokyo staff for their professionalism, reliability and responsiveness.

Non-ITP related activities of the ITPO. ITPO Tokyo staff engages also in activities that are not directly related to investment and technology promotion, that is, to the mandate and objectives as formulated in the Exchange of Notes and project document. These activities are partly indispensable for UNIDO HQs (support to UNIDO HQs missions, programmes, projects and activities in Japan) and partly demonstrate to the general public association of the ITPO Tokyo with the UN family in Japan. Relevance of this function of the ITPO Tokyo as UNIDO office in Japan is beyond doubt.

Relevance for the Government of Japan

The project is relevant for the Government of Japan mainly due to the following points:

Focus on Africa, LDCs and Environment. Japan's ODA Charter, August 2003, sets its priority issues as: 1) Poverty reduction, 2) Sustainable growth, 3) Global issues and 4) Peace building. Sustainable growth includes cooperation in trade and investment. The African region is regarded as a priority and development of LDCs is supported by the government's commitment to the MDGs. Japan's commitment to Africa is also reflected in hosting TICAD conference. At TICAD IV in 2008, Japanese government made a commitment to double its ODA for Africa and adopted the Yokohama Action Plan which set up the promotion of trade, encouragement of foreign investments and assistance to private sector development as well as addressing environmental/climate change issues in Africa. As Japanese ODA in Africa has been traditionally focused on infrastructure, agriculture and the social sectors, UNIDO field office network, particularly in Africa, plays a complementary role in the field of investment and technology promotion.

The focus on MDGs is one of five priority subjects for ODA policy, and private sector activities for Base of the Economic Pyramid (BOP) strata in developing countries is one of the focused issues of METI. The environment protection is also spelled out in the ODA policy as a priority for 2010, in particular assisting developing countries' effort in measures to mitigate the climate change. These issues under focus by the Japanese government are also in line with the focus of UNIDO.

Investment Promotion. The investment promotion activities are already taken care of by other organizations like JETRO, JOI, JCCME, JCCI and trading firms. However, the delegate programme offered by ITPO is an activity not covered by any of the other organizations. Considering the environment for foreigners to promote their business in Japan, the role of the ITPO Tokyo is not only to provide an office base for delegates but also to provide staff assistance in guiding, interpreting and accompanying each visit, organizing country presentation seminars etc. Without the qualified staff services, the delegate programme cannot be conducted successfully. As can be learned from the feedback from delegates, the ITPO's function is highly appreciated. Intense cooperation and networking of ITPO Tokyo with Japanese ITP-related organizations is also beneficial for them as it contributes to the effectiveness of their activities.

Technology Promotion. Japan, through its history of industrial development, put emphasis on technology. A large part of Japanese overseas investment is in the manufacturing sector and the investment is associated with transfer of

technology. Japan has outstanding technologies for environment protection; some of them are applicable also in developing countries. Some of these technologies have not yet been exposed for application in developing countries' environments, so technology promotion of ITPO Tokyo can be a unique and relevant function.

Effectiveness; outcomes and impact

Effectiveness is understood as the extent to which the objectives of an intervention were or are expected to be achieved. The objectives are defined in the Exchange of Notes ("strengthening cooperation between Japan and the developing countries in the area of industrial cooperation, in the promotion of investment projects and the related transfer of technology") and further complemented in the project document by the higher level objective "to support sustainable industrial development and economic growth of these countries". In the terminology of results these objectives are expressed as Outcome and Impact. As typology of performance indicators was elaborated for Outputs but no quantitative targets were specified in the project document or work programmes, the assessment is left at the discretion of the evaluation team.

Outcomes

ITPO activities and outputs lead to outcomes in two areas:

- investment promotion and technology promotion
- capacity building in the developing countries

Besides, there are also outcomes resulting from non-ITP activities.

i) Investment promotion and technology promotion

Outcomes resulting from investment promotion are best manifested by actually implemented investment, that is by investment projects under implementation or operational productive projects. One can include in this category also concluded projects, provided that the agreement has a form of a binding contract and not just a "letter of intent".

The ultimate outcome resulting from technology promotion in industry could be best manifested by transfer of technology to a local entity, at best to a company that would adopt it and use it for commercial purposes. As stated in Chapter V, no technology was transferred in this way. Progress towards achieving such an outcome was recorded in the case of the EDS technology of drying wood for industrial and construction purposes; after many workshops and other

promotional activities in a number of countries a local company in Nigeria demonstrated serious interest in the technology by funding a feasibility study for a final decision on purchasing the technology and using it in a new plant.

In some cases activities classified as technology promotion projects are in fact investment projects that would transfer the technology as technology indebted in investment projects. For example the clam processing project in Mozambique (supported through the delegate) is an investment project applying a special technology to keep clams in a raw state for a long time. A big Japanese producer of engines developed a special engine for jatropha biofuel and started testing three units in Mali (ITPO Tokyo assisted in the selection of the country and raising local support for the tests); if successful they will first aim at exporting the engines (with investment in after-sales service) and later perhaps establishing a plant for manufacturing them locally. Similarly the Municipal Waste Treatment project in Botswana (initiated by the delegate) is in fact an investment project with application of advanced technology.

Four-monthly reports submitted during the last 3 years report 13 concluded investment and technology promotion projects, out of which 5 projects were operational. The operational projects are listed in Table 10.

Table 10: Operational projects, May 2007 – April 2010

Country	Project title	Estimated investment (USD 1000)	Jobs created
Bangladesh	UNIQLO Co., Ltd. / Garments, apparels and other related products	50	30
Bangladesh	KEN 2 Logistics Co. Ltd. / Third party inspection centre for garments and leather products	50	75
Bangladesh	Konoike Euro Logistics (Bangladesh) Ltd. / Transportation and logistics services	50	32
Bangladesh	Bangla Japan Trading Ltd. / Production of gray fabrics and shirts, etc.	186	14
Egypt	Kobe Bussan Co., Ltd. / Agro-food investment	50,000	100
Total		50,336	251

Source: ITPO Tokyo

The remaining 8 concluded projects still pending implementation are listed in table 11.

Table 11: Concluded projects, May 2007 - April 2010, pending implementation

Country	Project title/company	Line of business	Estimated Investment (USD 000)	Jobs created
India	Coal/Monnet Ispat and Energy	Coal benefaction	9,400	250
India	Iron & Steel/Steel Maithan Ispat Ltd	Steel products, sponge iron, power	70,000	272
India	Iron & Steel/Orissa Sponge Iron Ltd.	Steel processing	200	100
Egypt	Water technologies/Sanyu Consultants	Water purification technology	150	20
Kenya	ELV recycling/RUM Alliance	Used vehicle recycling	50	10
Mali	Bio-diesel/Yanmar Corporation	Bio-diesel technology/engine	150	20
Mozambique	Clam processing/Meiji Marine Delica Co.	Clam processing	300	250
Nigeria	Timber drying technology/EDS Corporation	Ecological timber drying for use as building material	2,500	50
Total			82,750	972

Some other projects are close to concluding an agreement. For example, a company in Rwanda is interested in the banana textile technology revived and refined by the Tama Art University and steps are undertaken to use a part of a textile factory in Rwanda for running trial operations.

Feedback from some of those delegates who participated in the survey indicated various numbers of projects under negotiation (in total 29). Some delegates reported about concluded projects (10 in total) estimating investment values (Botswana USD 12 mil., Mozambique 1 mil.) or numbers of new jobs (Bangladesh 800-1000, Laos 2000, Mali 30). Some delegates report about operational projects (7 in total) but the quantitative dimensions are either missing or the values are incomplete or rather small (Laos 100 jobs, Mali 30 jobs).

The delegate from Uganda reports increased number of inquiries and visits from Japan, qualifying this effect as an important impact of the delegate programme.

The feedback from delegates indicates in some cases large investment volumes and job numbers than those recorded by ITPO Tokyo (Mozambique, Bangladesh, etc), or reports additionally concluded projects (Botswana). These discrepancies confirm that monitoring of follow up is not comprehensive.

