

## **Independent terminal evaluation**

### **ITPO TOKYO**

### **UNIDO Services in Japan for the promotion of industrial investment in developing countries (ITPO)**

UNIDO project No.US/GLO/13/119 - SAP 130257



UNITED NATIONS  
INDUSTRIAL DEVELOPMENT ORGANIZATION

**UNIDO OFFICE FOR INDEPENDENT EVALUATION**

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This document has not been formally edited.

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## Acronyms and abbreviations

AFR	Regional Division Africa
AGR	Agri-Business Development Department
AKARI	Japanese Solar lantern
ASP	Regional Division-Asia and the Pacific
COMFAR	Computer Model for Feasibility Analysis and Reporting
CPN	Climate Policy and Network Division
DG	Director General
ECOWAS	Economic Community of West African States
EFR	External Relations and Field Representative
ENE	Department of Energy
ENV	Department of Environment
ET	Evaluation Team
FDI	Foreign Direct Investment
FY	Fiscal year
GEF	Global environmental facility
GS	Japan Storage Battery
HQ	Headquarters
IEV	Independent Evaluation Division
ILO	International Labour Office
INV	Investment Promotion Division
IPA	Investment Promotion Agency
IT	Information Technology
ITPO	Investment and Technology Promotion Office
ISID	Inclusive and Sustainable Industrial Development
JBIC	Japan Bank for International Cooperation
JETRO	Japan External Trade Organization
JICA	Japan International Cooperation Agency
JPY	Japanese Yen



KPI	Key performance indicator
L2CETs	Low Carbon Low Emission Energy Technology
LAC	Latin America and Caribbean
LAO PDR	Lao People's Democratic Republic
LDC	Least Developed Country
MENA	Middle East and North Africa
METI	Ministry of Economy, Trade and Industry
MOFA	Ministry of Foreign Affairs
NEDO	New Energy and Industrial Technology Development Organization
OD	Office of the Director
ODA	Official Development Assistant
ODG	Office of Director General
ODG/EVQ	UNIDO Office of Independent Evaluation and Quality Monitoring
OMD	Office of the Managing Director
PPS	Policy and Programme Support
PSC	Programme Support Cost
PRM	Department of Partnership and Result Monitoring
PRS	Department of Policy Research and Statistics
PTC	Programme Development and Technical Cooperation Division
QUA	Quality Monitoring Division
RMD	Results Monitoring Division
RPA	Research and industry policy advice division
RPF	Department of Regional Programmes and Field Representation
SADC	Southern African Development Community
SAP	Business management software platform
SCD	Stockholm Convention Division
SDGs	Sustainable Development Goals
SMEs	Small and mediums enterprises
TC	Technical Cooperation
TE	Terminal Evaluation
TICAD	Tokyo International Conference on African Development

TII	Department of Trade, investment and innovation
UNEG	United Nations Evaluation Group
UNICEF	United Nations Children’s Fund
UNIC	United Nations Information Centre
UNIDO	United Nations Industrial Development Organization
UNU	United Nations University
UNDP	United Nations Development Programme
UNFPA	United Nations Population Fund
UNV	United Nations Volunteers
US	United States
USD	United States Dollar

## 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 objectives of a development 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.
Outcome	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 a development intervention are consistent with beneficiaries' requirements, country needs, global priorities and partners' 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 group	The specific individuals or organizations for whose benefit an intervention is undertaken.

## **Executive summary**

Overall, the ITPO Tokyo is considered by all stakeholders involved – be it Japanese companies, Japanese Government representatives, participants in the Delegate Programme, Members of the Diplomatic Community in Japan, UNIDO staff and high management – as a relevant, efficient and effective investment and technology promotion office and an excellent representation of UNIDO in Japan.

Established in 1981, the office has matured into a well-functioning and experienced operation which is able to continuously evolve and adjust to a fast changing investment and technology promotion environment. In fact, investment and technology promotion are key elements in the global strategy for achieving the Sustainable Development Goals (SDGs). The mandate of UNIDO to promote inclusive and sustainable industrial development (ISID) includes a high strategic priority to promoting investments and clean, environmentally friendly technologies.

One of the key objectives of the Japanese bilateral and multilateral cooperation is the promotion of quality growth in economy by, inter alia, promoting overseas direct investment, supporting overseas expansion of SMEs, facilitating overseas expansion of Japanese companies and promoting environmental management and energy conservation technologies.

ITPO Tokyo is relevant to the benefitting countries, to Japan and to UNIDO and is facing increasing demand for its services. Its objective is “to strengthen cooperation between Japan and developing countries with economies in transition through investment promotion and technology transfer to support sustainable industrial development and economic growth”.

The independent terminal evaluation of ITPO Tokyo takes place at a moment when the UNIDO ITPO network is being revamped with new ITPOs under negotiation in Germany (Bonn) and Iran. In the “mix” of long standing ITPOs, such as Tokyo, and

newly established offices like ITPO Nigeria, ITPO Tokyo has the potential and strength to become a model for others and to share good practices and innovations.

The approach for managing the delegate programme is one such good practice. ITPO has also established an excellent database for the promotion of environmentally friendly technologies with a modern and very effective promotional clip approach through the internet. The office is increasing visibility and professional communications.

In 2015, ITPO moved into the premises of the UN University and now shares facilities with other UN Agencies: UNU, ILO, UNICEF, UNDP, UNIC, UNFPA, UNV. This integrates UNIDO ITPO in Tokyo into the UN family and strengthens ITPO Tokyo as a trusted “bridge” to the developing world and countries in transition. In Tokyo the ITPO means UNIDO, and UNIDO has a good standing as a trusted partner in Japan.

One of the promising activities of ITPO Tokyo is the new advisory programme in Africa, which consists of the placement of national consultants hired by ITPO Tokyo in the three pilot countries Algeria, Ethiopia and Mozambique. This programme is highly appreciated by the benefitting countries and by the Japanese Ministry of Economy, Trade and Industry (METI).

Since the last evaluation carried out in 2013, ITPO Tokyo has been increasingly involved in UNIDO operational activities, particularly in the area of sustainable energy. A good example of such collaboration is a new programme between METI and UNIDO on low carbon/low emission energy technology (L2CETs) for developing countries. The programme was developed and implemented with direct involvement of and the assistance and support from ITPO Tokyo, which led to the preparation of a check sheet for the selection of low carbon/low emission energy technologies. Along this example we found that there is more potential and demand for closer and broader synergies with UNIDO Headquarters and its networks.

The programme for Embassies in Japan has also been effective in terms of projecting positively UNIDO’s image and carrying out concrete activities. The programme aims at showing to Diplomats Japanese manufacturing and environmental technologies by visiting exhibitions and factories. ITPO has also led a number of highly valued business

missions by 5-10 or more Japanese companies to countries such as Mozambique, India, Turkey, Bangladesh, Cambodia and Sri Lanka.

The ITPO Tokyo project document does not include outcome indicators, and the output indicators are a mix of activities, outputs and outcomes. The project document includes an Annual Work Programme which is input based. The document does not identify targets to which indicators are linked. The evaluation team faced the same methodological problem relating to a lack of indicators and monitoring data that was noted by several previous evaluations and had to draw conclusions also from a number of qualitative assessments and direct observation.

Despite poor indicators, however, the Evaluation Team noted a positive trend comparing results included in the evaluation of 2013 and the results identified for this evaluation. The number of jobs created (35.000) and of environmental technologies promoted (40) has increased (although the jobs created are not on a balanced geographical basis), the value of investments remained high in the amount of approximately one billion US dollars. Worthwhile mentioning is the very high increase in bilateral meetings showing the importance of ITPO Tokyo's advisory function and the doubling of support provided to Headquarters, the most recent being the organization of a visit to Tokyo by the Director General.

The Evaluation Team observed directly a high level of efficiency and professionalism during the visit to the ITPO and, also based on interviews with a broad range of stakeholders, concluded that the ITPO Office is well organized, efficient, experienced, prompt in meeting demands, interested in UNIDO work, has relevant expertise and enjoys a strong Government ownership.

From the viewpoint of "budget allocation and execution" and "efficiency in execution", ITPO Tokyo has been operating with high efficiency. This is indicated by a 99.5% budget execution rate, strengthening staff number with minimum cost increases and positive effects in terms of costs of facilities and visibility of location due to the move to the UN University Building. In addition, ITPO Tokyo has been successful in playing a dual role as project office and UNIDO representation in Japan. Maximum utilization of

IT applications including its website and good command of SAP contribute to high efficiency.

A point requiring attention relates to coordination and cooperation with other UNIDO programmes, within the ITPO Network and with other UNIDO networks. Being part of UNIDO's technical structure and its networks is a value added of the ITPO over other bilateral and multilateral investment promotion Agencies, and there is potential for more cooperation, for instance in procurement and regional programming. The ITPO Coordination Unit at UNIDO Headquarters could support more this process but, as also noted in previous evaluations, is heavily understaffed.

UNIDO does not have a standard methodology for applying in all of its investment promotion activities the "responsible investments" approach according to UN standards and including child work standards, occupational safety, social and environmental sustainability. While ITPO Tokyo implements ISID principles, it would benefit from guidance and standards on responsible investments provided by UNIDO Headquarters.

Sustainability of the ITPO Office is dependent on funding by Japan / METI and on the quality and results of the Office activities. Quality should be sustained and reporting on results should be improved through better project design and a results-based monitoring system in order to continue making a strong case for financial support.

The two main recommendations of the Evaluation Team are that ITPO Tokyo should continue receiving funding for the next three years and also be strengthened by a budget increase to support functions of high relevance such as country advisors, business missions abroad and support to UNIDO Headquarters.

In conclusion, the Evaluation Team found that the ITPO Tokyo sets high standards of efficiency and effectiveness and of exemplary performance. The Office has the potential to become even more effective and relevant in the future to support the implementation of UNIDO ISID mandate.

# 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 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 is usually preceded by an evaluation of the ITPO. The most recent evaluation took place in 2013, and consequently UNIDO and the Government agreed to extend the Agreement for another term from 1 January 2013 to 31 December 2016. The present evaluation covers the period May 2013 to April 2016.

## Evaluation objectives, methodology and process

This terminal evaluation (TE) of project SAP ID 130257, UNIDO Service in Japan for the promotion of industrial investment in developing countries (Investment Promotion Office) aims at enabling the Government of Japan and UNIDO to take a decision on substantive and funding requirements for the next project phase. The project's starting date was 1.1.2014; the estimated completion date is 31.12.2016. The evaluation covers the period 1.5.2013 to 30.4.2016.

The TE assesses project performance against the evaluation criteria: relevance, effectiveness, efficiency and sustainability. The evaluation includes re-examination of the relevance of the objectives and other elements of project design. The TE has also the purpose of drawing lessons and developing recommendations for UNIDO that may help to enhance the design and implementation of the project's extension for the next three years.

The key question of the TE is whether the project has achieved or is likely to achieve its main objective, i.e. to strengthen cooperation between Japan and developing countries as well as countries with economies in transition through investment promotion and technology transfer, to support sustainable industrial development and economic growth.

It is expected that findings and recommendations of the TE will be incorporated in a new project document covering the extension of the ITPO upon the completion of the project in December 2016.

This TE is conducted in accordance with the UNIDO Evaluation Policy<sup>1</sup> and the UNIDO Guidelines for the Technical Cooperation Programme and Project Cycle<sup>2</sup>. UNEG Norms and Standards for evaluation have also been observed. The evaluation has been carried out as an independent in-depth evaluation by a team consisting of one international consultant and team leader, Mrs. Donatella Magliani, and one national consultant, Mr. Hidekazu Tanaka.

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<sup>1</sup> UNIDO. (2015). Director General's Bulletin: Evaluation Policy (UNIDO/DGB/(M).98/Rev.1)

<sup>2</sup> UNIDO. (2006). Director-General's Administrative Instruction No. 17/Rev.1: Guidelines for the Technical Cooperation Programme and Project Cycle (DGA1.17/Rev.1, 24 August 2006)



The Evaluation Team awarded high importance to the evaluation process which was participatory and of a learning nature. A large number of key parties associated with the project were interviewed and were kept informed and regularly consulted throughout the evaluation. The evaluation team leader liaised with the UNIDO Office of Independent Evaluation and Quality Monitoring (ODG/EVQ), Independent Evaluation Division on the conduct of this evaluation and methodological issues. The Officer in Charge of ODG/EVQ, Mrs. Marina Ploutakhina, participated in the Evaluation, including the mission to Tokyo.

The following data collection strategies were used to ensure that data gathering and analysis included evidence-based qualitative and quantitative information, based on diverse sources, as much as feasible:

- desk studies and literature review
- statistical analysis
- individual interviews
- one focus group meeting
- data triangulation
- web-based surveys
- direct observation

The first step of the evaluation was to examine the intervention logic of the ITPO (sometimes called “theory of change”). The intervention logic explains the intended causal relationship between inputs, the activities, the outputs and the outcomes of the ITPO. This analysis had limitations due to shortcomings in project design, as outlined later. Another limitation was the fact that the Evaluation Team had to rely heavily on contacts and information provided by the ITPO. Contacts with delegates and companies selected directly by the Evaluation Team were not possible due to time and funding limitations. However the many sources of information used represent a good basis for triangulation of information. Furthermore the surveys with companies and delegates gave a solid background to our findings and related recommendations.

## **Project assessment**

The ITPO Tokyo has been operating in the last three years according to a project document summarized in the logical framework matrix provided in Annex 3.

The main purpose of the project is to support developing countries and economies in transition to attract investment and technology from Japan. It is also intended to assist investors in Japan in making decisions on the establishment of industrial partnerships by providing support in the development of partnership opportunities into business proposals, providing detailed information thereof in the host country as well as in negotiations of these proposals

Expected outputs include investments and technology transfer initiatives, training and capacity building, dissemination of relevant information to the business community in developing countries and economies in transition as well as in Japan and support provided to UNIDO Headquarters.

## **A. Project design**

The responsibility for project design rests mainly with UNIDO Headquarters. The project document under evaluation is better designed and better structured than the project documents of previous ITPO phases. Origin of the project, challenges, and reasons for UNIDO assistance, target beneficiaries and UNIDO approach are well described. There is a good analysis of the challenges for developing countries addressed by this project. The objective of the project conforms with the objective of other ITPOs in the Network.

It would have been useful to be more specific about the challenges faced by the private sector in Japan, which is also identified as one of the target beneficiaries of this project.

The project document presents weaknesses in the description of outcomes and in the definition of the result indicators at all levels of the result chain.

It is noted that previous evaluations in 2007, 2010, 2013 and the thematic evaluation of the ITPO Network carried out in 2010 all noted weaknesses in the application of Results Based Management Principles in design, monitoring and reporting.

Outcomes in the project document are a mix of outputs, activities and outcomes. One outcome is an ongoing function of the Office (continuous interface with Japan through the delegate programme); another outcome is in fact a long term impact indicator that can hardly be measured (contribution to sustainable economic development and eradication of poverty).

The output indicators are a mix of numbers of activities (number of meetings, number of missions organized, number of contacts and exhibitions), numerical outputs (number of projects identified) and two are outcomes (number of jobs created and value of investments).

The project document does not include baselines. The means of verification are in some cases not realistic (e.g. official statistics published by the national Bureau of Statistics).

Targets for the whole duration of the project are missing and annual plans, with focus on countries, technologies and sectors should include those targets.

As indicated in the methodology, the evaluation was carried out in a participatory manner and was also aimed at learning and finding solutions during the evaluation process. A methodological approach for improving design was suggested by the Office of Quality Monitoring in the context of a focus group meeting held in UNIDO on indicators. The proposal is presented in Table 1 below.