There are other methodological issues to be addressed. The concept of technology promotion itself is not sufficiently elaborated but this problem in fact applies to the whole UNIDO ITP programme. There is a need to acknowledge and specify various standard modalities of technology promotion (articles, websites, workshops, exhibitions, factory visits, demonstration plants, etc) with technology transfer as the ultimate objective. Besides, as the technologies differ in terms of the risk of failure, ITPO Tokyo, as a part of UNIDO, should also take this into consideration. From this point of view the technologies promoted by ITPO can be categorized as follows:

- a) Technology commercially proven in Japan but not yet commercially applied in the target countries (e.g., water treatment in Egypt).
- b) Technology verified by a public testing laboratory as feasible and possibly patented, but not yet commercially applied in any country (e.g., banana textile). Technological verification can be assisted by Japanese government institutions such as AIST and testing laboratories run by prefecture governments.
- c) Technology not yet verified in the target country by a third party, but ready to start experimental operation by initiative of the technology owner (e.g., EDS)

The general rule is that the type “a” can be considered as low risk, and type “c” as high risk. The risk can be lowered if an experimental project gains support from another agency, e.g. JICA. Thus, the concept of technology promotion needs to include, among others, criteria for selection of technology to be promoted, specification of the potential roles of ITPO Tokyo at various modalities and stages of technology promotion, timeframe with an exit strategy, etc.. At present, for example, the technical suitability of some technologies is consulted with professional bodies in Japan but estimation of commercial feasibility of the technology in a developing country is not in the promotional package.

The role of ITPO Tokyo needs to respect its status as a public entity and being a part of UNIDO so that risks of non-transparent selection of technologies or promotion of technologies deemed to fail should be minimized.

ii) Capacity building

Though the length of the delegate programme did not allow for specialized training, the delegates upgraded their skills and knowledge through “on the job”

training particularly in presenting investment opportunities to potential foreign partners, approaching and finding suitable project partners, preparing visits of investors to home countries, screening projects for promotion and preparing missions abroad for entrepreneurs from home countries. The delegates in the survey selected the following effects as the most important and immediate results of their stay with ITPO Tokyo: better understanding of requirements of Japanese companies and newly established contacts with companies in Japan. This skills upgrading represents contribution to capacity building of organizations from which they were recruited as delegates. Out of the 16 delegates who responded to the survey (15 with filled in questionnaires plus Jordan) 15 are still working in organizations from which they were recruited and only one left his home country. This is a very favourable indicator about sustainability of the delegate programme.

Handling of the questionnaires by the delegates (speed, completeness of the filled in questionnaires, responsiveness to requests for clarification or further elaboration of some issues) and the quality of information provided in the free-text windows signals differences among the delegates and seems to suggest that the more competent and qualified the delegate, the higher is the benefit he/she derives from the ITPO support. Selection of the IPA to be supported and selection of its staff to be recruited as a delegate seems to be critical for effectiveness of the delegate programme. Coordination and cooperation with other UNIDO projects might be helpful also in this critical activity.

Awareness raising activities carried out for (mainly African) embassies contribute to upgrading capacities of their staff to discharge their trade, investment and technology promotion functions. Ambassadors interviewed by the evaluation team appreciated highly the professional support and guidance provided to them by ITPO staff.

Direct impact

In terms of investment and number of new jobs generated the envisaged impact of concluded projects and actual impact of implemented projects as reported by ITPO are estimated as follows:

Table 12: Envisaged impact and actual impact of projects

	Concluded projects pending implementation (8)	Operational projects (5)
Investment (USD 1 000)	82,750	50,336
Number of new jobs	972	251

Source: ITPO Tokyo

The above figures could not be verified by evaluators. The figures for concluded projects are rough estimates; the delegates answering the survey conducted by the evaluation team indicated additional or higher values. The figures for operational projects were repeatedly updated by local IPAs. They represent the initial figures recorded at the moment of project registration so that actual investment and job creation figures may become larger at a later stage. In view of the absence of more detailed and reliable information about the investment it is not possible to analyze the level of quality (structural desirability) of the investment for the countries concerned but because of the multiplication effect further increase in job creation can be expected.

As mentioned above, no technology was commercially transferred, except technologies transferred as part of investments projects, but some technologies were promoted to the stage that there is a partner in the developing country seriously interested in the technology and feasibility studies for this purpose are under elaboration.

The above table can not capture contributions of ITPO Tokyo activities to impact generated primarily by other drivers or decision-making processes to which ITPO Tokyo contributed by co-organizing promotional events or by provision of information or advice without following up the project further. Neither can it capture impact of the increased effectiveness of IPAs in mobilizing FDI resulting from the delegate programme.

Assessment of effectiveness

The numbers of concluded and operational projects and figures reflecting their envisaged and estimated impact as specified in the tables above are significantly larger than those for the previous evaluation period. In spite of that, if based on the number of operational projects only, the assessment would suggest that the effectiveness of mobilization of financial and technology resources from Japan was rather modest. To some extent this might be influenced by incomplete system of monitoring the follow up, as higher estimates reported by some delegates in the survey suggest. There is room for improvement in this regard, but the success criteria need also to be viewed in a broader context of investment and technology promotion for LDCs and countries in Africa. The previous evaluation report already dealt with the problem of contradiction between the policy objective of focusing on Africa and LDCs and success criteria defined in terms of implemented/operational projects and their impact, and about the geographical and historically developed disadvantages of Japan vis-à-vis Africa when compared with ITPOs in European countries. These policy objectives of targeting LDCs and Africa need to be viewed as priority policy objectives so that, consequently, the criteria defined in terms of implemented/operational projects

and their impact need to be applied with due consideration of those wider policy objectives.

In the context of investment and technology promotion for LDCs and countries in Africa the changed perception of those countries by a segment of Japanese businesses might be significant even when the promotion does not lead immediately to investment. As the delegate from Uganda put it, after the delegate programme at ITPO Tokyo several Japanese businessmen visited Uganda and the number of inquiries from Japan, received by the IPA, increased. This in itself is viewed by the Ugandan delegate as an important outcome and the evaluation shares this view.

There are other important outcomes than immediate mobilization of resources. Capacity building of IPAs by the delegate programme, described above in this Chapter, is well recognized. Not only new skills and knowledge but also the newly established contacts and networking of IPAs with Japanese companies and organizations including the ITPO Tokyo should be also recognized as an important capacity building outcome. The African ambassadors appreciate highly not only the delegate programme but also the support to the commercial staff of their embassies.

Finally, one should also acknowledge that ITPO Tokyo generates outcomes and impact outside of its development objectives linked to the developing countries and countries with economies in transition. One such outcome is the benefit derived from networking and cooperation with ITPO Tokyo by numerous Japanese organizations and agencies, as it became apparent in the course of interviews conducted by the evaluation team. Another one is the good reputation and visibility of UNIDO in Japan among organizations and companies cooperating with the ITPO Tokyo. This is achieved primarily through the quality of the ITPO contributions to cooperation with local organizations (professionalism, responsiveness, etc).

Efficiency

Efficiency is understood as a measure of how economically inputs (through activities) are converted into outputs. As professional staff represents the decisive segment among project inputs (approximately 65% of total expenditures), the working time allocated by professionals to individual outputs is a suitable proxy for assessing cost exigency of individual outputs.

Outputs 1, 2 and 3 (investment promotion, technology promotion, delegates) account for slightly over 50% of total available working time of the professionals.

Out of 99 seminars and workshops recorded during the 3 years under evaluation the majority (79) were organized or co-organized under these outputs. The high number of all seminars and workshops with high number of participants (approximately 9500 in total) was achieved through intense cooperation with other organizations and agencies in Japan. This is an arrangement contributing not only to increased visibility of ITPO Tokyo, but also to efficiency of operations: only 19 seminars and workshops were financed solely by ITPO Tokyo; 37 events were co-financed by the ITPO Tokyo and half of the co-organized events were supported by ITPO Tokyo only in kind. This arrangement does not reduce the requirements on staff time, but it reduces financial inputs on other budget lines.