Table 1: Outcomes related to ITPOs

Outcomes	Indicator	Data source	Population
<b>Capacity building (Delegate programme, capacity building for IPAs...)</b>			
Changes in terms of knowledge and skills	% of participants/delegates strongly agreeing with the statement that they have obtained new knowledge & skills as a result of training by the ITPO (5-point scale where 5=strongly agree, 4=agree, 3=neutral, 2=disagree, and 1=strongly disagree) (by gender)	Training participant/ delegate survey (can be at the end of training programme)	Training participants
	Number (%) of participants/delegates (by gender) reporting having obtained new knowledge and skills as a result of training, in terms of: <ul style="list-style-type: none"> <li>Established new contacts with companies &amp; institutions</li> <li>Screened &amp; identified suitable projects to promoters</li> <li>Found suitable partners</li> <li>Negotiated investment opportunities</li> <li>Others, please specify</li> </ul>	Training participant/ delegate survey (can be: yearly, or every several years)	Delegates, training participants
	% (number) of institutions directly supported by the ITPO state that: <ol style="list-style-type: none"> <li>ITPO has been 'effective' or 'very effective' as a partner</li> <li>Their capacity has been enhanced</li> </ol>	Supported institution survey	Supported institutions (e.g. IPAs)
Process improvement in supported institutions	Number of supported institutions reporting change in business, in terms of: <ul style="list-style-type: none"> <li>Adopted new management practices</li> <li>Adopted new investment promotion practices</li> <li>Adopted new technologies</li> <li>Introduced new or improved services</li> <li>Others, please specify</li> </ul>	Supported institution survey	Supported institutions (e.g. IPAs)

Outcomes	Indicator	Data source	Population
<b>Technology transferred</b>			
Technologies actually transferred	<ul style="list-style-type: none"> <li>• Number of technologies transferred, in the following fields: <ul style="list-style-type: none"> <li>○ Renewable energy</li> <li>○ Agro business</li> <li>○ Others, please specify</li> </ul> </li> <li>• % of promoted technologies actually transferred</li> <li>• Volume of investment in the transferred technology mobilized</li> <li>• Extent to which mechanisms are adopted for technologies transfer (score 0-5)</li> </ul>	ITPO monitoring system	Participating institutions/enterprises
<b>Investment promotion (in terms of foreign investment and domestic investment)</b>			
Improvement related to foreign and domestic investment	Number of investment projects concluded	ITPO monitoring system	Participating companies
	Number of investment projects in operational	ITPO monitoring system	Participating companies
	Value of investment generated in projects implemented and in operation (USD)	Company survey	Participating companies
	Number of additional jobs created	Company survey	Participating companies

In many UNIDO interviews it became apparent that UNIDO does not yet have a UNIDO corporate approach and methodology at the design and implementation levels for the application of “responsible investments” according to UN standards. These include child work standards, occupational safety, social and environmental sustainability. ITPO Tokyo indicated that, should these standards be applied in a uniform manner at UNIDO, the Office would benefit from guidance and methodological support by Headquarters and would include this aspect in the next project document and subsequent implementation.

## **B. Monitoring and evaluation systems**

While the project includes a plan for reporting and envisages an in depth evaluation funded by the project, there is a lack of a monitoring plan. The excellent reports produced by ITPO, in particular the ITPO Annual Reports and the Annual Work Programmes show that good examples are available of projects and activities as well as numerical information on seminars, workshops, incoming missions, Embassy programmes, the environmental database and the delegate programme. Annual Work Plans are serious and detailed planning documents. However, a monitoring report enabling stakeholders to assess progress against indicators has not been envisaged in the design of the project document and was therefore not produced.

ITPO provides information on concluded projects although they have started in earlier phases. ITPO Tokyo solved the dilemma of reporting on results in investment and technology promotion projects that have a longer time frame than the three years duration of the funding of the project and that have been initiated in a former phase. In this way medium and long term effects can be meaningfully measured and reported upon.

## **C. Ownership and relevance**

### **i. Relevance for developing countries and countries in transition**

The Evaluation Team had the opportunity to interview several Ambassadors and Representatives of Embassies in Tokyo that have cooperated with ITPO Tokyo over the years. Capacity building of Investment Promotion Agencies (IPAs) through the Delegate Programme is highly appreciated and considered increasingly relevant. Equally important and highly valued is the access facilitated by the ITPO of Japanese SMEs in countries that for language and cultural reasons and for lack of information cannot easily be accessed.

ITPO support has proven over many years instrumental in facilitating Japanese companies' access to new markets, in particular in Africa. One Ambassador who is very active in promoting investment flows to Africa and who plays a key role in the preparation of TICAD 6 (Tokyo International Conference on African Development) mentioned that UNIDO and the ITPO *"are trusted match makers and advisors to developing countries"*. In addition to the expertise provided by the ITPO, the Ambassador mentioned the special trust relationship with UNIDO *"which belongs to all of us"*.

### Box 1: Case of Burkina Faso

Amongst 15 countries in the Western African region, there are 9 Embassies in Japan. Burkina Faso Ambassador is in charge of TICAD for all 38 African countries. The current Ambassador of Burkina Faso in Japan was appointed in 2012, and there are many contacts with UNIDO ITPO Tokyo, including joining industrial tours (Embassy Programme) organized by ITPO. The tour to visit various Japanese manufacturers is considered very interesting and there are some technologies that address strong needs in African countries, for example, technology applied in sanitary ware by Lixil. Last year, there was a business forum organized by Western African States, to which 500 Japanese companies, 145 officials and business persons from Western Africa and one Regional Organization (ECOWAS) participated. There is a plan to organize a business tour to Western Africa in September this year.

Responding to a question about the difference between JETRO/JICA and UNIDO ITPO, the Ambassador responded that “UNIDO belongs to all of us”, meaning Burkina Faso is a member of UNIDO and considers UNIDO a close and trustworthy Organization to collaborate with. He expects a much larger role to be played by the ITPO to bring Japanese companies to Africa, in particular those SMEs with technological resources suitable for the African environment. The obstacle is that those SMEs do not have sufficient financial resources. Government support, e.g. JBIC finance, might be needed to assist their advancement in the African market. (Based on the evaluation team’s interview with H.E. Francois Oubida, Ambassador of Burkina Faso in Japan, on 24 May 2016)

#### **i. Relevance for the government of Japan**

The Japanese Government (MOFA) announced the “Priority Policy for Development Cooperation FY 2016” in April 2016<sup>3</sup>, which defined three key areas in assisting developing countries: 1) international peace and stability, 2) human security and Agenda 2030, and 3) quality growth in economy. In the three key areas above, the following points are, among several others, highly relevant for ITPO Tokyo.

- Improving the business environment for overseas direct investment
- Supporting overseas expansion of SMEs and export of infrastructure system
- Introducing Japanese advanced products and systems: environmental management, energy conservation technology and facilitating overseas expansion of Japanese companies.

Furthermore, the activities covered by the ITPO Tokyo are complementary and support bilateral cooperation conducted by the Japanese Government, Government Agencies and affiliated Institutions, as stated below.

#### Investment promotion

The delegate programme offered by ITPO Tokyo is a unique activity not covered by bilateral cooperation by JETRO, JICA and other Institutions. Considering the general environment for foreigners to promote their business in Japan, the function of ITPO Tokyo is not only offering office facilities to the delegates, but also providing guidance, interpretation and accompanying delegates in each business meeting and organizing country presentation seminars, etc. Without qualified staff and well-organized services, the delegate programme

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<sup>3</sup> <http://www.mofa.go.jp/policy/oda/index.html>

could not be conducted successfully. As can be learned from feedback from delegates<sup>4</sup>, this function of ITPO is highly appreciated.

In organizing investment seminars, business meetings and fora in Japan, ITPO Tokyo, as part of a UN organization, provides neutrality and credibility to the business community and the public. This leads to a number of events co-organized or supported by other bilateral institutions and the offer of free exhibition booths by the organizers, both of which facilitate the greater connection of visitors with opportunities in particular in countries in Africa.

### Technology transfer

Japan, through its history of industrial development, puts emphasis on technology innovation and development in the industrial and business communities, including small and medium enterprises (SME). A large proportion of Japanese foreign direct investments (FDIs) are in the manufacturing sector and the investment is inevitably associated with transfer of technology. ITPO Tokyo is offering an environmental technology data base, including a sample of technologies innovated and developed for commercial application by Japanese companies, mainly SMEs. As of April 2016, ITPO started a video clip introduction of selected technology applicable for developing countries' conditions, which is a unique service made available to all parts of the world.

### Focus on Africa

The Japanese Government initiated development cooperation for Africa through the TICAD process in 1993. At TICAD V in Yokohama held in 2013, African Countries declared that their priority was "Facilitating private trade and investment thereby supporting the growth of Africa". The advantage of ITPO Tokyo in supporting this initiative is the use of UNIDO's network of field offices and the influential and trust relationship with African Governments. ITPO Tokyo plays a complementary role with Japanese investment promotion institutions such as JETRO which has a limited field presence in Africa. In the survey for clients (Japanese companies) conducted by the evaluation team, 58% of the respondents indicated that their initial objective of contacting ITPO Tokyo was to "enter a new market".

## **ii. Relevance for UNIDO**

All interviews carried out with high management of UNIDO point to the increasing relevance of the ITPO network in general and of the ITPO Tokyo specifically with respect to Inclusive and Sustainable Industrial Development (ISID). Investment and technology promotion, particularly environmentally friendly technologies, energy and resource efficiency, capacity building in Investment Promotion Agencies, public private partnerships show a high relevance of the well-established ITPO network and the "senior", experienced Office in Tokyo. In fact, considering the big gap in public funds for the attainment of the sustainable development goals (SDGs), UNIDO strategy is to increasingly engage with the private sector and to mobilize investments.

In recent times the ITPO network has undergone some major changes. Some Offices have been closed and a number of new Offices have and are being opened in Germany, Iran, Morocco, Brazil and Nigeria. The network covers now strategic locations in industrialized as

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<sup>4</sup> 86% answered as "highly satisfactory" as for "new business contacts in Japan"

well as emerging countries and is being revamped accordingly. In this context ITPO Tokyo is seen as an experienced, well established and dynamic model. ITPO Tokyo is considered by many as “the best” ITPO in the network, capable of transferring good practices.

UNIDO staff, however, almost unanimously indicated that ITPO Tokyo could and should be better leveraged for instance in establishing contacts and shortlisting Japanese companies for programmes such as the Montreal Protocol and the GEF. Some staff indicated that there is an untapped potential to involve ITPO Tokyo more in respect of the provision of Japanese expertise and the mobilization of funds for the development and implementation of Regional Programmes for instance in Latin America.

## **ii. Effectiveness**

### **i. Outputs**

The Project Document includes 5 Outputs that ITPO Tokyo is expected to produce and indicates several performance indicators for each output. In this assessment, key performance indicators have been selected to illustrate the achievement of each output, in comparison with the Evaluation 2013 and the Annual Work Programmes.

#### Output 1 (Investment promotion)

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

For the measurement of its achievement, 9 performance indicators are defined as follows:

- 1) *Number of one-to-one meetings with private-sector companies arranged*
- 2) *Number of investment projects identified*
- 3) *Number of investment projects concluded and operational*
- 4) *Number of jobs and value of investments generated*
- 5) *Number of contacts with relevant organizations*
- 6) *Number of investment climate information updated and/or disseminated through seminars, workshops, fora and exhibitions*
- 7) *Number of participants*
- 8) *Number of African countries, LDCs, and less developed regions of non-LDC countries in Asia, MENA, Latin America, and others, promoted*
- 9) *Number of business and consultancy missions organized*

Among the above indicators, the evaluation team selected four indicators considered relevant for the evaluation. As shown in Table 2 below, the number of investment projects which became operational during the evaluation period was 18, in comparison with 17 in the previous period, while the plan for three years was 33. The discrepancy between the plan (33) and the realization (18) resulted from counting the same project for each Annual Work Programme for 2013, 2014 and 2015.



The number of investment projects concluded during the evaluation period was 19, as compared with the 6 projects recorded during the previous period. The discrepancy between Plan and realization is due to the same reason outlined above.

The number of jobs created during the evaluation period was about 35 thousand, compared to approximately 30 thousand reported in the previous evaluation, showing an 18% increase.<sup>5</sup>

The investment value was about US\$1billion, almost the same level as in the previous period and also in line with the plans.

These key performance indicators for Output 1 show a recorded increased performance compared to the previous evaluation period.

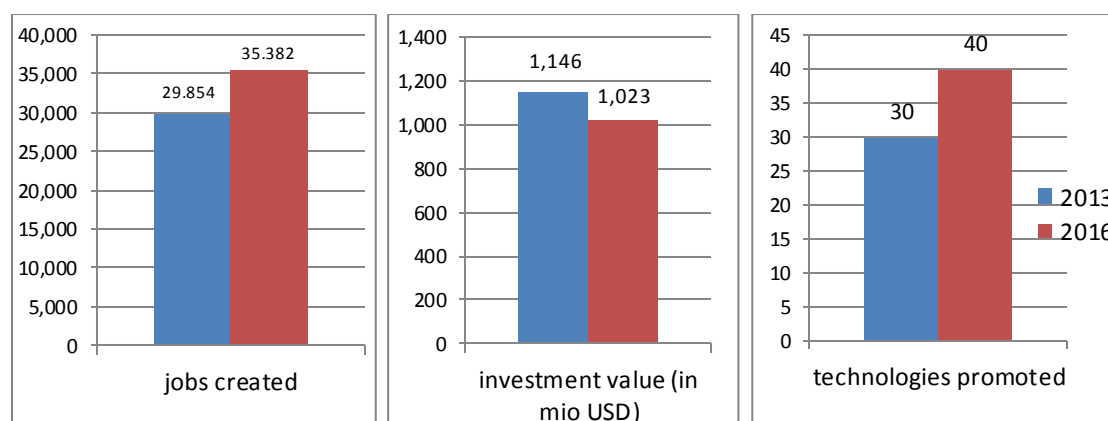
Table 2: Key performance indicators for output 1 (Investment promotion)

Key output indicators	Eval. 2013	Eval. 2016	Plan (2013-2015)*
Investment projects operational	17	18	33
Investment projects concluded	6	19	61
Number of jobs created**	29,854	35,382	NA
Investment value (\$US million)**	1,146	1,023	1,120

\*Plan is total of planned figures of Annual Work Programme for the 3 years

\*\*Total of operational and concluded projects (Refer to Annex 4)

Figure 1: Comparison of selected “output” indicators with the previous evaluation (2013)



<sup>5</sup> The number of jobs created is based on follow-ups by ITPO officers on each project with visiting or former delegates, contacting Japanese companies, Advisors stationing in Africa or embassies in Japan.

## Output 2 (Technology promotion)

*Relevant Japanese technologies identified and promoted to developing countries or countries with economy in transition, for their benefit.*

For the measurement of its achievement, 5 performance indicators are defined as follows.

- 1) *Number of technologies identified for promotion*
- 2) *Number of technologies actually promoted*
- 3) *Number of workshops carried out*
- 4) *Number of participants in workshop*
- 5) *Number of technologies transferred*

Among the above indicators, three key performance indicators have been selected as representing indicators for evaluation, through comparison with the plan and the previous evaluation period.

The comparison with the previous evaluation period indicates an increased number of technologies promoted with more technological information and description of usage, in particular for the environmental technology database with video clips.

Table 3: Key Performance indicators for output 2 (Technology promotion)

Key output indicators	Eval. 2013	Eval. 2016	Plan (2013-2015)
Technologies identified and promoted <sup>6</sup>	30	40	NA
Environmental technology database	22	40	NA
Technology transferred*	17	18	33

\*The number is the same as the number of investment projects operational

## Output 3 (Delegate programme)

*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.*

For the measurement of its achievement, 6 performance indicators are defined as follows.

- 1) *Number of countries and institutions who fielded delegates to Japan*
- 2) *Number of man-days delegates were fielded to Japan*
- 3) *Number of investment opportunities marketed*
- 4) *Number of investment leads generated*

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<sup>6</sup> For example, the evaluation team interviewed with companies developed “solar lighting system” as technology in low carbon and energy conservation and “waste incinerator of gasification system” as technology in waste treatment and management.  
([http://www.unido.or.jp/en/activities/technology\\_transfer/technology\\_db/](http://www.unido.or.jp/en/activities/technology_transfer/technology_db/))

- 5) *Number of Japanese enterprises and institutions engaged by each delegate*
- 6) *Number of visits taking place within one year of delegate programme*

Among the above indicators, three key performance indicators have been selected, by the evaluation team, as representing indicators for evaluation, through comparison with the plan and the previous evaluation period.

As shown in table 4 below, the number of delegates invited was 35, against the planned 38, and increased from 31 in the previous period. The bilateral meetings held by these delegates in Japan were 774, a slight increase from 751 in the previous period.

The result of the delegate programme in terms of realization of investment projects is partially indicated in the achievement of Output 1, since the delegate programme is one of the core activities of ITPO Tokyo and its achievement cannot be counted separately from the total achievement in investment and technology transfer promotion.

Table 4: Key Performance indicators for output 3 (Delegate programme)

Key output indicators	Eval. 2013	Eval. 2016	Plan (2013-2015)
Delegates invited	31	35*	38
Countries fielded delegates	21	25	NA
Bilateral meetings in Japan	751	774	NA

\*Among 35, 22 delegates were HQ coordinated.