The same applies to the delegate programme (output 3). This is the most time consuming single output (23% of all professional working time). Given the large number of delegates (24 during 3 years) and intense preparation of the programme and support to the delegates this time allocation is not surprising and commensurate to the size of the output. High efficiency of the programme manifests itself in cost-sharing required from the delegates' organizations. In most cases the delegates paid the airfare themselves, in a few cases the airfare was covered either partly (Mali) or fully (Kenya) by ITPO Tokyo or by UNIDO HQs (Tanzania, Mozambique). The delegates are supported by a stipend which is lower than the Daily Subsistence Allowance (DSA); however, the stipend, which covers only daily expenses, is also supplemented by ITPO's coverage of accommodation. All these factors are reflected in very low expenditures on the relevant budget lines not exceeding 2 % of total expenditures.

Technology promotion (output 2) accounting for 12 % of the professional working time shares the positive characteristics of efficiency of the promotional seminars and workshops but the long-lasting promotion of some technologies and slow progress in producing tangible outputs is a factor decreasing the efficiency.

Output 4 –promotion of COMFAR in Japan – takes less than one percent of total professional time so that efficiency is not a significant issue in this case. As mentioned in Chapter IV (Planning and management) it is questionable whether this activity should be maintained as a distinct output in the project.

Output 5 – Public awareness of ITPO and UNIDO HQs in Japan occupies about 18% of professional working time, with a larger share (approximately 11%) devoted to promotion of ITPO Tokyo itself (website, publicity materials, lecturing for some universities and NGOs, participation at conferences, exhibitions and public events, etc.). It is difficult for outsiders to assess efficiency and adequacy of the scope of publicity activities targeting general public.

While these publicity-motivated activities are under control of ITPO Tokyo and, if decided, could be reduced or extended, promotion of UNIDO HQs in Japan occupying about 7 % of working time of the professionals is associated with support to HQs missions to Japan and the decision about the number of HQs missions rests primarily with UNIDO HQs. For UNIDO HQs such support is indispensable and any other alternative of preparing the missions and arranging support for them once in Japan would be more costly and also less effective.

Output 6 - awareness-raising activities for embassies – occupies about 9 % of the working time of professionals and given the high appreciation of this output by the beneficiaries it seems that the time spent on upgrading information and knowledge of the diplomatic and commercial personnel of the embassies was worth the effort.

About 20% of the working time of professionals is spent on administration and operational management. Leaving aside the Head, the distribution of the managerial and administrative responsibilities among the professional staff is uneven. Prior to the resignation of the Deputy Head in 2008 most of the operational management and administrative responsibilities rested with the Deputy Head. After his resignation the responsibilities were assigned to two senior staff members of the ITPO Tokyo. This arrangement made it possible to have one newly recruited staff to discharge promotional activities only. However, according to the new work assignment, the staff responsible for handling contacts with UNIDO HQs spends a significant portion of his time on managing and administering daily issues of project planning and implementation, and to some extent also on administration of support for UNIDO HQ activities in Japan. To reduce this workload and, thus, to increase the efficiency of operations efforts will have to be made both at HQs and ITPO Tokyo to streamline and simplify project planning and reporting (as in the case of currently unnecessarily detailed work programmes) and minimize distorted or redundant operations in support of other UNIDO activities (as in cases of some MODs).

Apart from staff costs the other significant item in the cost structure is the rent for premises. In 2008 the offices were relocated and rent considerably reduced without impact on the scope and quality of ITPO Tokyo outputs.

VII

Conclusions

The ITPO Tokyo is a well functioning Office with several distinct features that can be viewed as its strengths:

- Demand orientation and capacity building of the services for the developing countries, ensured through the Delegate programme; very positive feedback from the Delegates
- Due attention paid to Sub-Saharan Africa and LDCs
- Due attention paid to environmental and energy issues
- Dedicated and professional management; perfect organization and team work
- Dedicated staff well qualified to carry out the functions and services of the Office, in particular the Delegate programme
- Well established contacts and extensive cooperation with national organizations and agencies, including industry associations; good reputation for responsiveness and professionalism
- Good understanding of and practical experience in cooperation with other UNIDO programmes
- Good capability of supporting other UNIDO initiatives and programmes in Japan

The weakness – as in case of most ITPOs – is the limited control over the whole investment promotion process, with control over follow up being in the hands of the delegates, and the resulting lack of complete, updated and reliable information to demonstrate or prove the impact of the promoted investment projects.

There are some external factors affecting the operations the ITPO Tokyo has to live with such as funding on annual basis, and administrative tasks required to operate the Office as a UNIDO project.

There is room for improvement in technology promotion, in making the Delegate programme even more closely coordinated with other UNIDO programmes, and in mobilizing big Japanese companies and institutions for UNIDO programmes and activities. Given the on-going efforts in UNIDO HQs to more integrate the whole ITPO Network into the activities of technical cooperation branches of the HQs and the pro-active attitude of the ITPO Tokyo Head and staff, there is good reason to expect further improvement in making the ITPO Tokyo effective and achieving results with impact.

VIII

Recommendations

A. Recommendations to UNIDO and Government

- Extend the project by another 3 years.
- Review the mandate of the ITPO Tokyo and consider the necessity of expanding it, so that ITPO Tokyo could officially undertake the functions of a UNIDO representative office in Japan as part of its explicit responsibilities.
- The new project document should respect the fact that the delegate programme is a distinct feature of ITPO Tokyo and an effective tool of capacity building and factor of demand orientation of ITPO Tokyo services; the project document should also maintain the geographical priorities (Africa and LDCs) and sectoral priorities (environment, energy and agro-industries).
- The new project document should also reflect the analysis of the current project document in Chapter IV, in particular the dissemination of COMFAR and promotion of public awareness of UNIDO in Japan should not be outputs related to the project objective.

B. Recommendations to the Government

- Maintain at least the current level of annual contributions to the project.
- Support the cooperation of the ITPO with Japanese bilateral cooperation agencies and programmes, particularly in Africa.

C. Recommendations to UNIDO

- Ensure sufficient staff resources for consolidated management and coordination of the ITPO network
- In relation to recommendation A.2., consider allocating resources to ITPO Tokyo to support the discharge of the UNIDO representative office functions in Japan
- Finalize and issue/publish the Operational manual; in this context review the format for Work Programmes and Annual reports to ensure that they are aligned to the structure of Outputs in the project document.
- Consider to establish and/or enhance common project monitoring tools for all ITPOs, to be able to monitor results and impacts of their programmes
- Consider referring some methodological and monitoring tools elaborated by ITPO Tokyo (in particular the Delegate Manual and performance indicators for the Delegate programme) to other ITPOs
- Support ITPO Tokyo in its effort to coordinate its activities, in particular the delegate programme, with on-going or planned UNIDO technical cooperation programme by implementing co-financing of activities from the TC programmes budgets.
- Initiate or support cooperation and coordinated programmes with ITPO Tokyo in capacity building not only of IPAs but also of other ITP-related organizations such as those in charge of innovation systems, NCPCs, etc.
- In the context of consultations with ITPOs about the Proposals for a new ITPO Business Plan, organize
 - i. an exchange of experience among ITPOs on best practices for technology promotion and transfer of technology; in this context assess the progress of the database on environmental technologies under preparation in ITPO Tokyo and the possibility to use it for networking to capture environmental and energy technologies in other countries;
 - ii. training sessions among ITPOs to exchange views about assessing development impact of investment and technology transfer, and about ways and means on how to

convey these principles to IPAs and decision making authorities in developing countries;

- iii. sharing experience of ITPO Tokyo from its activities with (primarily) African embassies with other ITPOs
- Ensure that requests for administrative support by ITPO Tokyo for non-ITP activities in Japan (such as processing of MODs) are well documented to enable smooth processing.
- The new project document should set realistic timeframes for reporting to the Government of Japan on financial status and these deadlines should be adhered to.

D. Recommendations to ITPO Tokyo

- Continue the delegate programme with features appreciated by the delegates and those making it an intense programme (advance preparation of the delegates, focus on contacts with companies, repeated stays, open door policy for the former delegates, reporting by delegates on the follow up, etc.)
- Review recommendations made by the delegates in the survey conducted by the evaluation team as summarized in Annex 3 and decide about their follow up. The evaluation team supports follow up in particular of the following recommendations:
 - i. Extension of the average duration; this could be achieved by minimizing stays with duration of one week only, but there should not be any strict rule and the duration should also consider the availability and preferences of the delegates
 - ii. Targeting not only IPAs but also other agencies supporting technology transfer and development in the developing countries, such as agencies in charge of supporting innovation systems; NCPCs and SPXs would also fall in this category
 - iii. Coordination of the delegate programme with ITPOs in China and ITPO Seoul
 - iv. Training on qualitative dimensions of FDI; this could be conceived as introductory discussion with the delegate over his/her perception of the home country development strategy and priorities and briefing on UNIDO thematic priorities (poverty elimination etc.)