#### Output 4 (Embassy programme)

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

For the measurement of its achievement, 4 performance indicators are defined as follows.

- 1) *Number of diplomats and staff participating in the programme*
- 2) *Number of countries participating in the programme*
- 3) *Number of events organized*
- 4) *Number of Japanese companies, technologies and /or technology themes promoted*

Among the above indicators, two key performance indicators have been selected, by the evaluation team, as representing indicators for evaluation, through comparison with the plan and the previous evaluation period. As shown in the table below, the number of events organized was 12, the same as in the previous period, and the number of countries participating was also at the same level as in the previous period.

Table 5: Key Performance Indicators for Output 4 (Embassy Programme)

Key output indicator	Eval. 2013	Eval. 2016	Plan (2013-2015)
Number of events organized	12	12	NA
Number of countries (embassies)	153	150*	NA

\*Not including participation in exhibition visits.

#### Output 5 (UNIDO Representation and ITPO Network)

*Promotion and facilitation of UNIDO activities in Japan with a view to promoting investment and technology transfer from Japan and contribution to ITPO Network joint activities.*

For the measurement of its achievement, 4 performance indicators are defined as follows.

- 1) *Number of promotions made in communication media*
- 2) *Number of events participated in*
- 3) *Number of UNIDO Headquarters activities and mission facilitated*
- 4) *Contribution to UNIDO Global Fora in cooperation with other branches*

Among the above indicators, two key performance indicators have been selected, by the evaluation team, as representing indicators for evaluation, through comparison with the plan and the previous evaluation period. As shown in table 6 below, the number of UNIDO promotion/coordination including HQ mission facilitated was 50, compared with 24 in the previous period. The number of cooperation encounters with other ITPOs and UNIDO field offices is 26, consisting of 7 cases with other ITPOs, such as Shanghai, Beijing and Bahrain, and 19 cases with UNIDO Field Offices including Ethiopia, Mozambique, Algeria, Tanzania, Kenya, Uganda, Rwanda, South Africa, India, Indonesia, Brazil and Uruguay. All activities carried out by ITPO have been increasing as shown in Table 6 below. Of particular interest is the twofold increase of activities in support to HQs and the increased number of bilateral meetings.

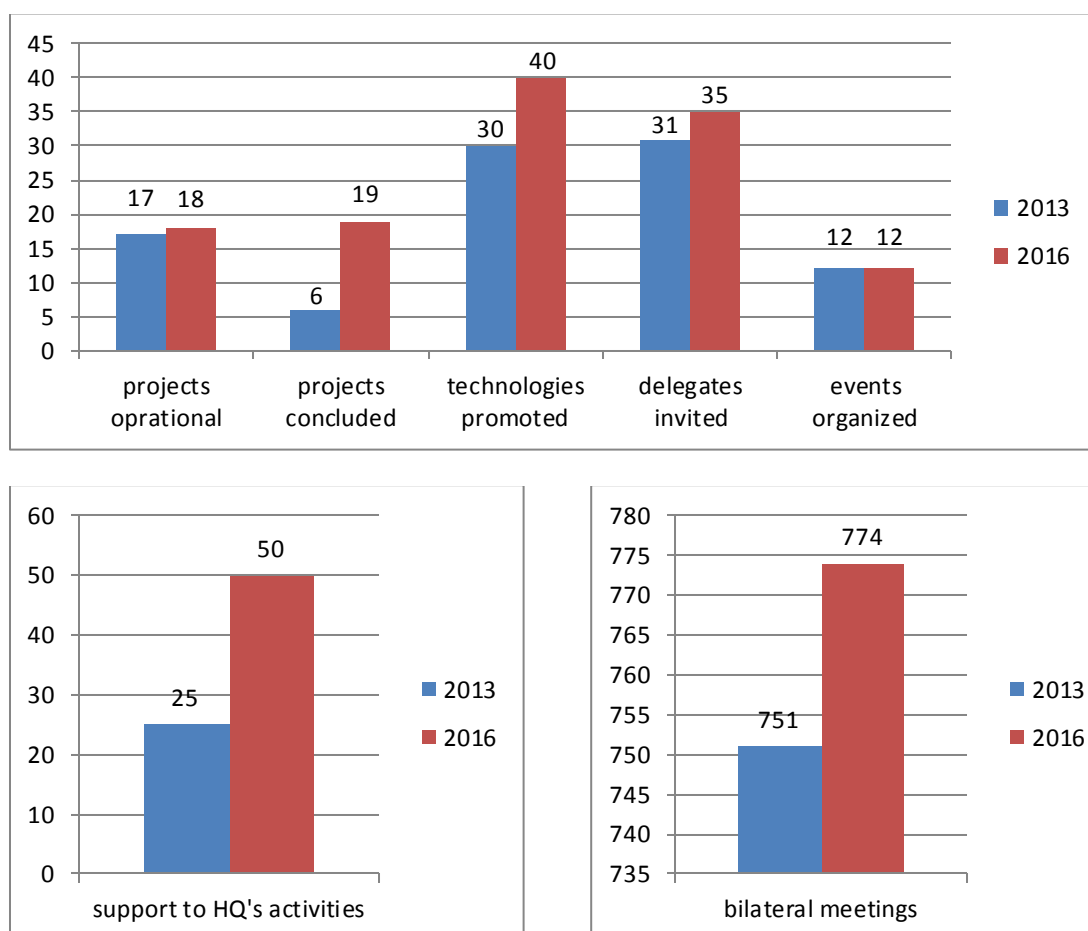
Table 6: Key performance indicators for output 5 (UNIDO and ITPO Network)

Key output indicator	Eval. 2013	Eval. 2016	Plan (2013-2015)
Number of HQ missions facilitated	25	50*	NA
Number of cooperation with other ITPO and UNIDO field offices	27	26**	NA

\* categorised as "UNIDO promotion/coordination" incl. HQ mission to Japan and ITPO Tokyo mission to HQ

\*\* consisting of other ITPO (7) and UNIDO field offices (19)

Figure 2: Comparison of KPI for 2013/2016 Evaluation



## ii. Highlights of the delegates' survey

The survey has been conducted in respect of the delegates who stayed at ITPO Tokyo during the evaluation period. Amongst 28 delegates invited, 7 returned their responses (25% response rate). The figure below indicates the kind of organizations they were recruited from, which shows that 86% are from either IPAs or Governments. The next figure indicates who initiated participation in the delegate programme at ITPO Tokyo, i.e. 86% of the cases were initiated by ITPO Tokyo itself.

Figure 3: Organizations the delegates were recruited from (number of response and percentage)

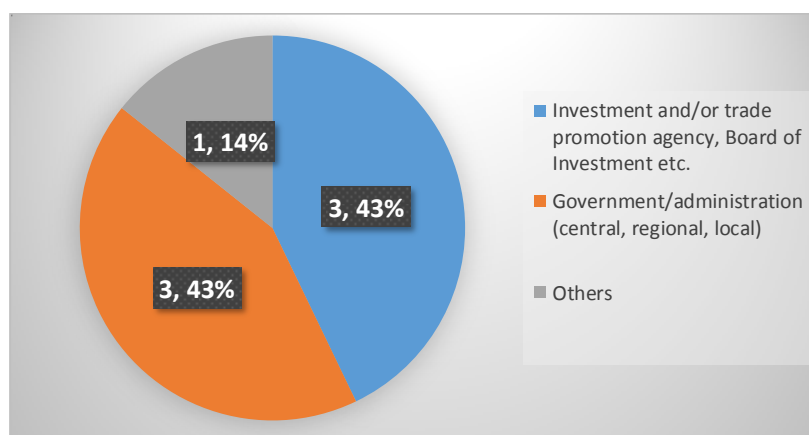
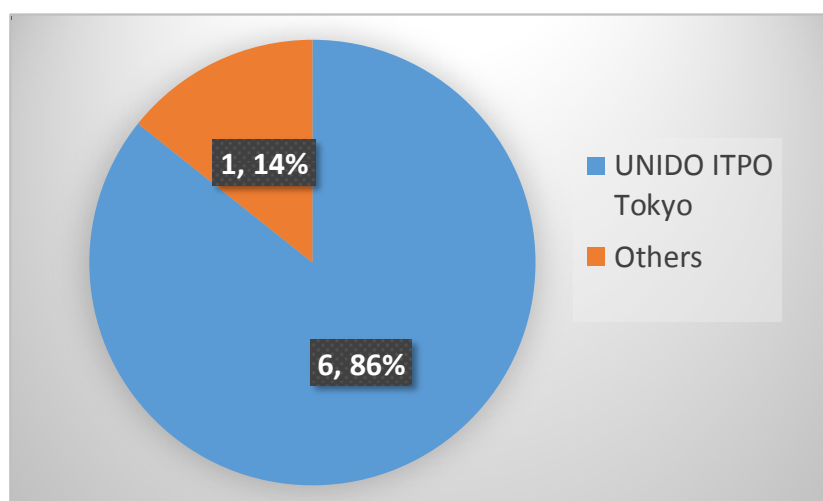


Figure 4: The organizations initiating participation in the delegate programme (number of response and percentage)



#### Highlights of the survey:

- Average number of delegate's stays at ITPO during the last 3 years: 3 stays
- Average delegate:
  - Brought 9.3 projects from home (65 projects by 7 delegates who responded)
  - Out of them promoted 6.9 projects in Japan (48 projects by 7 delegates who responded)
  - Identified additionally and promoted 5.4 projects in Japan (38 projects by 7 delegates who responded)
- Out of projects promoted by each delegate, on average
  - 2.4 are under negotiation
  - 2.9 are concluded (contract signed)
  - 1.9 are under implementation
  - 2.7 are operational

The questionnaire survey conducted with the delegates who stayed in Tokyo during the evaluation period indicates a high level of effectiveness of their stay at ITPO Tokyo.

- Level of satisfaction with the support provided by ITPO: 60-100% HS & S by different metrics
- Most important immediate results of stay with ITPO according to respondents:
  - 85.7% - newly established contacts with companies in Japan
  - 85.7% - better understanding of requirements and concerns of Japanese companies to do business in the delegates' home country
- All respondents noted that they are still in contact with ITPO Tokyo
  - 80% are following-up/maintaining contacts with Japanese organizations/firms

Likewise, the results of questionnaires addressed to companies that received services and participated in events organized by ITPO Tokyo during the evaluation period, are highlighted below.

- Satisfaction from different ITPO services
  - Highly satisfactory and satisfactory: 42-83%
  - Highly satisfactory, satisfactory and moderately satisfactory: 75-100%
- Effects from ITPO assistance: one out of three respondents...
  - established a stable business partnership with a company abroad
  - improved quality of products
  - started selling products on new markets abroad
- 50% of respondents noted positive direct and indirect impacts

### **iii. Highlights of company survey**

The survey with companies also had a reply rate of 25%. The level of satisfaction with the ITPO services ranged from highly satisfactory to satisfactory and moderately satisfactory (75%-100%). Respondents indicated that they established a stable partnership with a company abroad, improved the quality of products and started selling products in new markets. 50% of the respondents noted positive direct or indirect impacts.

The companies' size was quite varied, with 42% having less than 5 employees, 25% by large companies with more than 250 employees. The next figure indicates the initial objective of contacting ITPO Tokyo, with more than 50% desirous of entering new markets.

Figure 5: Size of companies

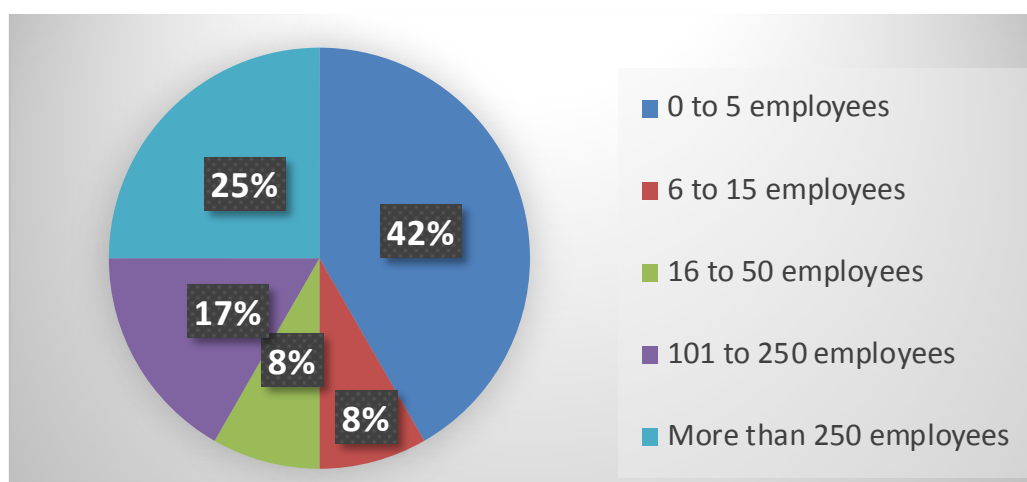
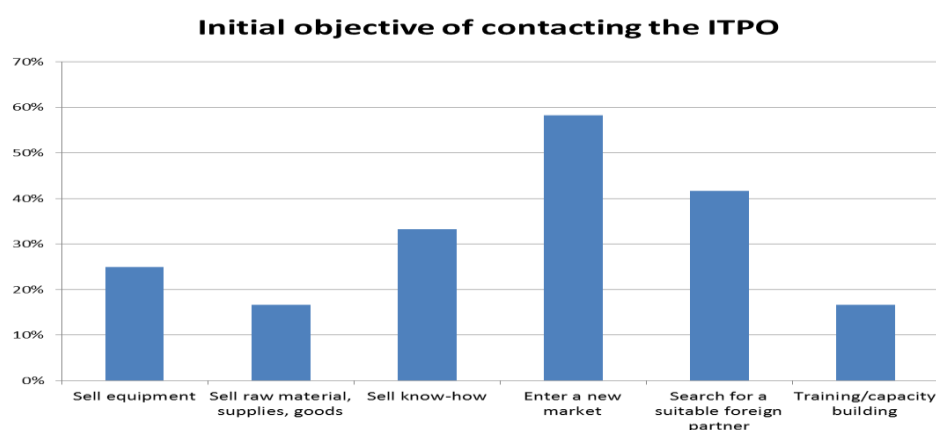


Figure 6: Initial objective of contacting ITPO Tokyo



#### iv. Outcomes and impact

The expected outcomes defined in the project document are as follows:

*Developing countries and economies in transition benefit from investment and technology originating from Japan through capacity enhancement of IPAs, promotion of business opportunities in Japan, conclusion of bilateral business partnerships and maintaining continuous interface with Japan through the delegate programme, that contribute to sustainable economic development and eradication of poverty in these countries.*

There are no outcome indicators in the project logical framework attached to the project document. As discussed in Chapter A on Project design, the outcomes should be measured based on the following main aspects, 1) capacity building, 2) technology transfer and 3) investment promotion. Some of these outcome indicators are included as output indicators in



the current project document, e.g. value of investments promoted and number of jobs created. These have already been measured and assessed. The jobs created should be disaggregated by gender and also the investments promoted should identify the gender aspect of the Japanese companies.

It is also to be noted that 90% of investments and the vast majority of jobs created are due to one single project in Lao PDR, as shown in figure 7 below. This reflects the situation for the period under evaluation and shows that there is no geographical balance in investments and job creation. Only a few countries in Africa, which is the geographic priority of the ITPO Tokyo, show completed investments and job creation: Morocco, Algeria, Ethiopia, Kenya, Tunisia and Côte d'Ivoire. It is to be noted that the figures relate to projects initiated before the evaluation period and the number of contacts and ongoing activities with Africa are likely to lead to a more balanced geographical distribution. However, and this is an in built limitation of ITPO, geographical balance and priorities can be taken into account at the early promotional and match making phases but there is no control on the contracts concluded and the actual investments.

Figure 7: Regional share of investment amount with ITPO Tokyo assistance

**Investment made in ITPO projects 2013-2016**

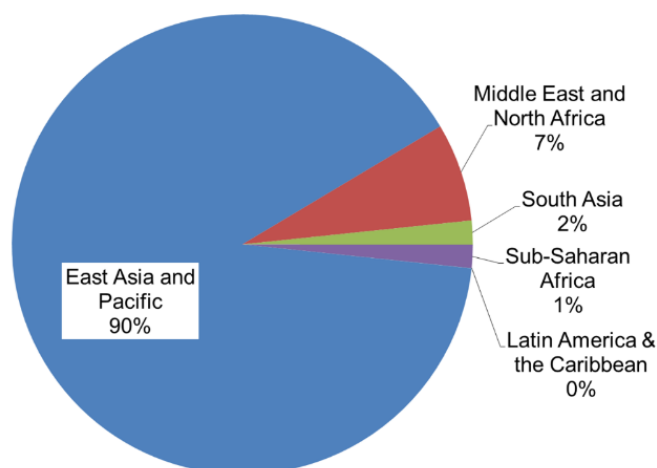
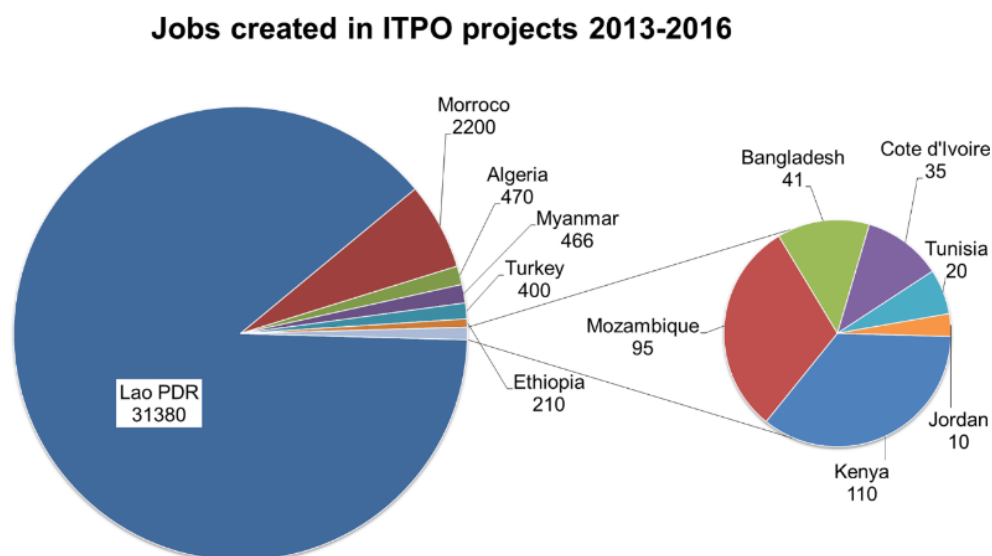


Figure 8: Regional share of jobs created by investment projects with ITPO Tokyo assistance



A number of positive aspects in ITPO Tokyo performance show effectiveness although they are too “far” from outcomes. These are regular promotional, informational and advisory activities. For example the impact of video clips for technology transfer through ITPO Tokyo website cannot be measured in terms of outcomes. Similarly, creating trusted relationships with Japanese business community and close alliance with the African Embassy Community in Japan can be assessed in qualitative terms only. One example of video clips is illustrated in the box below.

**Box 2: AKARI Solar Lighting System by GS Yuasa Corporation**

GS Yuasa Corporation is a Japanese major car battery manufacturer widely distributing its car batteries installed in Japanese brand cars all-over the world. GS Yuasa developed a solar lantern named “AKARI” (light in Japanese) to be used for lighting and mobile phone chargers in un-electrified environments with sufficient sun light, such as in large parts of Africa. AKARI has been already used in Ethiopia, Zambia, Benin, Ghana, Gabon and Madagascar, as alternative light sources to kerosene lamps or candles, thus highly effective for environmental protection. According to Ms. Sato of GS Yuasa in charge of the African region, a distribution network in each country is a key for successful marketing, user education and maintenance. One set of AKARI is available for about US\$200.

UNIDO ITPO Tokyo provided video clip of AKARI as one of the environmental technologies data base, and its impact in marketing seems to be strong, as shown by increased contacts to GS Yuasa since April 2016, after the video clip was released on the ITPO web site

<[http://www.unido.or.jp/en/technology\\_db/1707/](http://www.unido.or.jp/en/technology_db/1707/)>.

(Interview by Evaluation Team with Ms. Keiko Sato, Assistant Manager, GS Yuasa International Ltd. in Tokyo, May 25, 2016)

A number of developments and innovations in the last three years are expected to have a positive impact on ITPO Tokyo operations.

In 2015 ITPO moved into the premises of the UN University and now shares facilities with other UN Agencies: UNU, ILO, UNICEF, UNDP, UNIC, UNFPA, UNV. This integrates UNIDO ITPO in Tokyo into the UN family and strengthens ITPO Tokyo as a trusted “bridge” to the developing world and countries in transition.

Cooperation and synergies between METI and MOFA, JETRO and JICA in the context of this project have improved over the years.

The Office has been effectively increasing visibility and professional communications.

The advisory programme in Africa, consisting of the placement of national consultants directly hired by ITPO Tokyo in the three pilot countries Algeria, Ethiopia and Mozambique, is highly appreciated by the benefitted countries and by METI. In fact there is scope for expansion due to increasing demand and the good experience acquired so far. These consultants provide tailor made services to Japanese investors by facilitating contacts and giving first-hand information about their countries. ITPO Korea is now launching its own advisory programme in Africa, modelled after ITPO Tokyo.

The Delegate Programme is continuously being refined and is unanimously seen as efficient, low cost and business oriented. It includes seminar promotions, business matching and on the job training for delegates. Different from the previous approach, the programme envisages visits of 1 to 2 weeks with return mission when necessary. This short term approach has proven more effective than the longer term visits implemented previously.

Prior evaluations considered the Delegate Programme as the most efficient and effective instrument for investment promotion but also noted that the programme in many offices was severely under-utilized. In the case of ITPO Tokyo the programme is fully and properly utilized.

The programme for Embassies in Japan has also been innovative. The programme aims at showing Diplomats examples of Japanese manufacturing and environmental technologies by visiting exhibitions and factories. ITPO has also led a number of business missions by 5-10 or more Japanese companies to countries such as Mozambique, India, Turkey, Bangladesh, Cambodia, Sri Lanka etc.

### iii. Efficiency

#### i. Budget allocation and execution

##### Budget allocation

The project document includes a total UNIDO budget for 2014 of JPY 190 million, and the same amount has been allocated by the Japanese Government for the following years: 2015 and 2016. As for 2013, the originally allocated amount was JPY 161.5 million, which was increased by an additional contribution of JPY 30 million for an advisory service programme for Africa. Since the Japanese Government contribution is denominated in JPY, it has to be converted into USD, and the available funds for UNIDO vary according to the exchange rate of the date of conversion. As shown in the table below, the exchange rate for conversion varied substantially from JPY 86/\$ to JPY 109/\$ during 2013 to 2015, suggesting large fluctuations in terms of USD, although impact of exchange rate difference is not so high since a large part of the expenditure is spent in JPY for domestic expenses in Japan.

Table 7: Budget allocation and expenditure for UNIDO ITPO Tokyo (2013-2016)

		2013	2014	2015	2016 (as of Feb 2016)
A	Fund allocation (JPY)	191.50 0.000	190.000.0 00	190.000.0 00	190.000.00 0
B	Fund allocation (USD) incl.10% psc	2.226.3 80	1.860.738	1.738.494	1.571.807
EX=A/B	Exchange rate for actual conversion (JPY/USD)	86,01	102,11	109,29	120,88
C	Budget executed (USD)	1.585.2 58	1.588.629	1.993.168	487.260
D	Programme support cost (10%)	202.39 8	169.158	158.045	142.892
E=C+D	Total of execution and cost	1.787.6 56	1.757.787	2.151.213	630.152
E/B (%)	Ratio of execution/allocation	80,3%	94,5%	123,7%	40,1%

Note 1) For 2013, the original allocation was JPY 161.5million, which has been added by JPY

Note 2) For 2015, There was a carry-over from previous project (USD 1.461.312) to fill the

Note 3) Average ratio of Execution/Allocation (2013-2015): 99,5%

Source: Terms of Reference SAP ID: 130257, May 2016, 2013 Evaluation Report and

### Execution/Allocation ratio

The available fund for ITPO Tokyo activities is the net amount after deduction of Programme Support Cost (PSC) of 10% of the executable fund amount. The ratio of execution plus PSC divided by the total allocation (before deducting PSC) indicates utilization of the budget. As shown in the table, the ratio (E/B) varies by each year, 80.3% in 2013, 94.5% in 2014 and 123.7% in 2015, bringing 99.5% as a simple average ratio during 3 years for 2013 to 2015<sup>7</sup>. This is a high level of budget utilization.

It must be noted that in 2015, the single year expenditure (ITPO execution + PSC) exceeded the resource allocation, by 23.7% equivalent to USD 158,000, which has been covered by carry over from previous years, amounting approximately USD 1.46 million. It seems that the carry over fund could efficiently cover the expenditure of the single year and the exchange rate risk (JPY vs USD) in the UNIDO financial management.

### **ii. Efficiency in execution**

ITPO Tokyo budget execution reveals that personnel expenses for international and national staff and consultant's amount to 62% of the total expenditure for 2014 and 2015 combined. The next major cost items are local travel in the amount of 10.5% and premises of 7.3%, as shown in the table below. The efficiency in execution is being assessed focusing on large expenditure items.

Table 8: UNIDO ITPO Tokyo Budget execution (2014-2015)

	ITEM	Executed budget 2014 (USD)	Executed budget 2015 (USD)	Total expenditure 2014 & 2015 (USD)	Share for total (%)
1	Contractual services	59.155	174.533	233.687	6,5%
2	Equipment	4.800	56.099	60.900	1,7%
3	International consultant/ staff	650.815	654.371	1.305.186	36,4%
4	International meetings	25.808	87.166	112.974	3,2%
5	Local Travel	124.281	250.468	374.749	10,5%
6	National consultant/ Staff	451.638	465.496	917.133	25,6%
7	Other direct costs	121.630	97.708	219.339	6,1%
8	Premises	121.290	138.463	259.753	7,3%
9	Staff travel	0	2.277	2.277	0,1%
10	Train/ Fellowship/ Study	29.212	66.588	95.800	2,7%
	Total (USD)	1.588.629	1.993.168	3.581.797	100,0%

Source: SAP database (Terms of Reference)

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The accounting year is from January to December.

## Personnel expenses

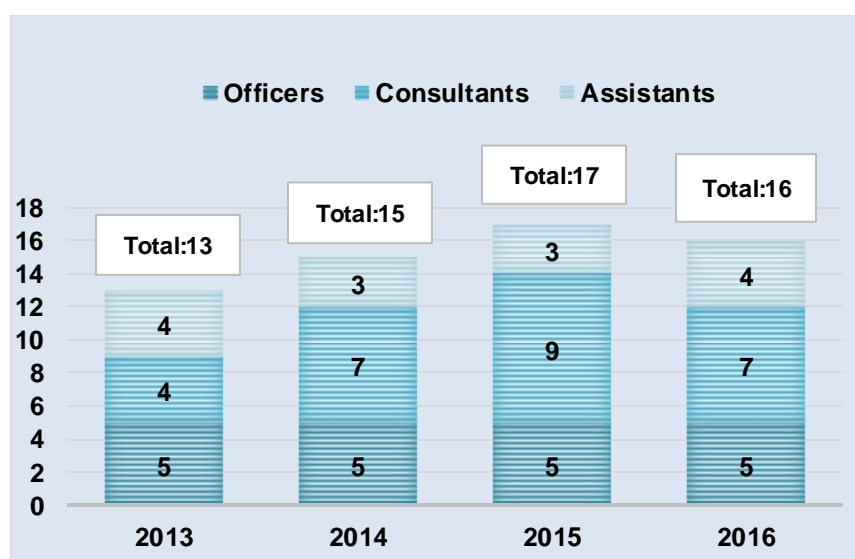
The total personnel expenses on international and national staff and consultants indicates a modest increase by 1.58% from 2014 to 2015, in USD terms, while expenses specifically on international staff and consultants shows an increase of only 0.55%, as shown in the table below. On the other hand, the number of full time staff and consultants has increased from 13 in 2013 to 15 in 2014 and to 17 in 2015, to support increased activities conducted by ITPO Tokyo. This has been made possible by a shift of staff members and consultants to younger generations, as well as increase in efficiency and higher productivity of staff and good management.

Table 9: Personnel Expenses for ITPO Tokyo

	ITEM	Executed budget 2014 (USD)	Executed budget 2015 (USD)	Total expenditure 2014 & 2015 (USD)	Increase (%)
	International Consultant/ Staff	650.815	654.371	1.305.186	0,55%
	National Consultant/ Staff	451.638	465.496	917.133	3,07%
	Total (USD)	1.102.453	1.119.867	2.222.319	1,58%

Source: SAP database (Terms of Reference)

Figure 9: Number of staff and consultant at ITPO Tokyo (2013-2016)



Source: ITPO Tokyo (not including number of part-time staff)

## Premises

The office of ITPO Tokyo was moved to the 8<sup>th</sup> floor of UN University Headquarters Building in March 2015. The UN University Building, also known as UN House, is a highly prestigious building in Tokyo, accommodating almost all UN related agencies in Japan. There are conference rooms, including U Thant International Conference Hall and Elizabeth Rose Conference Hall. The Office is located in the central business and cultural district of Tokyo, in Aoyama area. In the UN House, ITPO Tokyo now shares the same floor with UNDP, UNICEF, ILO and UN Information Center.

The monthly rent paid to UNU Building does not differ much from its previous location at Hanzomon. The cost for premises in the budget execution table indicates a slight increase from 2014 to 2015, largely due to exchange rate effects, while the same cost item was recorded higher in 2011 and 2012, according to the Evaluation Report in 2013. The cost for use of conference rooms by ITPO Tokyo at UNU is lower than for commercial facilities in Tokyo, since the “UN rate” is applied, benefiting ITPO by 20% to 30% cost reduction.

During the evaluation visit in Tokyo, the evaluation team had a chance to observe UNIDO Procurement Seminar<sup>8</sup> held at one of the conference facilities in the same building on May 25, 2016. More than 100 entrepreneurs and Government officials participated showing a high degree of interest in the presentation by UNIDO. In addition to the cost advantage in renting facilities, being in the UN House makes it easy to access other UN agencies for various purposes such as holding meetings, participating in seminars and publicizing activities of UNIDO and ITPO Tokyo.

## Facilitator role

Although ITPO’s function is investment and technology promotion, ITPO Tokyo plays an instrumental role in enhancing the visibility and advocates the mandate of UNIDO in Japan. Furthermore and likewise other ITPOs, the office in Tokyo facilitates most of the activities where UNIDO requires support on the ground, such as arranging HQs visits, mobilizing participants for UNIDO global forum events and assisting project-based initiatives from various UNIDO Departments. As stated in the previous Chapter on Effectiveness, one of the five outputs of ITPO Tokyo is “promotion and facilitation of UNIDO activities in Japan”. All these activities have been increasing compared to the previous evaluation period.

ITPO Tokyo reported 78 events and activities for UNIDO HQ and Field Office related activities, including 24 events for receiving HQ’s missions to Japan and ITPO missions to HQ, 19 cases of collaboration with Field Offices and 7 cases of coordination within the ITPO network. During this evaluation period, from 11 to 13 May 2016, there was an official mission to Japan<sup>9</sup>, and ITPO Tokyo has coordinated all bilateral meetings, meetings with private sector, Diplomatic Corps, mass media briefing and holding a reception, as de-facto UNIDO representative office in Tokyo.

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<sup>8</sup> “UNIDO Procurement Seminar” was held on May 25, 2016 at Elizabeth Rose Conference Hall of UNU, with invited speakers from UNIDO HQ officers in procurement and industrial development, participated by 100 business persons in Japan.

<sup>9</sup> <http://www.unido.or.jp/en/news/2365/>

This “facilitator” function shows that the ITPO the ITPO performs very efficiently and represents an asset for UNIDO as a whole.

#### Use of website and IT applications

ITPO Tokyo’s web site<sup>10</sup> provides bi-lingual information in Japanese and in English about UNIDO and ITPO Tokyo. The maximum use of internet is one of the key factors for increasing efficiency since the information uploaded is made available to interested individuals, companies, government offices and others in all parts of the world.

One of the most innovative ITPO initiatives during the evaluation period is the creation of a “video library” for environmental technology. The five-minute video clips for 10 kinds of environmental technologies are professionally done. They present unique technological systems, devices, products and methods of each technology and explain the benefits of their application for developing countries. In the video, the technology is explained by the developer or the marketing staff of each company in Japanese with English subtitles.

The table below lists the technologies introduced in the video library.