- Explore the possibility of cooperation with JICA in their training programmes; as a minimum, the trainees should be briefed about the delegate programme and vice versa, the ITPO Tokyo delegates could attend selected lectures.
- Selection of countries and agencies for the delegate programme should continue to be done in coordination with UNIDO HQs; the countries and agencies should be selected considering on-going or planned technical cooperation programmes of UNIDO, particularly those aiming at capacity building.
- Elaborate (in consultation with UNIDO HQs) a methodology for technology promotion, including criteria for selection of technology to be promoted, modalities of promotion (website- workshops – exhibitions – demonstration plants etc.), and activities of ITPO Tokyo to be carried out. Set-up time frame for promotion and exit policy; after certain period of ITPO Tokyo promotion the project can be reclassified for a passive follow up.
- The list of promoted technologies on the website should be reviewed periodically and updated according to the degree and intensity of their actual promotion.
- Technology promotion aiming at transfer of technology should proceed as far as possible in consultation with the related technical branches of UNIDO HQs; at least they should be informed about ITPO Tokyo activities in their fields of responsibility.
- When creating new databases and information sets, the guiding principle should be demand. Compilation of information readily available elsewhere should be avoided. The country data sheets, if continued, should include information or references to information on FDI promotional measures.
- Align the Work Programmes and Annual Reports to the structure of the project document and its indicators.
- Try to mobilize extra-budgetary resources for additional promotional activities. As an example consider organizing – in cooperation with industry associations in Japan and/or GOJ - a demand-driven exposure to Japanese technologies by groups of professional delegates from countries with similar requirements.
- Continue cooperation with organizations and agencies in Japan and try to reactivate contacts with Keidanren, Keizai-Doyukai, JCCI (Japan Chamber of Commerce), etc. in order to involve them in the network with agencies in the developing countries.

Annex 1

TERMS OF REFERENCE

Joint Independent Evaluation of the UNIDO Project:

US/GLO/07/119

“UNIDO Service in Japan for the Promotion of Industrial Investment in Developing Countries”

Investment and Technology Promotion Office

I. BACKGROUND

In order to support the developing countries and countries with economies in transition in their industrialization efforts through promotion of foreign investment and transfer of related technology, the Government of Japan has made available to UNIDO a special-purpose contribution for the project US/GLO/07/119 entitled “UNIDO Service in Japan for the Promotion of Industrial Investment in Developing Countries” – UNIDO Investment and Technology Promotion Office (ITPO Tokyo).

The ITPO Tokyo was founded in 1981 based on an Agreement signed between the Government of Japan and UNIDO. Its objectives are:

- To accelerate the inflow of foreign direct investment from Japan to developing countries and economies in transition;
- To introduce new investment opportunities to Japanese enterprises and institutions through promotional activities;
- To provide consultations both to potential Japanese investors and to project sponsors in recipient countries;
- To promote technology transfer with the aim of developing small and medium enterprises, protecting the environment and make the state of the art technologies accessible.

Besides conventional investment promotion programmes, UNIDO ITPO Tokyo is increasingly focusing on environment related technologies, such as water, environmental management, 3Rs (Reduce, Reuse, Recycle), renewable energies, as well as industrial technologies. Delegates are solicited not only for investment promotion, but also for technology transfer. As far as regional coverage is concerned, ITPO Tokyo continues to cover all developing countries; however interventions targeting LDCs, especially in Africa, are given priority in line with the Millennium Development Goals (MDGs).

Since 1981, the Agreement between UNIDO and the Government of Japan has been repeatedly renewed for periods of two to three years. The extension of the Agreement was usually preceded by an evaluation of the ITPO. The most recent evaluation took place in 2007 and consequently UNIDO and the Government agreed to extend the Agreement for another term from 1 January 2008 to 31 December 2010. The present evaluation will cover the period May 2007 to April 2010.

II. BUDGET INFORMATION

Project No.	2007 Total Allotment US\$	2008-2009 Total Allotment US\$	2007 Total Expenditure US\$	May-Dec 2007 Total Expenditure US\$	2008-2009 Total Expenditure US\$
US/GLO/07/119	1,352,230	2,902,117	1,352,230	945,228	2,887,850

Budget information for the period going from January to April 2010 will be available during the course of the evaluation.

III. PURPOSE

The overall purpose of the evaluation is to enable the Government of Japan and UNIDO to make informed decisions as to the extension and possible re-orientation of the project, to identify best practices, bottlenecks and problem areas and make recommendations for a possible future project.

It is envisaged that the evaluation will focus on the activities carried out and the results achieved by the ITPO. The evaluation will also seek to draw lessons of wider application for the replication of the experience gained by this ITPO for UNIDO's ITPO network and programme.

IV. METHODOLOGY

The evaluation is to be conducted in compliance with UNIDO evaluation policy and the Technical Cooperation Guidelines and attempt to determine, as systematically and objectively as possible, the relevance, efficiency, effectiveness impact and sustainability of the project. The evaluation will assess the achievements of the project against its objectives and outputs established in the project document, including re-examination of the relevance of the objectives and of the design. It will also try to identify factors that have facilitated or impeded the achievement of the objectives. It will also review to what degree the recommendations of the previous Independent Evaluation of ITPO Tokyo, carried

out in 2007, and review issues highlighted in the Thematic Evaluation of the ITPO Network, carried out in 2008 and 2009.

The evaluation will be carried out through analyses of various sources of information including desk analysis, survey data, and interviews with various stakeholders such as Government counterparts, ITPO and UNIDO staff members, and participating companies and through the cross-validation of data.

The thorough analysis of relevant information includes a review of UNIDO policies and strategies, activities carried out, management mechanisms applied (in particular planning, monitoring and self-assessment) and project specific framework conditions (in particular policy environment and related initiatives of the Government and the private sector) as well as minutes from meetings of Heads of ITPOs.

The steps of the evaluation will be as follows:

1. Desk study (review of ITPO website and analysis of project documents, annual reports and other project related documents or documents related to the ITPO Network both at the UNIDO Headquarters and at the ITPO Tokyo). On this basis the evaluators will elaborate on the above evaluation issues, produce a detailed list of evaluation questions that will be used in stakeholder interviews, and advise ITPO on the preparation of the programme for the mission.
2. Interviews with staff at UNIDO HQ and of the ITPO Tokyo.
3. Field mission to Japan. The evaluation team will receive briefings from the ITPO, the Ministry of Foreign Affairs (MOFA) and the Ministry of Economy, Trade and Industry (METI) and carry out interviews with all staff of the ITPO office; review databases and other data at the ITPO office; interview representatives of governmental bodies and private sector associations; investment promotion agencies and development cooperation agencies. The evaluation mission will also visit a sample of client companies in Japan. The sample will be drawn from a list of companies provided by the ITPO.
4. Presentations and discussions of preliminary findings with the ITPO management and the METI.
5. Presentation and discussion of preliminary findings at UNIDO HQ and to representatives of the Permanent Mission of Japan.
6. Preparation of the draft evaluation report to be circulated for comments and factual validation.
7. Preparation of the final report using the EVA format.

While maintaining independence, the evaluation will be carried out based on a participatory approach, which seeks the views and assessments of all parties. It will address the following specific issues:

Ownership and relevance

The extent to which:

- (a) The project is aligned to developing countries' priorities and investment and technology needs, and contribute to strengthening capacities of partner institutions.
- (b) The project is relevant to Japanese industry vis-à-vis other investment/technology promotion institutions and coordinates with them.
- (c) The private sector and private sector institutions are using the ITPO and find its services to be in line with their needs.
- (d) The project is in line with the priorities and policies of the Japanese Government.
- (e) The objectives of the project and the ITPO concept are still valid.
- (f) There is a UNIDO identity of the ITPO and there are linkages to UNIDO HQ and to UNIDO thematic priorities.
- (g) The ITPO mandate is relevant.
- (h) A strategic vision with programmatic, geographical, and thematic priorities exists and is relevant.
- (i) A clear strategy for investment and technology promotion exists.