Table 10: Environmental technology database in video library

	AREA	TECHNOLOGY	OWNER
1	Glass recycling	Glass cullet production equipment and efficient glass interlayer separation equipment	Donico Inter Co., Ltd.
2	Solar power	AKARI Solar Lighting System	GS Yuasa Corporation
3	Waste management	Waste Incinerator of Gasification System	Kinsei Sangyo Co., Ltd.
4	Wind energy	Mid-Size Wind Trubine "KWT300" (300kW)	Komaihaltec Inc.
5	Waste management	Mercury waste recycling technology	Nomura Kohsan Co., Ltd.
6	Biofuel and waste management	C-POWER Plant, SH Dryer (SHD)	Ostrand Corporation
7	Water treatment	Bakture system	RBC Consultant Co., Ltd.
8	Rainwater collection and treatment	Rainwater harvesting and underground storage	Totetsu Mfg. Co., Ltd.
9	Waste management and water saving	Porous system	Tottori Resource Recycling Laboratory Co., Ltd.
10	Energy cogeneration	Power router for ECONETWORK	Wind Engineering Center (WINDEC, a.k.a.VEPC)

Source: UNIDO ITPO Tokyo

<sup>10</sup> <http://www.unido.or.jp/en/publications/videos/>



## **iv. Project coordination and management**

### **i. UNIDO coordination, management and integration**

The ITPO coordination unit (consisting of one professional and two general staff plus one or two consultants whenever possible) is severely understaffed. These days the ITPO Network is being revamped and expanded, as outlined in Chapter C above, thus posing new demands to the Coordination Unit.

The Unit is expected to perform many and diverse tasks: administration and supervision of ITPOs, programming, monitoring, coordination of all ITPOs, coordination of interaction with UNIDO programmes, resource mobilization. Staff in the Unit is very committed and even enthusiastic about their work and it has experience, knowledge and professionalism.

According to some interviews at UNIDO, the coordination unit is perceived as somewhat “isolated” from activities relating to partnerships and investment promotion in other parts of UNIDO. Some investment promotion activities are running in parallel. According to staff in the coordination unit, SAP has facilitated coordination and integration within the house. ITPO Tokyo is well acquainted with SAP and is capable of meeting UNIDO administrative demands.

The need to strengthen resources in the Coordination Unit is mentioned in several evaluations. The thematic evaluation of the ITPO network carried out in 2010 summarises this point “... in line with the above functions, the number of ITPOs in the Network and affiliated personnel, the staff resources in the coordination Unit are inadequate and this has made and still makes it difficult to ensure management and monitoring”.

According to the evaluation team, this issue has not yet been properly addressed. While this may appear as a generic UNIDO related point, there are consequences directly affecting the ITPO Tokyo operations. Opportunities and synergies may be missed both for Japan and for developing countries. For example parts of UNIDO such as the Montreal Protocol would be interested to work more closely with ITPO Tokyo by identifying experts and companies, facilitating procurement in Japan and orienting UNIDO to potential bidders.

Some staff in other UNIDO Divisions wonders whether they are at all “allowed” to work with the ITPO, which many do not perceive as an accessible programme. The evaluation team is convinced that there is potential for more interaction and better clarity about the fact that the ITPO Network is a mainstreamed UNIDO wide operation and the Coordination Unit plays a role here.

This point also relates to interaction within the ITPO network and with other UNIDO networks. The technical backing from Headquarters and synergy with UNIDO ITPO network and other networks is in fact an essential and unique feature that distinguishes the ITPO network of UNIDO from other investment promotion agencies and networks and makes it relevant for the Government of Japan and benefitting countries.

Another point that has come up on recurrent basis and was reiterated several times in the Vienna interviews is the lack of systematic, standardized tools e.g. for match making, training, capacity building approaches, brochures etc. It is to be noted that modern

investment promotion Agencies and private sector offices have introduced since long such modern tools and that UNIDO is lagging behind.

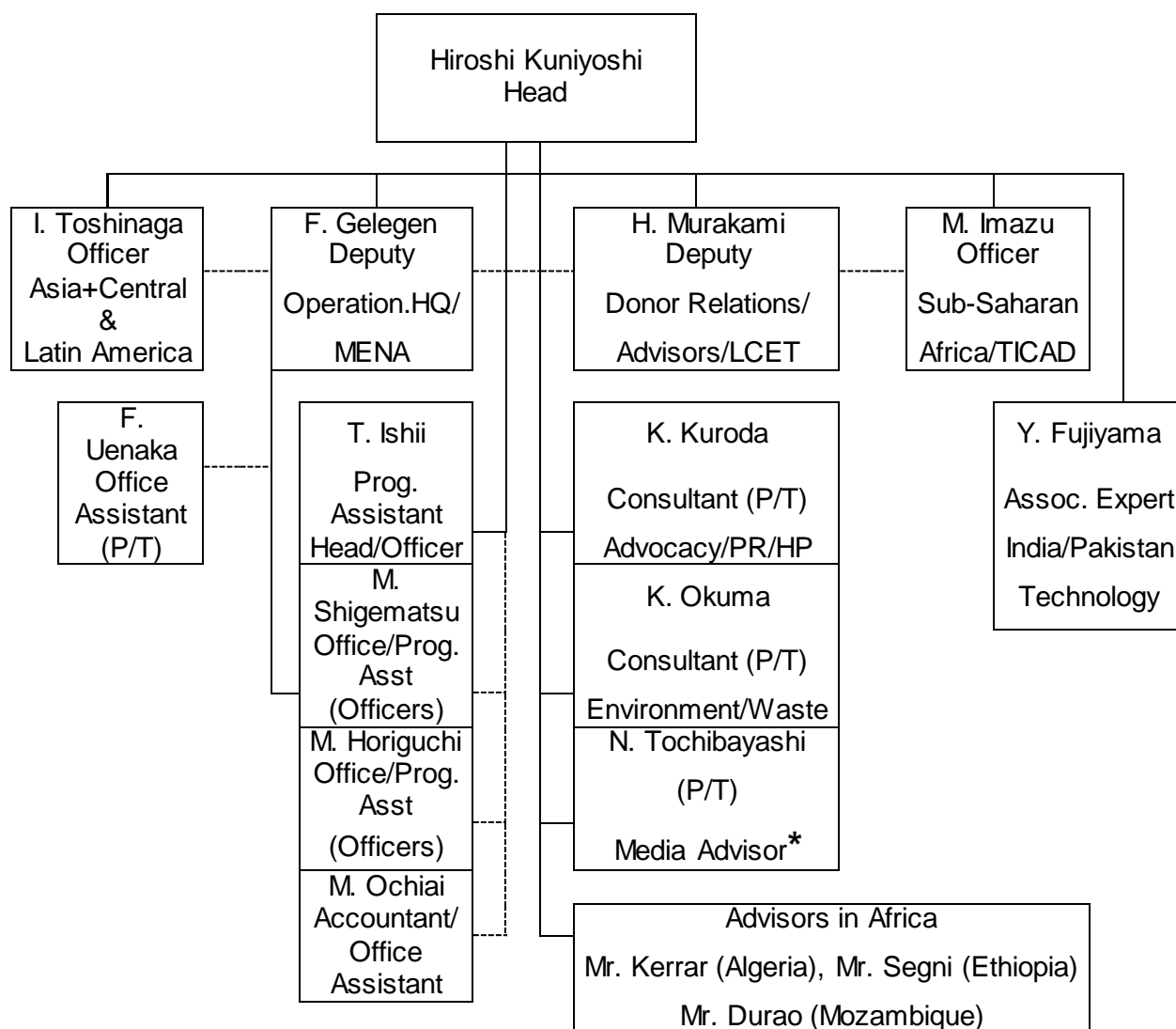
ITPO Tokyo is, as already mentioned, well-established and working with a high degree of independence. This gives some UNIDO staff the impression that ITPO is to a large extent a bilateral operation. After visiting the Office, which is now located in the UN University building and shares facilities with several other UN Agencies and after interviewing a varied range of stakeholders, the evaluation team is of the opinion that the linkage with UNIDO and the multilateral nature of the office is in fact a well- recognised comparative advantage.

## **ii. ITPO coordination and management**

### Organization

ITPO Tokyo is staffed with one Head, two Deputy Heads, two officers, five assistant staff, three consultants and one associate expert. The total number of staff is 14, consisting of ten full-time staff (including Head) and four part-time staff as of 30 April 2016. Among them, one of the assistants and all three consultants work on part-time (P/T) basis. Three African Advisors are assigned in Ethiopia, Algeria and Mozambique, since 2013.

Figure 10: ITPO Tokyo organization chart as of April 30, 2016



\*sub-contract staff

The work assignments and responsibilities are defined by an internal circular which was last revised on April 1, 2016. This document describes in detail the full range of responsibilities so that overlaps can be minimized and human resource allocation optimized. ITPO Tokyo is a relatively large office, compared to other ITPOs. The number of staff is adequate for the many and varied activities carried out by the Office. In fact, ITPO Tokyo organized in total 139 events including seminars, exhibitions, arranging missions from HQ, managing 35 delegates during the three years of the evaluation period for an annual average of 46 events and 12 delegates.

As of 1 January 2016, Dr. Hiroshi Kuniyoshi was appointed as new Head of ITPO Tokyo. Mr. Kuniyoshi is an ex-METI career official, with managerial and professional background as Executive Director of NEDO<sup>11</sup>, Director General of Kansai Bureau of METI, Professor of

<sup>11</sup> New Energy and Industrial Technology Development Organization

Tokyo Institute of Technology and several key positions of METI HQs. With UNIDO, Dr. Kuniyoshi was Special Advisor and Senior Advisor to the Director General for four years from 2000 to 2004. He has Ph. D. in Energy Science from Kyoto University.

### Coordination

Coordination with UNIDO HQ, donor Government authorities, related Institutions in Japan and the ITPO Network is a key function mainly performed by two Deputies in addition to high-level coordination by the Head. Mr. Ferda Gelegen is in charge of communications with UNIDO HQs, general coordination with UN agencies, participation to Global Forum activities and ITPO Network. Mr. Hideki Murakami is assigned for Donor Coordination with the Japanese Government (METI and MOFA), coordination of the Embassy programme and related institutions in Japan (JETRO and JICA) and LCET programme.

In addition to functional assignments, responsibilities for dealing with clients in developing countries by region are being assigned to all officers and staff including deputies. For example, Mr. Gelegen for Middle East including Maghreb countries and Turkey, Ms. Toshinaga for Asia, Central and Latin America, Ms. Imazu for Sub-Saharan Africa, Ms. Fujiyama for India and Pakistan, and Mr. Murakami on ad-hoc basis, for example through the Africa Advisory Programme.

### Management

ITPO Tokyo is well managed. The evaluation team had an opportunity to attend one of the weekly meetings on Monday, 23 May 2016. The meeting, which we report upon as an example of good management practice, was chaired by the Director with participation of all staff, and the proceeding was led by the Deputy Head, Mr. Gelegen, following an extensive Agenda. The subjects covered, on that meeting, for example, are listed below.

Table 11: Weekly meeting agenda, 23 May 2016

Agenda	Remarks
Delegate programme	India, Kenya, Columbia, Turkey
Technology transfer	LCET, Environmental technology database
Seminars and events	Bangladesh IT seminar, Kenya SME Investment Forum, Ghana Investment Forum, UNIDO procurement seminar, Hungary investment seminar, SADC business forum, Smart community Japan, TICAD VI
Capacity building	Smart Community Japan, Embassy tour to truck manufacturer
Activities overseas	Advisory programme in Africa, Follow-up trip to India, TICAD VI in Kenya
Administration	PR Magazine "UNI-World", Website, Media, HQ, DG's visit to Japan, Evaluation team visit, OA, Volunteers/ Intern, Accounting
Contracted consultant	Japan and Africa
Schedule of head	For this week
Schedule of officers	For this week
Others	

Source: ITPO Tokyo

In addition to the weekly meetings, the Head and professional staff hold management meetings on a need basis, to discuss topics of substantive and budgetary priority for decision-making. The evaluation team observed open, orderly and professional relationships, ethics in the management and a well-organized working environment. During the evaluation team visit, there was also a UNIDO Procurement seminar, just two weeks after the DG's visit to Japan. Considering the heavy administrative burden for the preparation of these three events, including the evaluation team's visit, it can be concluded that ITPO management and staff function very effectively and efficiently.

## **v. Sustainability**

### **i. Sustainability of the project**

#### Financial sustainability

Japanese ODA budget has been in a declining trend since its recorded peak in 1997, from JPY 1,168 billion down to JPY 542 billion in 2015. It slightly increased in 2016 to JPY 552 billion<sup>12</sup>. Despite this declining trend, allocation of funds for ITPO Tokyo has been sustained at the same level, and in 2013, it was increased by JPY 30 million for Advisory Services in Africa. In terms of JPY the same financial level has been maintained. In order to secure the financial sustainability granted up till now, UNIDO and ITPO Tokyo are required to keep providing value-for-money services and continue to be trusted by its sole financial source, METI, as well as MOFA.

In 2015, there was a gap between allocation and execution in the amount of about JPY 158 thousand due to fluctuations in JPY/USD. This fluctuation has been off-set by unspent budget in previous years, accumulated in the UNIDO account for ITPO Tokyo. The financial sustainability can be expected through the continued support by the Japanese Government as well as by the prudent management of UNIDO administration. Financial risks generated by exchange rate fluctuations and incidental expenditure at ITPO Tokyo must also be taken into account.

#### Technical sustainability

It is evident that the sustainability of the project is strongly supported by continuous activities aimed at promoting investment opportunities in developing countries and making technical resources by Japanese enterprises suitable for developing countries. Effective and at times innovative approaches support sustainability such as the high-quality advisory function aimed at supporting potential Japanese investors or technology owners in their strategy to reach overseas markets, in particular, untapped markets in Africa. In addition, ITPO's initiative in approaching newly opened destination such as Cuba and Iran is highly welcomed by the benefitting countries and by the Japanese Government.

The technical sustainability, so far achieved, can only be maintained by an effort to continuously improve services, by the optimal allocation of resources and the full utilization of knowledge and networks.

#### Institutional sustainability

The institutional and organizational sustainability is in back-to-back relation with the financial sustainability supported by METI.

The assignment of qualified personnel at management level, the mix of excellent human resources that maintain continuity and knowledge coupled with dynamic, experienced and innovative "new blood" at the top level support institutional sustainability. Young interns, from

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<sup>12</sup> The amount of initial budget for all government

domestic and international provenience, who are currently employed at ITPO Tokyo, also contribute to the ITPO's dynamism.

### Sustainability of the outcome generated

The survey results provide relevant facts about sustainability. Among the delegates who participated in promotional activities at ITPO Tokyo, 80% replied that they went back to their home organizations, mostly IPAs or government offices. Replies from companies show the development of overseas markets through the support of ITPO Tokyo.