Efficiency of implementation

The extent to which:

- (a) UNIDO and Government/counterpart inputs have been provided as planned and were adequate to meet requirements.
- (b) The quality of UNIDO inputs and services was as planned and timely.
- (c) The ITPO can be regarded as an instrument for development cooperation.
- (d) The least costly resources and processes were used in order to achieve the objectives.
- (e) A strategy to overcome possible budget constraints was implemented, e.g. mobilization of extra-budgetary resources, co-financing of activities from the TC programmes' budget, use of accrued interests on IDF contributions for funding of ITPO activities.
- (f) A clear communication strategy enhanced the visibility and outreach of the ITPO, e.g. ITPO website, publications and events such as seminars and workshops.
- (g) The project was integrated into UNIDO's ITPO Network and UNIDO Technical Cooperation activities for enhanced synergies and impact.

Effectiveness

The extent to which:

- (a) The outputs and outcomes were achieved.
- (b) The project promoted industrial development of the targeted developing countries (investment volume; jobs created; but also wider benefits related to competitiveness of companies; technology and know-how transfer; etc).

- (c) The project contributed to strengthened capacity of investment-related agencies and industry associations in the targeted countries, in particular through the delegates programme.
- (d) Investment projects have been generated or linkages developed between Japanese investors and technology suppliers and partners in developing countries.

Impact and sustainability

- (a) Identification of the long term developmental changes or benefits (economic, environmental, social and developmental) that have occurred or are likely to occur as a result of the project.
- (b) Assessment of the likelihood that changes and benefits will be maintained for a long period of time.

Project design

The extent to which:

- (a) The project document design is appropriate (existence of a log frame, clear objectives and indicators) and address priorities common to target countries, UNIDO and to the Government of Japan.

Project coordination and management

The extent to which:

- (a) The administrative status of the ITPO is conducive to its role and function.
- (b) The national management and field coordination mechanisms of the project have been efficient and effective.
- (c) The UNIDO HQ based management, coordination, quality control and technical inputs have been efficient and effective.
- (d) Reporting and monitoring procedures were adhered to.
- (e) Monitoring and reporting were carried out and based on indicators for outputs and objectives and there was monitoring of promoted investment projects.
- (f) UNIDO methodological tools are useful and used.
- (g) Synergy benefits can be found in relation to other UNIDO ITPOs, IPU, UNIDO tools and platforms as well as with interventions of UNIDO's technical branches.

V. EVALUATION TEAM

The evaluation mission will be composed of

- One national evaluation consultant
- One international evaluation consultant

The UNIDO Evaluation Group will be responsible for the quality control of the evaluation process and of the report. It will provide inputs regarding findings, lessons learned and recommendations from other UNIDO evaluations and especially evaluations of ITPOs. The consultants will be contracted by UNIDO. The tasks of the team members are specified in the job descriptions attached to

these Terms of Reference. The ITPO Tokyo as well as staff at UNIDO Headquarters will provide support to the evaluation team.

All members of the evaluation team must not have been involved in the design and/or implementation, supervision and coordination of and/or have benefited from the project under evaluation. This principle is underlined in the UNIDO Evaluation Policy: “*For independent evaluations, the members of an evaluation team must not have been directly responsible for the policy-setting, design or overall management of the subject of evaluation (nor expect to be so in the near future)*”.

VI. TIMING

The evaluation is scheduled to take place in the period April to July 2010 (see attachment 2). The field mission for the evaluation is planned for 10 to 14 May 2010.

The final report will be prepared within 8 weeks of completion of the field mission and will be submitted to the Government of Japan, ITPO Tokyo and UNIDO HQ.

VII. REPORTING

The evaluation team will present its preliminary findings to the Government of Japan, to the ITPO staff and at UNIDO Headquarters. A draft evaluation report will be circulated for comments. The reporting language will be English.

Review of the Draft Report: The draft report will be shared with the Government, the Project Manager and other UNIDO staff members and the ITPO Tokyo staff for comments and in order to enable feedback on any factual errors. This consultation also seeks agreement on the findings and recommendations. The evaluators will take comments into consideration when preparing the final version of the report.

Quality Assessment of the Evaluation Report: All UNIDO evaluations are subject to quality assessments by UNIDO Evaluation Group. These applied evaluation quality assessment criteria are used as a tool for providing structured feedback. The quality of the evaluation report will be assessed and rated against the criteria set forth in the Checklist on evaluation report quality.

Annex 2

List of persons interviewed

UNIDO Vienna

Mr Mithat Kulur	Unit Chief and Deputy to the Director, Investment and Technology Unit, PTC/BIT/ITU
Mr. Robert Novak	Industrial Development Officer, Investment and Technology Unit, PTC/BIT/ITU
Ms Maria Lukumbuzya	Programme Associate, Investment and Technology Unit, PTC/BIT/ITU
Mr Dimitri Piskounov	Managing Director, Programme Development and Technical Cooperation Division, PTC/OMD
Mr Yuri Akhvlediani	Senior Programme Officer, Bureau for Programme Design and Knowledge Management, PTC/PKM
Mr Pradeep Monga	Director, Energy and Climate Change Branch, PTC/ECC/OD
Mr Ali Cahit Gurkok	UNIDO Consultant, Energy and Climate Change Branch, PTC/ECC
Mr Alejandro Vera Casso	Project Chief Coordinator, Investment Promotion Unit, PTC/ITP/IPU (on the phone)
Mr Philippe Scholtes	Director, Agri-Business Development Branch, PTC/AGR/OD
Mr Cornelius van Berkel	Unit Chief, Cleaner and Sustainable Production Unit, PTC/EMB/CPU
Mr Seiichiro Hisakawa	Unit Chief, Rural Entrepreneurship Development and Human Security Unit, PTC/AGR/RES
Mr Grzegorz Donocik	Chief Europe and NIS Programme, RSF/RFO/EUR
Mr. Takao Otsuka	Field Operations Officer, Asia and Pacific Programme, RSF/RFO/ASP
Mr Ziad Ifram	Chief, Arab Programme, RSF/RFO/ARB
Mr. Albertus van Burik	Unit Chief and Deputy to the Director, Resource Mobilization and Management Unit, RSF/RQA/RMU
Mr Nobuya Haraguchi	Industrial Development Officer, Research and Policy Advise Unit, RSF/DPR/RPA
Ms Margareta de Goys	Director, Evaluation Group, ODG/EVA
Mr Peter Loewe	Senior Evaluation Officer, Evaluation Group, ODG/EVA
Ms Alexandra Capello	Evaluation Consultant, Evaluation Group, ODG/EVA

UNIDO-ICHET

Mr Nicolas Lymberopoulos	Associate Director, Projects and Development
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UNIDO ITPO TOKYO

Dr. Taizo Nishikawa	Head
Mr. Koichi Hagiwara	Industrial Development Officer
Mr. Ferda Gelegen	Industrial Development Officer
Ms. Ikue Toshinaga	Industrial Development Officer
Ms. Maki Imazu	National Expert
Dr. Ichiro Daigo	Short-term Consultant

Japanese Government

Mr. Takeo Hoshino	Director, Technical cooperation Division, METI
Mr. Kazunori Suzuki	Technical Cooperation Division, METI
Mr. Masao Usui	Principal Deputy Director, Global Issues Cooperation Division, MOFA
Mr. Tshihiro Kitsuka	Researcher, Global Issues Cooperation Division, MOFA

Embassies in Japan

Mr. Antoine Munyakazi-Juru	Ambassador, Embassy of the Republic of Rwanda
Mr. Noor Muhammad Jadmani	Ambassador, Embassy of Pakistan

Cooperating Organizations

Mr. Naohiko Yamaguchi	Chief Director, JETRO Kitakyushu
Mr. Toru Shimoda	Director, Economic Infrastructure Development and Environment Division, JICA Tokyo
Mr. Hidefumi Kobayashi	Deputy General manager, International Division, The Japan Chamber of Commerce and Industry (JCCI)
Mr. Yosuke Okazaki	Senior Director, Planning and Project, Japan Cooperation Center for the Middle East (JCCME)
Mr. Hirotami Makimura	Investment Advisor, JCCME

Private Sector (UNIDO ITPO Clients)

Mr. Meiji Sato	Group Manager, Eco-town Office Director, Kyushu Techno Research, Inc.
Mr. Hironori Yoshida	President, Yoshidayu Co., Ltd.
Mr. Norihiko Kondo	President, Kaiho Sangyo Co., Ltd. (RUM Alliance)
Mr. Masayoshi Kato	Merchandiser, Meiji Marine Delica Co., Ltd.
Mr. Takeo Matsubara	Manager, Special Projects VOC Group, Yanmar Co., Ltd.
Mr. Sachio Ishii	President, EDS Laboratory

Annex 3

Feedback from Delegates through a Survey

Questionnaires with 23 questions were sent to 19 delegates (some delegates participated at the programme twice during the evaluated period). In total replies from 15 delegates were received (Bangladesh, Botswana, Croatia, Egypt, India, Laos, Mali, Mongolia, Mozambique, Nigeria, Peru, Papua New Guinea, South Africa, Tanzania, Uganda), one delegate (Jordan) excused herself for time constraints but expressed satisfaction with the programme. In one case the absence of the response can be explained by dramatic changes in the political situation and institutional framework of the country (Kyrgyzstan) so that only in two remaining cases (Kenya, second delegate from Laos) the absence of the response could not be explained. Some issues could be further elaborated in communication with some delegates but in a number of cases the request for additional information for example about the reported projects remained unanswered.

Summary of the 15 replies to the questions is as follows:

1. Only two of the delegate's countries (Egypt, Mongolia) have their own investment promotion agency in Japan. Most of the delegates came from an investment or trade promotion agency (12) or a relevant body of Government (2), one from a Chamber of Commerce. The recruitment was initiated predominantly by the IITPO (11), in two cases by the employer and in two cases by UNIDO HQs (India, Tanzania).
2. Actual duration of stay varied from one to 3 weeks (on average 16 days). Thus the duration was on average further shortened when compared to the previous period. A significant segment of the delegates is satisfied with the duration of 2-3 weeks but almost half of the delegates would prefer a duration of 3-4 weeks and in two cases the delegates (from Uganda and Papua New Guinea) proposed longer duration (8 and 12 weeks).
3. Before coming to ITPO Tokyo one delegate (Tanzania) was as a delegate at another UNIDO ITPO, two had a similar experience at other organizations (Egypt, Botswana) and 7 delegates were at ITPO Tokyo for the second time or more often (Bangladesh 5 times). In 11 cases somebody else from the same organization already had been a delegate at ITPO Tokyo.
4. Most of the delegates brought from their countries 10-20 projects for promotion, in two cases the number was much smaller (3) and in two cases no projects were brought at all (Nigeria, Uganda). Most of the projects brought from home countries were actually selected for promotion. Additionally, 11 projects were identified in Japan (by 5 delegates, most successful being Mali with 5 projects).

5. Status of follow up of projects as reported by 11 of the 15 delegates:

Under negotiation	29
Concluded	10
Operational	7

The remaining 4 delegates did not report any project follow up

6. Investment and jobs: Most concluded (5) and operational (5) projects reports the Bangladeshi delegate, estimating job creation at 8000-10000 new jobs. Botswana delegate reporting one concluded project estimates the investment at USD 12 mill and employment effect at 30 new jobs. Mozambique delegate reports USD 1 million, the Lao delegate reports 100 new jobs created by the operational project and 2000 jobs envisaged to be created by concluded projects.

7. -Satisfaction with ITPO support

On the scale 1-6 the highest satisfaction marks were earmarked to the following ITPO services: making new business contacts in Japan (5,5), organizing promotion events for the home country and logistical support (both 4,6). Exposition to environmentally friendly technology got the highest satisfaction marks from 2 delegates and on-the-job training from one. Other ITPO services such as networking with other ITPOs or UNIDO received only less than the highest marks.

8. When requested to make a choice of three most important immediate results of their stay with ITPO Tokyo, the delegates selected the following ones:

Better understanding of requirements of Japanese companies	13
Newly established contacts with companies in Japan	11
Better understanding by Japanese companies of investment conditions	
In home countries of the delegates	9

It is interesting to observe that immediate business results such as "identification of new investment or trade opportunities" or "progress achieved in formulation or negotiations of on-going or new projects" were selected as priority only by a few (4) and similarly less important for the delegates seem to be the established contacts with the ITP-related institutions in Japan (1).

9. After return home: All delegates report they returned to their home organizations but in two cases the delegates – after some time- were transferred to another job within the organization and one delegate moved to Japan to undertake PhD studies. In their home organizations the delegates maintained contacts with Japanese organizations and companies (11) and passed on acquired knowledge (9).
10. Most of the delegates (14) claim to have been at least in sporadic contact with ITPO Tokyo and 4 claim to be in contact with UNIDO HQs. Another 4 delegates participated in a UNIDO project in their country or region and three delegates were co-funded by a UNIDO project. Another 4 delegates were informed about a UNIDO project in their country and 4 delegates were not aware of any project in their country.

Not all the individual answers in questionnaires can be taken at their face value, some answers may have been biased in favour of ITPO, as can be assumed. However, in spite of that one can conclude that

- return of filled in questionnaires is high;
- the delegates participating in the survey were selected from relevant agencies or organizations and all of them returned and all of them except one continue working in these organizations;
- half of the reporting delegates participated in the delegate programme of the ITPO Tokyo previously; this arrangement supports effectiveness of investment promotion, as the example of Bangladesh proves, as well as capacity building of the IPAs;
- some delegates participated at similar programmes elsewhere (in one case at another ITPO) and, vice versa, and a large number of other staff of the home agencies had previously participated at the ITPO Tokyo delegate programme; this arrangement also supports capacity building effect of the delegate programme;
- satisfaction of delegates with ITPO services is high; the delegates appreciate in particular establishment of contacts with Japanese companies while established contacts with Japanese organizations is viewed as a less important result;
- the short duration of their stay at ITPO Tokyo is partly accepted by the delegates but a number of them recommend that the stay be extended to 3-4 weeks;
- compared to previous evaluation period, more delegates had been in contact with other UNIDO projects or UNIDO HQs.

When asked about distinct features of the UNIDO ITPO in comparison to other agencies promoting investment and technology, one delegate put it down in this

way: “The most positive aspect of UNIDO ITPO’s approach in Japan is that it is really hands on and that it deals with concrete business and not only in theoretical education. The approach of learning through doing business gives multiple effects – one is learning about ways of doing business in Japan, and on other hand new contacts are established and specific and concrete projects and opportunities are presented to potential investors....” Other delegates also highlighted the direct contacts with industry and business and professionalism and comprehensiveness of the programme. Some of them qualified the services as unique (“no similar national or regional agency to compare, ITPO Tokyo activities are unique”) and as an important partner for their home agency. It was also appreciated that promotion by ITPO Tokyo is free of any commercial motives which are present in the case of private promotion agencies. Yet another view emphasized the intensity of the programme, the high number of contacts with industry within a relatively short period. (This aspect was also highlighted by a UNIDO consultant organizing various activities with different ITPOs.)

When asked to recommend measures for improvement the delegates made a number of proposals:

- ITPO UNIDO should insist that delegates must develop specific projects before embarking on the delegate programme and to make sure that every delegate understands that UNIDO ITPO is there to help but only the delegate can know his/her goals of visiting Japan.
- The ITPO programme should be linked (through IPAs) with innovation systems in the developing countries with access to local funds and entrepreneurs; the programme should also promote establishment of regional trading companies/centres of developing countries (with active role of embassies) promoting their products (for example eco-products) in Japan.
- ITPO Tokyo should have more technical staff to be able to advice on technology for Africa.
- The schedule of meetings should include a breather (a day) to allow the delegate a break in the continuous flow of meetings or the meetings should be balanced in such a way that the delegate can digest them without getting too tired.
- The ITPO delegate programme should ensure full coverage of costs for the delegate programme for the delegates from LDCs (such as Laos).
- The delegates should be informed about UNIDO in general and in particular about activities in their home countries.
- ITPO Tokyo should cooperate with ITPO Soul and ITPO Beijing in order to have a similar delegate programme and coordinate activities of these ITPOs towards target countries.
- The ITPO should practice an open door policy for all previous delegates and initiate the UNIDO ITPO Tokyo alumni.