Figure 11: Survey Results for Delegates Professional Development  
(number of response and percentage)

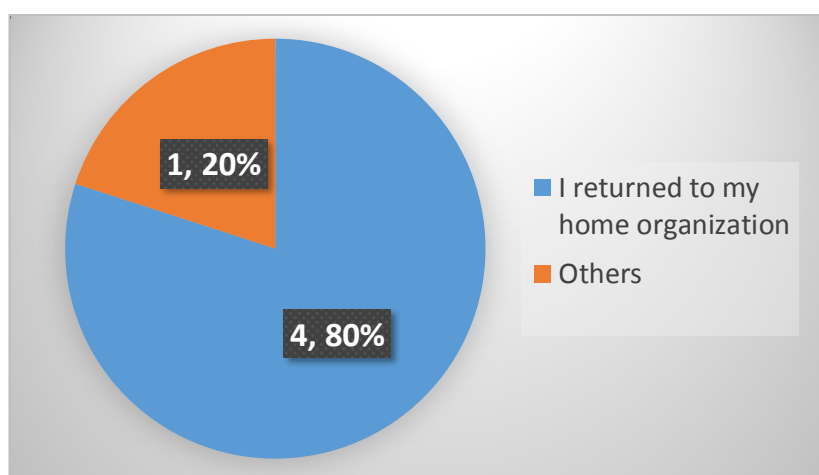
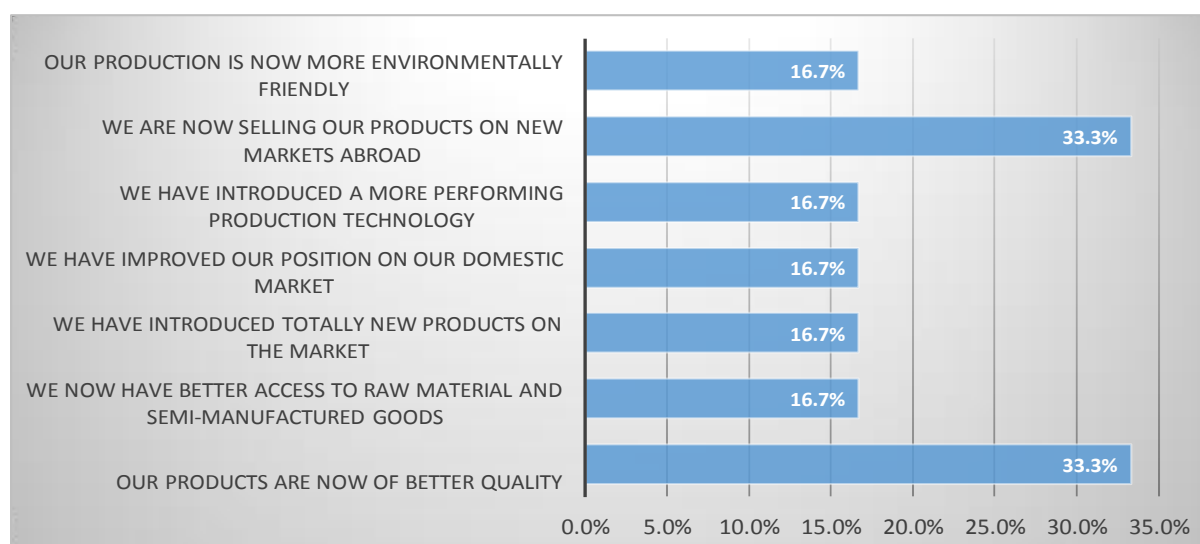


Figure 12: Survey results for companies about Effects of ITPO Tokyo Assistance



## **vi. Gender mainstreaming**

No information on the approach to be followed for gender mainstreaming was included in the project document and no indicators were provided. In the meetings in Tokyo with entrepreneurs, several participants were women, the same high ratio of women's participation was observed at the UNIDO meeting on procurement. In the office there is gender balance. An improvement in reporting on this point would be to report on gender in the context of job creation.



# Conclusions, recommendations and lessons learned

## A. Conclusions

### Relevance:

Investment and technology promotion, particularly environmentally friendly technologies, energy and resource efficiency, capacity building in Investment Promotion Agencies and public private partnerships put the well-established ITPO network and the “senior”, highly experienced Office in Tokyo increasingly at the centre of UNIDO inclusive and sustainable development strategy.

Representatives of Tokyo-based Embassies of developing countries highly value and trust UNIDO as a whole and the ITPO Tokyo in particular for its effective and relevant support. Similar positive conclusions were reached by delegates and companies that participated in the survey.

The benefits and thus the relevance for developing countries are shown by the number of jobs promoted (35.000 in the period under evaluation), 1 billion investments and 40 environmental technologies promoted of high relevance for developing countries.

ITPO Tokyo is aligned with the Japanese ODA and investment promotion policy. There is a strong interest, shared both by the Government and the private sector, in expanding through ITPO Tokyo business in developing countries, focusing on SMEs, energy conservation and environmental protection. ITPO fills gaps in information, culture, language and contact networks. To the extent that could be verified by the evaluation team, ITPO is enjoying an excellent reputation in Japan and is considered a very relevant operation.

### Design

The project document, compared to project documents of previous ITPO phases, is better designed and structured. The project document presents, however, weaknesses in the description of outcomes and in the definition of result indicators at all levels of the result chain, particularly at output and outcome level.

Several previous evaluations in 2007, 2010, 2013 and the thematic evaluation of the ITPO Network carried out in 2010 noted weaknesses in the application of Results Based Management Principles in design, monitoring and reporting. This leads us to the conclusion that UNIDO management has not implemented key evaluation recommendations despite their repetitive nature. Considering the costs of the various evaluations, we conclude that there should be more commitment to implementing recommendations, once accepted, thus ensuring that evaluations are a good investment.

Considering the progress made recently by UNIDO in defining measurable indicators as well as considering the excellent quality of reporting by the ITPO Tokyo (Annual Reports and Work Plans), we conclude that it is timely to improve the design of future project documents with respect to indicators and to strengthen monitoring through the yearly preparation of monitoring reports showing progress with respect to the result indicators included in the project document.

UNIDO does not have a standard methodology for designing, implementing, monitoring and evaluating the application of “responsible investments” according to UN standards. We conclude that ISID implementation and the social and environmental effectiveness of UNIDO projects and programmes, and among them of ITPO Tokyo, would be enhanced by introducing a standard approach for the promotion of responsible investments.

#### Effectiveness in implementation

The effectiveness evaluated through the level of achievement of 5 outputs cannot be fully rated considering the design weakness in output and outcome indicators and the lack of monitoring data. Nevertheless the comparison of results data with those included in the Evaluation of 2013 and qualitative information led us to the conclusion that the quantity and quality of activities implemented by ITPO Tokyo in the past three years has been highly satisfactory.

#### The Dual Role of ITPO

The dual role of technical and representational functions has been carried out in a very efficient manner (support to UNIDO HQs increased two times over three years). This function is beneficial for the image and relevance of UNIDO in Japan and for the overall results that may be achieved by the ITPO Tokyo backed by UNIDO as a whole.

#### Efficiency

After reviewing efficiency from several parameters, we concluded that the office scores very high on this point. The ITPO managed its budget allocation and expenditures well, used funds for personnel in a cost effective manner, through the new premises at the UN Building it is saving on conference facilities, it maintains an ever increasing number of activities in its dual role as project office and UNIDO representation, is cost-effective in the maintenance and further development of the Technology Database and makes an extensive use of the Website. SAP is being used efficiently.

#### Coordination

Some investment-related activities in UNIDO Headquarters are running in parallel and may be more closely coordinated in order to optimize resource allocations. Opportunities deriving from synergies with other UNIDO networks may be better seized also considering that the technical backing from Headquarters and synergy within UNIDO ITPO network and other networks is an essential feature that distinguishes the ITPO network of UNIDO from other investment promotion agencies and networks and makes it relevant for both the Government of Japan and for the benefitting countries.

The recurrent finding that the Coordination Unit is understaffed is highlighted again in this evaluation. We considered not only the many and diverse tasks to be performed by the Coordination Unit but also the requirements of a revamped ITPO Network, including new Offices. We concluded that this management issue, which has a direct relevance also for ITPO Tokyo, needs to be finally considered.

## Sustainability

ITPO Tokyo relies on funding by the Japanese Government and can be affected in a positive or negative manner by the policy and the budget allocation by the Government. In fact, despite the budget decline of Japanese ODA in recent years, the fund allocation to ITPO Tokyo has been maintained. This bodes well for the future of the Office. Sustainability is interrelated with sustaining efficiency and effectiveness, prudent and effective management of resources and innovations in ITPO approaches and initiatives. In this respect ITPO has all the necessary prerequisites to continue having an excellent performance.

The sustainability of outcomes has been observed by the fact that the delegates have returned to their IPAs or government offices by a rate of 80% after their stay at ITPO Tokyo. The Japanese companies reported having successfully entered new markets as a result of ITPO support.

We conclude that the ITPO Tokyo is benefitting both beneficiaries in developing countries and clients in Japan.

## **B. Recommendations**

### **To the government of Japan**

1. Extend the funding of the project for the next three years considering the excellent overall performance of the ITPO Tokyo and the results achieved in developing countries in terms of investment, technology promotion and creation of jobs.
2. Consider a budget increase for successful activities in high demand and/or required to further strengthen ITPO performance and effectiveness, e.g. country advisors, business missions abroad and linkages with UNIDO overall activities of relevance to ITPO Tokyo.

### **To UNIDO**

3. Include in the new project document clear and cogent outcomes as well as result indicators at outcome and output level aligned with 3 to 4 UNIDO KPIs (corporate indicators). These should include targets, means of verifications and baselines. Baselines could inter alia be taken from this evaluation. Result indicators would allow the measurement of future performance against set targets.
4. Envisage a well-structured monitoring system including a format for monitoring reports. When reporting on new jobs, information should be segregated by gender.
5. Invite ITPO Tokyo (including staff performing substantive and administrative activities) to visit HQs at least once a year, and organize a seminar with all relevant parts of UNIDO and follow-up with one-on-one meetings. This approach would support coordination and synergies as well as effectiveness of the visit.
6. Consider strengthening the ITPO Coordination Unit with dedicated staff in view of the increased complexity of the ITPO network in general, the increase in activities of ITPO Tokyo specifically and the increasing relevance of investment and technology promotion

in developing countries through the ITPOs. This would also benefit directly the ITPO Tokyo.

7. Consider the allocation of a percentage of the support costs directly for ITPO coordination (along the lines of the precedent of the network of the Cleaner Production Centres).
8. Develop a unified approach for introducing responsible investment principles according to the criteria of the UN and the Global Compact and communicate the system to ITPO Tokyo.

### **To ITPO Tokyo**

9. Cooperate with UNIDO in identifying outcome and output indicators, targets and means of verification. Prepare yearly monitoring reports based on the format provided by UNIDO.
10. Contribute to the efficiency and effectiveness of the whole network by sharing know-how and experiences and supporting the development of common operations and investment promotion tools and methodologies.
11. Increase efforts to diversify the promoted investments to priority regions, in particular Africa.
12. Continue high impact, quality activities and programmes in collaboration with all of its stakeholders

### **C. Lessons learned**

1. If recommendations of evaluations accepted by management are not taken into account and if there is a weak follow-up system backed by the programme managers, costly evaluation exercises are of limited use and may be a waste of resources.
2. ITPO Tokyo is an operation with vitality and is managed well, introducing new types of activities and innovations. Very good results were achieved despite the somewhat loose contact with Headquarters and having to respond to many ad hoc requests for support. This approach should not be overstretched otherwise planned activities may be weakened and sustainability might be endangered.
3. UNIDO “old” and well established programmes such as the ITPO network should be leveraged, innovated and used without duplicating some of their activities or even designing new parallel activities in the same field.

4. An “impact evaluation” of projects promoted by the ITPO office has never been done. An impact evaluation might be useful to identify the real long term outcomes and impact of the programme. The impact evaluation could also look into the methodology for assessing long term impact of ongoing projects funded for short term periods.

# **ANNEXES**

## **Annex 1: Terms of Reference**



UNITED NATIONS INDUSTRIAL DEVELOPMENT ORGANIZATION

### **TERMS OF REFERENCE**

**Independent terminal evaluation of UNIDO project:**

**Project title: US/GLO/13/119**

**UNIDO SAP ID: 130257**

**April 2016**

# I. Project background and overview

## 1. Project factsheet

Project title	UNIDO service in Japan for the promotion of industrial investment in developing countries (Investment and Technology Promotion Office)
UNIDO Project No.	n/a
SAP ID	130257
GEF Project ID	Project Manager
Region	Global
Country(ies)	Japan
Project donor(s)	Government of Japan
Project implementation start date	1/1/2014
Expected implementation end date	12/31/2016
Revised expected implementation end date (if applicable)	
Actual implementation end date	
Implementing agency(ies)	UNIDO
Executing partners	METI, GoJ
Donor funding	Gov. of Japan
UNIDO input (in USD)	Enter USD 6,632,350 (including 10% programme support costs)
Total project cost	Enter USD
Planned terminal evaluation date	6/30/2016 Source: Project document)

## 2. Project background and context<sup>13</sup>

The main purpose of the project is to support developing countries and economies in transition to attract investment and technology from Japan. It is also intended to assist investors in Japan in making decisions on the establishment of industrial partnerships by providing support in the development of partnership opportunities into business proposals, providing detailed information thereof in the host country as well as in negotiations of these proposals.

## 3. Project objective

To strengthen cooperation between Japan and developing countries and countries with economies in transition through investment promotion and technology transfer to support sustainable industrial development and economic growth.

The project's technical components, in addition to project management, as follows:

Project Component 1 (PC-1): [Investment Promotion from Japan to developing countries]

Project Component 2 (PC-2): [Technology Promotion from Japan to developing countries]

Project Component 3 (PC-3): [Invitation of Investment and Technology Delegates to Japan]

Project component 4 (PC-4): [Capacity building for diplomats in Japan]

Project Component 5 (PC-5): Promotion and facilitation of UNIDO activities in Japan]

The following are, in brief, some of the expected results of the project/programme:

Developing countries and economies in transition benefit from investment and technology originating from Japan through capacity enhancement of IPAs, promotion of business opportunities in Japan, conclusion of bilateral business partnerships and maintaining continuous interface with Japan through the delegate programme, that contribute to sustainable economic development and eradication of poverty in these countries.

The ITPO is designed to be an ongoing operation, in principle without completion status. The ITPO will:

Have access to first-hand information on investment climate, regulations and requirements, opportunities for industrial cooperation and potential partners in developing countries and economies in transition disseminated among private sector companies in the host country;

Have a position and network to increase the probability for concluding partnership agreements due to assistance and guidance to potential partners in industrial ventures and technology transfer throughout the whole investment cycle - from project identification through appraisal to implementation:

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<sup>13</sup> The information here provided is based on project documentation. It should not be taken at face value and is to be validated by the evaluation.



In Japanese business communities, awareness of developing countries and countries of economies in transition will have further been enhanced as potential destinations of Japanese investment and technology transfer, the investment climate information will have been updated and more specific business partnership opportunities in these countries will have been marketed

#### **4. Project implementation arrangements**

The following are, in brief, key stakeholders' roles and responsibilities:

UNIDO: [Project management and support]

The project will be implemented according to UNIDO's rules and regulations applicable to the functioning of ITPOs. ITPO Tokyo will continue to be actively linked with the UNIDO ITPO Network. ITPO Tokyo will be supervised by the Department of Trade, Investment and Innovation (PTC/TII), Investment Promotion Division (INV, hereinafter referred to as "TII/INV"), that will ensure coordination with other UNIDO Branches/Units and/or integrated country programmes as required.

The Annual Work Programme of ITPO Tokyo will be planned under the overall coordination and guidance of TII/INV involving relevant other UNIDO Headquarters Divisions. The work programme of the Office should take into account the following strategic priorities besides those agreed with the donor Government and main directions of its policy on international cooperation:

- i. Programmatic priority on the delegate programme and capacity building of IPAs
- ii. Geographical priorities on Africa, LDCs and less developed regions of non-LDC countries in Asia, MENA and Latin America
- iii. Sectoral and thematic priorities on energy, environment, agro-industries and SMEs.

The delegate programme enables officials of investment promotion agencies (IPAs) or other public or private institutions of developing countries and economies in transition to participate in the programmes at ITPO Tokyo for promotion of investment and technology transfer from Japan to their respective countries. It is a unique programme not covered by any of the other national, regional or international organizations mandated with investment promotion and highly appreciated by the delegates and their institutions. ITPOs and IPAs share a common goal and strengthened cooperation will benefit the business community in the target countries. Working with IPAs will also leverage the impact of ITPO interventions by achieving long-term sustainability and broader impact.

The basic objective of the Delegates Programme is to build a core of investment promotion officers with an enhanced capacity to contribute effectively to the investment promotion mandate. For this, the ITPO should endeavor to conclude a structured framework between the ITPO and the IPAs which addresses specific issues regarding the stay of the delegate, as well as the assigned role and duties of the delegate upon return to the home organization. Once the

agreement has been concluded, the selection of the delegates will be based, to the extent possible, on the framework.

In planning and implementing the Annual Work Programme, collaboration will be sought with other UNIDO Headquarters projects/programmes, other ITPOs, UNIDO's field offices, National Cleaner Production Centers, Subcontracting & Partnership Exchanges (SPXs), International Technology Centres (ITCs), UNIDO COMFAR team, IPAs and others in pursuit of synergy whenever required and/or applicable.

ITPO will continue to be in close touch with business communities and development agencies in the host country and will maintain established data banks, accumulated as a product of its nearly 30 years of operation, with details of companies interested in industrial partnerships in developing countries and economies in transition as well as on the type of opportunities they are seeking.

[GoJ: Project support, donor]

ITPO Tokyo is one of 8 Investment and Technology Promotion Offices of the UNIDO ITPO Network. It was founded in 1981 as one of the first ITPOs based on an Agreement between UNIDO and the Government of Japan. It is funded by the Government of Japan through annual voluntary contributions to UNIDO, administered by the Ministry of Economy, Trade and Industry (METI).