While most of the recommendations aimed at improving the operations of the programme without changing its practical, hands-on features (“no theory”), two delegates suggested changes going beyond the current scheme of the programme:

- i) training on theoretical aspects in investment promotion “so that the Delegates ...relate their work to the larger public interest and benefits that may accrue “ to their countries (India)
- ii) training and research-oriented activities (Egypt)

For the latter proposal (training and research-related activities) further elaboration was requested but no response was received by the time of finalizing the draft report.

Annex 4

ITP-related organizations and associations in Japan and their cooperation with ITPO Tokyo

Independent Administrative Organizations

Japan External Trade Organization (JETRO)

JETRO is a METI affiliated independent administrative organization, originally created for promoting Japanese export to overseas markets; however, its function has been shifted. JETRO is currently focusing on three main activities: i) Promotion of inward investment to Japan, ii) Assistance to Japanese SME in promoting export and overseas investment, and iii) Assistance for economic development of developing countries through trade and investment. JETRO has an extensive network of offices in Japan (36 offices) and overseas (62 offices). ITPO Tokyo has cooperated in recent years with JETRO Kita Kyushu Office, located at the home town of steel industry in Kyushu. ITPO Tokyo, in collaboration with JETRO and Kita Kyushu City, organized, among others, an investment promotion mission to Orissa State in India in 2008.

Regarding technology transfer, JETRO assists Japanese companies' technology promotion to Europe and supports local industrial development in ASEAN countries by sending short-term technical experts. JETRO organizes a number of exhibitions for trade promotion, e.g. "FOODEX" for food processing products. JETRO overseas offices also coordinate the promotion programmes for trade exhibitions. A number of ITPO Tokyo investment seminars were co-organized or supported by JETRO, for example, Jordan Investment Seminar in November 2009, Bangladesh Business Seminar in Nagoya held in June 2009, Turkey ICT/R&D Seminar in June 2009, and PNG Investment Seminar in May 2009, among others.

Japan International Cooperation Agency (JICA):

JICA is a government-financed organization for technical cooperation, ODA loans and grant aid for developing countries. In October 2008, the former JICA merged with ODA loan portion of Japan Bank for International Cooperation (JBIC), and became a comprehensive aid organization to cover all types of aid.

JICA also has an extensive training programme. Training activities are conducted at 18 regional centres of JICA. JICA Tokyo (Tokyo International Centre) is a training facility operating in Tokyo area. One of the programmes is a regular group training course for 1.5 months for capacity building for Investment Promotion Agencies (IPA) of developing countries. During the last 3 years ITPO has not cooperated with this programme.

The recent cases of collaboration between JICA and ITPO included the JICA sponsored “Japanese Descendent Programme”, a training programme for SME entrepreneurs from Brazil and Peru who are Japanese descendents. The training was held during November to December 2009, and ITPO Tokyo planned the majority of the programme, including arranging for lectures, site and company visits, etc. ITPO Tokyo also sent its lecturers for the training courses. In addition, ITPO Tokyo has also been cooperating with JICA on organizing a programme for practical capacity building on investment promotion for South East European (SEE) countries. The last such programme was held in September 2009 for Bosnia & Herzegovina.

As for seminar cooperation with ITPO Tokyo, there were among others: “Roundtable meeting on Micro, Small and Medium Enterprises Promotion for African Countries” in February 2010, Joint Workshop for African Diplomatic Corps in February 2010, and Water Sanitation Symposium in February 2008.

New Energy and Industrial Technology Development Organization (NEDO)

The New Energy and Industrial Technology Development Organization (NEDO) was established by the Japanese government in 1980 to develop new energy technologies to substitute oil. Eight years later, in 1988, NEDO's activities were expanded to include industrial technology research and development, and in 1990, environmental technology research and development. Activities to promote new energy and energy conservation technology were subsequently added in 1993.

NEDO currently employs 1,100 staff, and its activity largely consists of Industrial Technology and New Energy and Energy Conservation. As regards international cooperation their activities cover subjects in solar energy development, utilization of coal resource, energy saving technology and Kyoto Protocol related dissemination and exchange of information. NEDO has overseas offices in Washington DC, Paris, Beijing, Bangkok and Jakarta.

National Institute of Advanced Industrial Science and Technology (AIST)

AIST was originally established in 1976 as a research institution belonging to METI, and re-organized as independent organization in 2001. AIST has over 50 autonomous research units in various innovative research fields, and the units are located at 9 research bases and several sites (smaller than research bases) all over Japan. About 2500 research scientists (about 2000 with tenure) and well over 3000 visiting scientists, post doctoral fellows and students are working in AIST. AIST covers the following fields of research and development:

- Life science and technology
- Information technology and electronics
- Nanotechnology, material and manufacturing

- Environment and energy
- Geological surveys and applied geosciences
- Metrology and measurement technology

Japan Bank for International Cooperation (JBIC)

As the result of restructuring of government financial institutions in October 2008, the International Finance Operations of the former JBIC merged with other financial institutions to become a new policy-based financing institution, the Japan Finance Corporation (JFC). The current JBIC is a part of JFC, under its former name, JBIC, to maintain its relationship with overseas clients. The current function of JBIC is comparable to the former Japan Export and Import Bank, operating in non-ODA flow of funds.

The JBIC's mission is to contribute the sound development of the Japanese and international economy by conducting international finance operation in the following three fields.⁹

- Promoting overseas development and acquisition of strategically important natural resources to Japan
- Maintaining and improving the international competitiveness of Japanese industries.
- Responding to disruptions in financial order in the international economy.

The recent JBIC's involvement in a project in Africa is a nickel mining development project in Madagascar, supporting Japanese enterprise, participating in financing with other countries' official financing institutions.

The collaboration with ITPO Tokyo is so far in the form of seminar organization support, for Turkey Investment Seminar in October 2009, PNG Investment Seminar in May 2009 and Croatia Business Seminar in April 2009.

Non-profit subsidized Organizations

Association for Overseas Technical Scholarship (AOTS)

The Association for Overseas Technical Scholarship (AOTS) was established in 1959 with the support of METI as an organization specialized in accepting and training trainees working for Japanese companies in developing countries. AOTS program is financed with government subsidy from METI and contributions by the recipient companies. The function of AOTS is to support human resource development of

⁹ JBIC web site (www.jbic.go.jp)

private enterprises in developing countries relevant for Japanese direct investment. The focus is on Asia, reflecting geographical locations of Japanese investment, mostly in the manufacturing sector.

Japan Institute for Overseas Investment (JOI)

Japan Institute for Overseas Investment (JOI) was established in 1991 by Japan Export Import Bank (now JBIC) and about 100 major Japanese enterprises interested in overseas investment. The main purpose is to collect and disseminate information regarding foreign direct investment. Currently, the membership has expanded to 200 firms consisting of 150 Japanese firms and 50 foreign embassies, consulting firms and financial institutions. The number of staff is about 25.

As for cooperation with ITPO Tokyo, there was a seminar for “Croatia Business Seminar” held in April 2009, as a co-organizer with ITPO Tokyo. Other seminars with JOI support were the Turkey Investment Seminar in October 2009, Vietnam Industrial Investment Seminar in April 2009, APPS Global Auto parts Business seminar in June 2008, and Bangladesh Investment Seminar in May 2008.

Private corporate funded organizations

The Japan Chamber of Commerce and Industry (JCCI)

JCCI is a national federation of 523 regional chambers of commerce and industry that have altogether 1.4 million members all over Japan. Tokyo CCI is the largest regional chamber for Tokyo metropolitan area with 17,000 member firms. The organization of chambers is based on law, while the membership is voluntary. Since Japanese firms in commerce and industry consist for a large part of SMEs, the majority of members of JCCI are SMEs. In Japan, SMEs represent 99.7% of commerce and industrial establishments, 70% of employment and 60% of turnover.

One important function of JCCI is gathering information about overseas investment climate in various countries. This is one subject where JCCI cooperates with ITPO by holding seminars for Pakistan Seminar in February 2010 and Egypt Investment Seminar in December 2009. According to JCCI, ITPO has more extensive list of enterprises interested in developing countries, than JCCI members. The recent cases of cooperation are: Romania Economic Forum and the Japan-Peru Economic Forum, both held in March 2010. JCCI's collaboration with the ITPO is a benefit for JCCI especially in the case of less popular target countries, e.g. Pakistan and Egypt.

Japan Cooperation Centre for the Middle East (JCCME)

JCCME was founded in October 1973 as a non-profit organization. The objective is to promote trade and economic cooperation with Middle East countries including North Africa (Egypt, Sudan, Libya, Tunisia, Algeria, Morocco and Mauritania). JCCME has its offices in Riyadh and desks in Jeddah, Kuwait, Tehran and UAE.

JCCME conducts investment promotion activities through sending investment promotion missions, market surveys, feasibility studies, technical guidance, research and advisory activities and investment promotion exhibition.

The cases of collaboration with ITPO Tokyo in the last three years are: Iran Business Seminar in May 2009, Morocco Investment Seminar in October 2008, and Middle East Investment Seminar in March 2008.

Japan Keidanren (Japan Federation of Economic Organizations)

Japan Keidanren is an organization created by large companies including manufacturers, banks, trading firms and other utility and service companies. The chairmanship and management are governed by presidents of Toyota, Canon, Nippon Steel, and other world known companies. Japan Keidanren is the most politically influential organization with a large amount of funding activity as well.

Japan Keidanren has its economic cooperation bureau, also commenting on ODA funded activities. They also advocate Corporate Social Responsibility (CSR) through encouraging their member firms to contribute to objectives of the society, including international community.

Non-profit registered organizations (NGO)

There are two kinds of NGOs related to activities of ITPO. The first type is country-wide friendship associations, for example, Japan-Philippine Association (Philippine Business Seminar in May 2007) and Japan Morocco Association (Morocco Investment Seminar in October 2008). These associations are linked with firms and individuals with past contacts, experience in economic, cultural and human relations in the countries concerned. Those associations can be utilized for investment and technology transfer activities, particularly for countries which are not well known in Japanese society.

Another type of NGO is based on mutual interest in technical issues, with membership by scholars, traders, manufacturers and researchers for the respective subject. Examples of cooperation with ITPO: Japan Neem Association (Neem Seminar in May 2007), Kyoto Industrial Association (Croatia Business Seminar in April 2009), Global Water Recycle System Association (GWRSA for Egypt Water Technology roundtable),

Annex 5

Programmes/Activities with UNIDO HQ/Field offices/UNIDO networks (May 2007- April 2010)

Delegate Programmes

Date	Region	Programme/Activity	Counterpart	Output
2007 June	Mozambique	Delegate programme (Mr. Antonio Luis Macamo CPI) 3 weeks	HQ	3
2008 Apr	Orissa, India	1 Delegate programme (1 delegate & 1 officer non-delegate)	HQ & UR India	3
2009 June	Nigeria	Delegate programme (Ms. Wakil Mustapha & Mr. Latifu Salami) 2 weeks	UR Nigeria	3
2009 July/Aug	Egypt	Water delegate programme (Mr. Hatem Ali) 2 weeks	IPU Egypt & HQ	3
2009 Nov	Jordan	Delegate programme (Ms. Muna Gammoh) 2 weeks	HQ (ICU)	3

Other Programmes

Date	Region	Programme/Activity	Counterpart	Output
2007 June	Guangxi, China	Participation in UNIDO's Global Investment Promotion Forum	HQ & UR China	1
2007 June	Chennai, India	Taking part in APPS 2007 to display Chennai auto parts companies	HQ & UR India	1
2007 July	Malaysia	Participation in UNIDO's Biofuels Conference	HQ	2
2007 July	Chennai, India	Participation in UNIDO-AIEMA Meeting	HQ & UR India	1
2007 Oct	Global (Japan)	DG visit to Japan - UNIDO/JETRO IDE Conference on productivity and growth in Asia/Africa	HQ	5
2007 Nov	Egypt	Participation in 2 nd MENA-OECD Conference and Business Meetings in Cairo	HQ & IPU Cairo	1
2007 Nov	Tanzania/ Uganda	AAITPC Business Mission	HQ	1
2007-2009	Global	Identification of POPs related technologies from Japan and Eco-town programme	HQ (Env/SC)	2
2008	MRU Countries	Facilitated discussion of MRU project financed by GoJ	HQ	5
2008 Jan	Orissa, India	Facilitated and co-led business mission from Kitakyushu	HQ & UR India	2
2008 Feb	Global (Africa)	Biofuel Symposium with MOFA	HQ	5
2008 May	Africa	TICAD IV participation with HQ - UNIDO/JGC Breakfast Meet with DG - Side event: Diffusion of productivity movement from Asia-Africa	HQ	5
2008 July	Orissa, India	Mission & programme review meetings in Orissa	HQ & UR India	1
2008 Aug	Nigeria	Environment protection technologies mission	UR Nigeria	2

2009 March	Orissa, India	Steel Slag experts visited Orissa for technology transfer	HQ (Investment)	2
2009 March	Global (Turkey)	5 th World Water Forum	HQ (Water)	2
2009 March	Global (Japan)	1 st UNEP Global Mercury Partnership Meeting in Tokyo -Presented on behalf of HQ	HQ (Water)	5
2009 March	Vietnam	Sokeizai business mission to Vietnam 28 companies casting, stamping, die-mold, etc. with METI	UR Vietnam	1
2009 Oct	Global (Mexico)	Global renewable Energy Forum - Mobilized Japanese technology info	HQ & ITPO Mexico	2
2009 March-Nov	Global (Japan)	Regional 3R (reduce, Reuse, Recycle) Forum in Asia - Participated and presented in 3 separate meetings on behalf of HQ	HQ (Environment)	5
2009 April	Global	- IDR 2009 Symposium in Japan - UNIDO Green Industry Mission to Japan	HQ and URs Kenya, Nigeria	5
2009 Apr	Brazil	Participated in UNIDO Mission to Brazil	HQ (ICU)	2
2009 Sep	Philippines	Participated in UNIDO's Green Industry Conference in Manila	HQ	2
2009 Oct	China	End of Life Vehicle Seminar in Dalian	UR China	2
2009 Oct	Nigeria	Mission from Nigeria to EDS in Japan	UR Nigeria	2
2009 Nov	Kenya	Energy Kiosk with JICA project coordination in Japan	HQ & UR Kenya	2
2010 Feb	Global (Bahrain)	5 Environment tech projects sent for evaluation to Kuwait Finance House	HQ & ITPO Bahrain	1
2010 Feb	Nigeria	EDS F/S Mission - Facilitated dispatch of experts	UR Nigeria	2
2010 Feb	Global (Japan)	DDG Visit to Japan - Facilitated and attended meetings in Tokyo and Kitakyushu	HQ	5
2010 March	Global (Japan)	2 nd UNEP Global Mercury Partnership Meeting in Tokyo - Participated on behalf of HQ	HQ (Water)	5
2010 March	Global (Turkey/Japan)	UNIDO-ICHET Mission to Japan for 6 th FC International Expo 2010 in Tokyo - Participated in expo UNIDO-ICHET booth - Organized 2 days of business meetings	HQ & UNIDO-ICHET	5
2010 March	Global (Japan)	HFC Symposium and Training in Tokyo - Participated with opening remarks - Facilitated mission financial logistics	HQ & UR China	5
2010 April	Global (Japan)	Discussions with GoJ and agencies on possible cooperation between Japan and UNIDO on environment projects-Berkel/Dolf	HQ (Env)	5

2010 April	Global (Japan)	Facilitating Eco-town managers training programme in Kitakyushu (follow-up delegate for India on plastics waste recycling planned)	HQ (Env/SC)	2
2010 April	Africa Kenya/Tanzania	Mission to Kenya and Tanzania for discussions on delegate prog and Afripanet/SPXs	HQ/ITU	3
2010 April	Chennai, India	Promoting Chennai ACMEE exhibition to Japanese clients	UR/SPX India	1