Beneficiaries:

The target beneficiaries are investment promotion agencies (IPAs), economic and commercial institutions (such as Chambers of Commerce, etc.), governments and private enterprises in developing countries and economies in transition, as the project will support their efforts in increasing investment and technology flows. The project would also benefit the private sector in Japan, which will be provided with opportunities to enter new otherwise inaccessible markets.

## 5. Budget information

Click here to enter project's budget information, such as:

- Amount and source of funding including UNIDO's contribution and counterparts' co-financing as applicable (cash / in kind)
- Total project budget: JPY 190,000,000 x 3 = JPY 570,000,000 (2014-2016) = USD 5,171,038 (USD 1,571,806 for 2016; USD 1,738,494 for 2015 and USD 1,860,738); Carry over from previous project Phase USD 1,461,312 in July 2015; Grand Total: USD 6,632,350 – including 10% programme support costs

**Table 1. UNIDO budget execution**

<b>Item</b>	<b>EXECUTED BUDGET in year 1</b>	<b>EXECUTED BUDGET in year 2</b>	<b>EXECUTED BUDGET in year 3 (stand as End Fef.2016)</b>	<b>Total expenditure (US\$)</b>
<b>Contractual services</b>	<b>59,154.73</b>	<b>174,532.50</b>	<b>8,925.39</b>	<b>242,612.62</b>
<b>Equipment</b>	<b>4,800.49</b>	<b>56,099.01</b>	<b>840.47</b>	<b>61,739.97</b>
<b>Internat. cons/staff</b>	<b>650,814.64</b>	<b>654,371.01</b>	<b>130,677.32</b>	<b>1,435,862.97</b>
<b>Internat. meetings</b>	<b>25,808.02</b>	<b>87,166.39</b>	<b>-</b>	<b>112,974.41</b>
<b>Local travel</b>	<b>124,281.16</b>	<b>250,467.65</b>	<b>17,260.04</b>	<b>392,008.85</b>
<b>Nat. consult./staff</b>	<b>451,637.94</b>	<b>465,495.52</b>	<b>211,295.50</b>	<b>1,128,428.96</b>
<b>Other direct costs</b>	<b>121,630.45</b>	<b>97,708.31</b>	<b>28,302.05</b>	<b>247,640.81</b>
<b>Premises</b>	<b>121,289.56</b>	<b>138,462.96</b>	<b>84,498.55</b>	<b>344,251.07</b>
<b>Staff travel</b>	<b>-</b>	<b>2,276.71</b>	<b>-</b>	<b>2,276.71</b>
<b>Train/fellows/study</b>	<b>29,212.08</b>	<b>66,588.13</b>	<b>5,460.65</b>	<b>101,260.86</b>
<b>Total (US\$)</b>	<b>1,588,629.07</b>	<b>1,993,168.19</b>	<b>487,259.97</b>	<b>4,069,057.23</b>

Source: SAP database

## II. Scope and purpose of the evaluation

The terminal evaluation (TE) will cover the whole duration of the project from its starting date in 1/1/2014 to the estimated completion date in 12/31/2016. It will assess project performance against the evaluation criteria: relevance, effectiveness, efficiency, sustainability and impact.

The TE has an additional purpose of drawing lessons and developing recommendations for UNIDO that may help for improving the selection, enhancing the design and implementation of similar future projects and activities in the country and on a global scale upon project completion. The TE report should include examples of good practices for other projects in the focal area, country, or region.

The TE should provide an analysis of the attainment of the project objective(s) and the corresponding technical components or outputs. Through its assessments, the ET should enable the Government, counterparts, for UNIDO and other stakeholders and donors to verify prospects for development impact and sustainability, providing an analysis of the attainment of global environmental objectives, project objectives, delivery and completion of project outputs/activities, and outcomes/impacts based on indicators. The assessment includes re-examination of the relevance of the objectives and other elements of project design according to the project evaluation parameters defined in chapter VI.

The key question of the TE is whether the project has achieved or is likely to achieve its main objective, i.e. to strengthen cooperation between Japan and developing countries and countries with economies in transition through investment promotion and technology transfer to support sustainable industrial development and economic growth.

## III. Evaluation approach and methodology

The TE will be conducted in accordance with the UNIDO Evaluation Policy<sup>14</sup> and the UNIDO Guidelines for the Technical Cooperation Programme and Project Cycle<sup>15</sup>. UNEG Norms and Standards for evaluation shall also be observed.

It will be carried out as an independent in-depth evaluation using a participatory approach whereby all key parties associated with the project are kept informed and regularly consulted throughout the evaluation. The evaluation team leader will liaise with the UNIDO Independent Evaluation Division (ODG/EVQ/IEV) on the conduct of the evaluation and methodological issues.

The ET will be required to use different methods to ensure that data gathering and analysis deliver evidence-based qualitative and quantitative information, based on diverse sources, as necessary: desk studies and literature review, statistical analysis, individual interviews, focus

<sup>14</sup> UNIDO. (2015). Director General's Bulletin: Evaluation Policy (UNIDO/DGB/(M).98/Rev.1)

<sup>15</sup> UNIDO. (2006). Director-General's Administrative Instruction No. 17/Rev.1: Guidelines for the Technical Cooperation Programme and Project Cycle (DGA1.17/Rev.1, 24 August 2006)

group meetings, surveys and direct observation. This approach will not only enable the evaluation to assess causality through quantitative means but also to provide reasons for why certain results were achieved or not and to triangulate information for higher reliability of findings. The specific mixed methodological approach will be described in the inception report.

The ET will develop interview guidelines. Field interviews can take place either in the form of focus-group discussions or one-to-one consultations.

The methodology will be based on the following:

1. A desk review of project documents, including, but not limited to:
  - (a) The original project document, monitoring reports (such as progress and financial reports to UNIDO) mid-term review report, output reports (case studies, action plans, sub-regional strategies, etc.), back-to-office mission report(s), end-of-contract report(s) and relevant correspondence.
  - (b) If applicable, notes from the meetings of committees involved in the project (e.g. approval and steering committees).
  - (c) Other project-related material produced by the project.
2. The evaluation team will use available models of (or reconstruct if necessary) theory of change for the different types of intervention (enabling, capacity, investment, demonstration). The validity of the theory of change will be examined through specific questions in interviews and possibly through a survey of stakeholders.
3. Counterfactual information: In those cases where baseline information for relevant indicators is not available, the evaluation team will aim at establishing a proxy-baseline through recall and secondary information.
4. Interviews with project management and technical support including staff and management at UNIDO HQ and in the field and – if necessary - staff associated with the project's financial administration and procurement.
5. Interviews with project partners including government counterparts and partners that have been selected for co-financing as shown in the corresponding sections of the project documents.
6. On-site observation of results achieved by demonstration projects, including interviews of actual and potential beneficiaries of improved technologies.
7. Interviews and telephone interviews with intended users for the project outputs and other stakeholders involved in the project. The evaluation team shall determine whether to seek additional information and opinions from representatives of any donor agency (ies) or other organizations.
8. Interviews with the relevant UNIDO Field Office and the project's management members and the various national and sub-regional authorities dealing with project activities as necessary.
9. Other interviews, surveys or document reviews as deemed necessary by the evaluation team and/or UNIDO ODG/EVQ/IEV.
10. The inception report will provide details on the methodology used by the evaluation team and include an evaluation matrix.

## IV. Evaluation team composition

The evaluation team will be composed of one international evaluation consultant acting as the team leader and one national evaluation consultant. Both consultants will be contracted by UNIDO. The tasks of each team member are specified in the job descriptions annexed to these terms of reference.

Members of the evaluation team must not have been directly involved in the design and/or implementation of the projects/ programme under evaluation.

The UNIDO Project Manager and the project team in Japan will support the evaluation team.

## V. Time schedule and deliverables

The evaluation is scheduled to take place from 1/4/2016 to 1/9/2016. The evaluation mission is planned for 5/22/2016 to 5/28/2016. At the end of the field mission, there will be a presentation of the preliminary findings for all stakeholders involved in this project /programme in Japan.

After the evaluation mission, the evaluation team leader will come to UNIDO HQ for debriefing and presentation of the preliminary findings of the terminal evaluation. The draft TE report will be submitted 4 to 6 weeks after the end of the mission. The draft TE report is to be shared with the UNIDO PM, ODG/EVA and other stakeholders for receipt of comments. The ET leader is expected to revise the draft TE report based on the comments received, edit the language and form and submit the final version of the TE report in accordance with UNIDO ODG/EVQ/IEV standards.

## VI. Project evaluation parameters

The evaluation team will rate the projects. The ***ratings for the parameters described in the following sub-chapters will be presented in the form of the table*** in Annex 2 of ToR - Overall ratings with each of the categories rated separately and with **brief justifications for the rating** based on the findings of the main analysis. An overall rating for the project should also be given.

### A. Project design

Project design quality assessment criteria derive from the logical framework approach (LFA) methodology, leading to the establishment of the LogFrame Matrix (LFM) and the project main elements, e.g. overall objective, outcome, outputs, to defining their causal relationship, as well as indicators, their means of verification and the assumptions.

Aspects to be covered by the TOR are shown in Table 2.

**Table 2. Quality of project design**

Evaluation issue	Rating
1. Clarity and adequacy of <b>outcome</b> (clear, realistic, relevant, addressing the problem identified). Does it provide a clear description of the benefit or improvement that will be achieved after project completion?	6. Highly satisfactory 5. Satisfactory 4. Moderately satisfactory 3. Moderately unsatisfactory 2. Unsatisfactory 1. Highly unsatisfactory
2. Clarity and adequacy of <b>outputs</b> (realistic, measurable, adequate for leading to the achievement of the <b>outcome</b> ).	
3. Clarity, consistency and logic of the <b>objective tree</b> , and its reflexion in the LFM results hierarchy from <b>activities</b> to <b>outputs</b> , to <b>outcome</b> and to <b>overall objective</b> .	
4. <b>Indicators</b> are SMART for Outcome and Output levels.	
5. Adequacy of <b>means of verification and assumptions</b> (including important external factors and risks).	
6. Overall LFM design quality.	

The evaluation will examine the extent to which:

- the project's design is adequate to address the problems at hand;
- a participatory project identification process was instrumental in selecting problem areas and national counterparts;
- the project has a clear thematically focused development objective, the attainment of which can be determined by a set of verifiable indicators;
- the project was formulated based on the logical framework (project results framework) approach;
- the project was formulated with the participation of national counterpart and/or target beneficiaries;
- relevant country representatives (from government, industries and civil society) have been appropriately involved and were participating in the identification of critical problem areas and the development of technical cooperation strategies;

## B. Implementation performance

Implementation assessment criteria to be applied are shown in Table 3 and correspond to DAC criteria, as well as to good programme/project management practices.

**Table 3. Quality of project implementation performance**

Evaluation criterion / issues	Rating
1. <b>Ownership and relevance:</b> to national development priorities and Government strategies; to target groups; to UNIDO's mandate and thematic priorities (the counterpart(s) were appropriately involved in the identification of critical problem areas and in the development of implementation strategies; supported actively project implementation including through in-kind and cash contributions; outputs, as produced, are relevant and sufficient to achieve the expected outcomes and objectives; and the project(s) / programme are relevant to the ISID agenda).	6. Highly satisfactory 5. Satisfactory
2. <b>Effectiveness:</b> objectives and final results at the end of the project (outputs were produced; outcome(s) were achieved or are likely to be achieved through the operation of outputs; and the project/programme contributed to inclusive and sustainable industrial development).	4. Moderately satisfactory 3. Moderately unsatisfactory
3. <b>Efficiency</b> (UNIDO and counterpart inputs have been provided as planned and were adequate to meet requirements; the quality of UNIDO inputs and services (expertise, training, methodologies, etc.) was as planned and led to the production of outputs; UNIDO procurement services were provided as planned and were adequate in terms of timing, value, process issues, responsibilities; the project used the most cost-efficient option and was cost-effective etc.).	2. Unsatisfactory 1. Highly unsatisfactory
4. <b>Impact</b> (which long term developmental changes, e.g. economic, environmental, social and inclusiveness have occurred or are likely to occur as a result of the intervention).	
5. <b>Likelihood of/ risks to sustainability</b> (results achieved so far are sustainable; the project was replicated/had a multiplying effect; a sustainability strategy was formulated; and what are the prospects/risks for technical, organizational, financial, sociopolitical, institutional framework and governance, and environmental sustainability).	Likely (L) Moderately Likely (ML) Moderately Unlikely



Evaluation criterion / issues	Rating
	(MU) Unlikely (U)
6. <b>Project management</b> (the national management and overall field coordination mechanisms of the project have been efficient and effective; the UNIDO management, coordination, quality control and technical inputs have been efficient and effective; changes in planning documents during implementation have been approved and documented; and synergy benefits can be found in relation to other UNIDO activities in the country or elsewhere).	6. Highly satisfactory 5. Satisfactory 4. Moderately satisfactory 3. Moderately unsatisfactory
7. <b>M&amp;E</b> (monitoring and self-evaluation was carried out based on indicators for outputs, outcomes and objectives; M&E activities were documented; and M&E information was used for project steering and adaptive management).	2. Unsatisfactory 1. Highly unsatisfactory

Further aspects to be considered are described in the paragraphs below.

### **Project ownership and relevance**

The evaluation will examine the extent to which the project is relevant to the:

- National development and environmental priorities and strategies of the Government and the population, and regional and international agreements. See possible evaluation questions under “Country ownership/drivenness” below.
- Target groups: relevance of the project’s objectives, outcomes and outputs to the different target groups of the interventions (e.g. companies, civil society, beneficiaries of capacity building and training, etc.).
- UNIDO's thematic priorities: was the project in line with UNIDO's mandate, objective and outcomes described in the Programme and Budget and core competencies?
- Does the project remain relevant taking into account the changing environment? Is there a need to reformulate the project design and the project results framework given changes in the country and operational context?

### **Effectiveness: objectives and final results at the end of the project**

- The evaluation will assess to what extent results at various levels, including outcomes, have been achieved. In detail, the following issues will be assessed: To what extent have the expected outputs, outcomes and long-term objectives been achieved or are likely to be achieved? Has the project generated any results that could lead to changes of the assisted institutions? Have there been any unplanned effects?

- Are the project outcomes commensurate with the original or modified project objectives? If the original or modified expected results are merely outputs/inputs, the evaluators should assess if there were any real outcomes of the project and, if there were, determine whether these are commensurate with realistic expectations from the project.
- How do the stakeholders perceive the quality of outputs? Were the targeted beneficiary groups actually reached?
- What outputs and outcomes has the project achieved so far (both qualitative and quantitative results)? Has the project generated any results that could lead to changes of the assisted institutions? Have there been any unplanned effects?
- Identify actual and/or potential longer-term impacts or at least indicate the steps taken to assess these (see also below “monitoring of long term changes”). Wherever possible, evaluators should indicate how findings on impacts will be reported in future.
- Describe any catalytic or replication effects: the evaluation will describe any catalytic or replication effect both within and outside the project. If no effects are identified, the evaluation will describe the catalytic or replication actions that the project carried out. No ratings are requested for the project’s catalytic role.

## **Efficiency**

The extent to which:

- The project cost was effective? Was the project using the most cost-efficient options?
- Has the project produced results (outputs and outcomes) within the expected time frame? Was project implementation delayed, and, if it was, did that affect cost effectiveness or results? Wherever possible, the evaluator should also compare the costs incurred and the time taken to achieve outcomes with that for similar projects. Are the project’s activities in line with the schedule of activities as defined by the project team and annual work plans? Are the disbursements and project expenditures in line with budgets?
- Have the inputs from the donor, UNIDO and Government/counterpart been provided as planned, and were they adequate to meet the requirements? Was the quality of UNIDO inputs and services as planned and timely?
- Was there coordination with other UNIDO and other donors’ projects, and did possible synergy effects happen?

## **Assessment of risks to sustainability of project outcomes**

Sustainability is understood as the likelihood of continued benefits after the project ends. Assessment of sustainability of outcomes will be given special attention but also technical, financial and organization sustainability will be reviewed. This assessment should explain how the risks to project outcomes will affect continuation of benefits after the project ends. It will include both exogenous and endogenous risks.

## Assessment of monitoring and evaluation (M&E) systems

- **M&E design.** Did the project have an M&E plan to monitor results and track progress towards achieving project objectives? The evaluation will assess whether the project met the minimum requirements for the application of the Project M&E plan (see Annex 3).
- **M&E plan implementation.** The evaluation should verify that an M&E system was in place and facilitated timely tracking of progress toward project objectives by collecting information on chosen indicators continually throughout the project implementation period; annual project reports were complete and accurate, with well-justified ratings; the information provided by the M&E system was used during the project to improve performance and to adapt to changing needs; and the project had an M&E system in place with proper training for parties responsible for M&E activities to ensure that data will continue to be collected and used after project closure. Was monitoring and self-evaluation carried out effectively, based on indicators for outputs, outcomes and impacts? Are there any annual work plans? Was any steering or advisory mechanism put in place? Did reporting and performance reviews take place regularly?
- **Budgeting and Funding for M&E activities.** In addition to incorporating information on funding for M&E while assessing M&E design, the evaluators will determine whether M&E was sufficiently budgeted for at the project planning stage and whether M&E was adequately funded and in a timely manner during implementation.

## Project coordination and management

The extent to which:

- The national management and overall coordination mechanisms have been efficient and effective? Did each partner have assigned roles and responsibilities from the beginning? Did each partner fulfil its role and responsibilities (e.g. providing strategic support, monitoring and reviewing performance, allocating funds, providing technical support, following up agreed/corrective actions)?
- The UNIDO HQ-based management, coordination, monitoring, quality control and technical inputs have been efficient, timely and effective (e.g. problems identified timely and accurately; quality support provided timely and effectively; right staffing levels, continuity, skill mix and frequency of field visits)?

## C. Assessment of gender mainstreaming

Gender mainstreaming assessment criteria are provided in

**Table 4**<sup>16</sup>. Guidance on integrating gender is found in Annex 4 and should be inserted as an annex to the TOR.

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<sup>16</sup> Correspond to those utilized by the Office for Gender Mainstreaming, Ethics and Accountability -

**Table 4. Gender mainstreaming evaluation**

Evaluation issue	Rating
1. At project outcome level	4. Focus on gender
2. At project output level	3. Significantly addresses gender
3. At project activities level	2. Somewhat addresses gender
4. KPIs relate to gender	1. Does not address gender
5. At background data level	

The evaluation will consider, but need not be limited to, the following issues that may have affected gender mainstreaming in the project:

- Did the project/programme design adequately consider the gender dimensions in its interventions? If so, how?
- Was a gender analysis included in a baseline study or needs assessment (if any)?
- How gender-balanced was the composition of the project management team, the Steering Committee, experts and consultants and the beneficiaries?
- Have women and men benefited equally from the project's interventions? Do the results affect women and men differently? If so, why and how? How are the results likely to affect gender relations (e.g., division of labour, decision-making authority)?
- To what extent were socioeconomic benefits delivered by the project at the national and local levels, including consideration of gender dimensions?

## VII. Reporting

### Inception report

This Terms of Reference (ToR) provides some information on the evaluation methodology, but this should not be regarded as exhaustive. After reviewing the project documentation and initial interviews with the project manager, the International Evaluation Consultant will prepare, in collaboration with the national consultant, a short inception report that will operationalize the ToR relating to the evaluation questions and provide information on what type of and how the

evidence will be collected (methodology). It will be discussed with and approved by the responsible UNIDO Evaluation Officer.

The Inception Report will focus on the following elements: preliminary project theory model(s); elaboration of evaluation methodology including quantitative and qualitative approaches through an evaluation framework (“evaluation matrix”); division of work between the International Evaluation Consultant and National Consultant; mission plan, including places to be visited, people to be interviewed and possible surveys to be conducted and a debriefing and reporting timetable<sup>17</sup>.

### **Evaluation report format and review procedures**

The draft report will be delivered to UNIDO Independent Evaluation Division–ODG/EVQ/IEV (the suggested report outline is in Annex 1) and circulated to UNIDO staff and national stakeholders associated with the project for factual validation and comments. Any comments or responses, or feedback on any errors of fact to the draft report provided by the stakeholders will be sent to UNIDO ODG/EVQ/IEV for collation and onward transmission to the project evaluation team who will be advised of any necessary revisions. On the basis of this feedback, and taking into consideration the comments received, the evaluation team will prepare the final version of the terminal evaluation report.

The ET will present its preliminary findings to the local stakeholders at the end of the field visit and take into account their feed-back in preparing the evaluation report. A presentation of preliminary findings will take place at UNIDO HQ after the field mission.

The TE report should be brief, to the point and easy to understand. It must explain the purpose of the evaluation, exactly what was evaluated, and the methods used. The report must highlight any methodological limitations, identify key concerns and present evidence-based findings, consequent conclusions, recommendations and lessons. The report should provide information on when the evaluation took place, the places visited, who was involved and be presented in a way that makes the information accessible and comprehensible. The report should include an executive summary that encapsulates the essence of the information contained in the report to facilitate dissemination and distillation of lessons.

Findings, conclusions and recommendations should be presented in a complete, logical and balanced manner. The evaluation report shall be written in English and follow the outline given in Annex 1.

### **Evaluation work plan**

The “Evaluation Work Plan” includes the following main products (see Table 5):

1. Desk review, briefing by project manager and development of methodology: Following the receipt of all relevant documents, and consultation with the Project Manager about

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<sup>17</sup> The evaluator will be provided with a Guide on how to prepare an evaluation inception report prepared by the UNIDO Independent Evaluation Division.

the documentation, including reaching an agreement on the methodology, the desk review could be completed.

2. Inception report: At the time of departure to the field mission, all the received material has been reviewed and consolidated into the Inception report.
3. Field mission: The principal responsibility for managing this evaluation lies with UNIDO. It will be responsible for liaising with the project team to set up the stakeholder interviews, arrange the field missions, coordinate with the Government. At the end of the field mission, there will be a presentation of preliminary findings to the key stakeholders in the country where the project was implemented.
4. Preliminary findings from the field mission: Following the field mission, the main findings, conclusions and recommendations would be prepared and presented in the field and at UNIDO Headquarters.
5. A draft terminal evaluation report will be forwarded electronically to the UNIDO Independent Evaluation Division and circulated to main stakeholders.
6. Final terminal evaluation report will incorporate comments received.

**Table 5. Evaluation typical deliverables**

<b>Evaluation phases</b>	<b>Deliverables</b>
Desk review	Development of methodology approach and evaluation tools
Briefing with UNIDO Independent Evaluation Division, Project Managers and other key stakeholder at HQ	Interview notes, detailed evaluation schedule and list of stakeholders to interview during field mission
Data analysis	Inception Evaluation Report
Field mission Present preliminary findings and recommendations to key stakeholders in the field	Presentation of main findings to key stakeholders in the field.
Debriefing at UNIDO HQ	Present preliminary findings and recommendations to the stakeholders at UNIDO HQ Additional interviews and analysis
Analysis of the data collected	Draft Terminal Evaluation Report
Circulation of the draft report to UNIDO/relevant stakeholders and revision	Final Terminal Evaluation Report

## **VIII. Quality assurance**

All UNIDO evaluations are subject to quality assessments by the UNIDO Independent Evaluation Division. Quality assurance and control is exercised in different ways throughout the evaluation process (briefing of consultants on methodology and process of UNIDO's Independent Evaluation Division, providing inputs regarding findings, lessons learned and recommendations from other UNIDO evaluations, review of inception report and evaluation report by the Independent Evaluation Division).

The quality of the evaluation report will be assessed and rated against the criteria set forth in the Checklist on evaluation report quality, attached as Annex 4. The applied evaluation quality assessment criteria are used as a tool to provide structured feedback. UNIDO's Independent Evaluation Division should ensure that the evaluation report is useful for UNIDO in terms of organizational learning (recommendations and lessons learned) and is compliant with UNIDO's evaluation policy and these terms of reference. The draft and final evaluation report are reviewed by UNIDO Office for Independent Evaluation, which will circulate it within UNIDO together with a management response sheet.

## **Annex 1 of ToR - Outline of an in-depth project evaluation report**

### **Executive summary**

- Must provide a synopsis of the storyline which includes the main evaluation findings and recommendations
- Must present strengths and weaknesses of the project
- Must be self-explanatory and should be maximum 3-4 pages in length

### **I. Evaluation objectives, methodology and process**

- Information on the evaluation: why, when, by whom, etc.
- Scope and objectives of the evaluation, main questions to be addressed
- Information sources and availability of information
- Methodological remarks, limitations encountered and validity of the findings

### **II. Country and project background**

- Brief country context: an overview of the economy, the environment, institutional development, demographic and other data of relevance to the project
- Sector-specific issues of concern to the project<sup>18</sup> and important developments during the project implementation period
- Project summary:
  - Fact sheet of the project: including project objectives and structure, donors and counterparts, project timing and duration, project costs and co-financing
  - Brief description including history and previous cooperation
  - Project implementation arrangements and implementation modalities, institutions involved, major changes to project implementation
  - Positioning of the UNIDO project (other initiatives of government, other donors, private sector, etc.)
  - Counterpart organization(s)

### **III. Project assessment**

This is the key chapter of the report and should address all evaluation criteria and questions outlined in the TOR (see section VI Project Evaluation Parameters). Assessment must be based

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<sup>18</sup> Explicit and implicit assumptions in the logical framework of the project can provide insights into key - issues of concern (e.g. relevant legislation, enforcement capacities, government initiatives, etc.)



on factual evidence collected and analyzed from different sources. The evaluators' assessment can be broken into the following sections:

A. Project design

B. Implementation performance

- Ownership and relevance (Report on the relevance of project towards countries and beneficiaries, country ownership, stakeholder involvement)
- Effectiveness (The extent to which the development intervention's objectives, outcomes and deliverables were achieved, or are expected to be achieved, taking into account their relative importance)
- Efficiency (Report on the overall cost-benefit of the project and partner countries' contribution to the achievement of project objectives)
- Likelihood of sustainability of project outcomes (Report on the risks and vulnerability of the project, considering the likely effects of sociopolitical and institutional changes in partner countries, and its impact on continuation of benefits after the project ends, specifically the financial, sociopolitical, institutional framework and governance, and environmental risks)
- Project coordination and management (Report project management conditions and achievements, and partner countries commitment)
- Assessment of monitoring and evaluation systems (Report on M&E design, M&E plan implementation, and budgeting and funding for M&E activities)
- Monitoring of long-term changes
- Assessment of processes affecting achievement of project results (Report on preparation and readiness / quality at entry, financial planning, UNIDO support, co-financing, delays of project outcomes/outputs, and implementation approach)

C. Gender mainstreaming

At the end of this chapter, an overall project achievement rating should be developed as required in Annex 2. The overall rating table should be presented here.

#### **IV. Conclusions, recommendations and lessons learned**

This chapter can be divided into three sections:

**A. Conclusions**

This section should include a storyline of the main evaluation conclusions related to the project's achievements and shortfalls. It is important to avoid providing a summary based on each and every evaluation criterion. The main conclusions should be cross-referenced to relevant sections of the evaluation report.

## **B. Recommendations**

This section should be succinct and contain few key recommendations. They should:

- be based on evaluation findings
- be realistic and feasible within a project context
- indicate institution(s) responsible for implementation (addressed to a specific officer, group or entity who can act on it) and have a proposed timeline for implementation if possible
- be commensurate with the available capacities of project team and partners
- take resource requirements into account.
- 

Recommendations should be structured by addressees:

- UNIDO
- Government and/or Counterpart Organizations
- Donor
- 

## **C. Lessons learned**

- Lessons learned must be of wider applicability beyond the evaluated project but must be based on findings and conclusions of the evaluation
- For each lesson, the context from which they are derived should be briefly stated

**Annexes** should include the evaluation TOR, list of interviewees, documents reviewed, a summary of project identification and financial data, including an updated table of expenditures to date, and other detailed quantitative information. Dissident views or management responses to the evaluation findings may later be appended in an annex.

**Annex 2 of ToR - Overall ratings**

<b>Criterion</b>	<b>Evaluator's summary comments</b>	<b>Evaluator's rating</b>
<b>Attainment of project objectives and results (overall rating), sub criteria (below)</b>		
<b>Project design</b>		
<b>Project implementation</b>		
Relevance		
Effectiveness		
Efficiency		
<b>Sustainability of project outcomes (overall rating) Sub criteria (below)</b>		
Financial risks		
Sociopolitical risks		
Institutional framework and governance risks		
Environmental risks		
<b><i>Project management</i></b>		
UNIDO specific ratings		
Quality at entry / Preparation and readiness		
Implementation approach		
UNIDO supervision and backstopping		
<b>Monitoring and evaluation (overall rating) Sub criteria (below)</b>		
M&E Design		
M&E Plan implementation (use for adaptive management)		
Budgeting and funding for M&E activities		
<b>Gender mainstreaming</b>		
<b>Overall rating</b>		

## RATING OF PROJECT OBJECTIVES AND RESULTS

- Highly Satisfactory (HS): The project had no shortcomings in the achievement of its objectives, in terms of relevance, effectiveness or efficiency.
- Satisfactory (S): The project had minor shortcomings in the achievement of its objectives, in terms of relevance, effectiveness or efficiency.
- Moderately Satisfactory (MS): The project had moderate shortcomings in the achievement of its objectives, in terms of relevance, effectiveness or efficiency.
- Moderately Unsatisfactory (MU): The project had significant shortcomings in the achievement of its objectives, in terms of relevance, effectiveness or efficiency.
- Unsatisfactory (U) The project had major shortcomings in the achievement of its objectives, in terms of relevance, effectiveness or efficiency.
- Highly Unsatisfactory (HU): The project had severe shortcomings in the achievement of its objectives, in terms of relevance, effectiveness or efficiency.

**Please note:** Relevance and effectiveness will be considered as critical criteria. The overall rating of the project for achievement of objectives and results **may not be higher** than the lowest rating on either of these two criteria. Thus, to have an overall satisfactory rating for outcomes a project must have at least satisfactory ratings on both relevance and effectiveness.

## RATINGS ON SUSTAINABILITY

Sustainability will be understood as the probability of continued long-term outcomes and impacts after the GEF project funding ends. The evaluation will identify and assess the key conditions or factors that are likely to contribute or undermine the persistence of benefits beyond project completion. Some of these factors might be outcomes of the project, i.e. stronger institutional capacities, legal frameworks, socio-economic incentives /or public awareness. Other factors will include contextual circumstances or developments that are not outcomes of the project but that are relevant to the sustainability of outcomes.

### Rating system for sustainability sub-criteria

On each of the dimensions of sustainability of the project outcomes will be rated as follows.

- Likely (L): There are no risks affecting this dimension of sustainability.
- Moderately Likely (ML). There are moderate risks that affect this dimension of sustainability.
- Moderately Unlikely (MU): There are significant risks that affect this dimension of sustainability.
- Unlikely (U): There are severe risks that affect this dimension of sustainability.

All the risk dimensions of sustainability are critical. Therefore, overall rating for sustainability will not be higher than the rating of the dimension with lowest ratings. For example, if a project has an Unlikely rating in either of the dimensions then its overall rating cannot be higher than Unlikely, regardless of whether higher ratings in other dimensions of sustainability produce a higher average.

## RATINGS OF PROJECT M&E

Monitoring is a continuing function that uses systematic collection of data on specified indicators to provide management and the main stakeholders of an ongoing project with indications of the extent of progress and achievement of objectives and progress in the use of allocated funds. Evaluation is the systematic and objective assessment of an on-going or completed project, its design, implementation and results. Project evaluation may involve the definition of appropriate standards, the examination of performance against those standards, and an assessment of actual and expected results.

The project M&E system will be rated on 'M&E design', 'M&E plan implementation' and 'Budgeting and funding for M&E activities' as follows:

- Highly Satisfactory (HS): There were no shortcomings in the project M&E system.
- Satisfactory(S): There were minor shortcomings in the project M&E system.
- Moderately Satisfactory (MS): There were moderate shortcomings in the project M&E system.
- Moderately Unsatisfactory (MU): There were significant shortcomings in the project M&E system.
- Unsatisfactory (U): There were major shortcomings in the project M&E system.
- Highly Unsatisfactory (HU): The Project had no M&E system.
- 

"M&E plan implementation" will be considered a critical parameter for the overall assessment of the M&E system. The overall rating for the M&E systems will not be higher than the rating on "M&E plan implementation."

All other ratings will be on the GEF six point scale:

HS	= Highly Satisfactory	Excellent
S	= Satisfactory	Well above average
MS	= Moderately Satisfactory	Average
MU	= Moderately Unsatisfactory	Below Average
U	= Unsatisfactory	Poor
HU	= Highly Unsatisfactory	Very poor (Appalling)

Gender mainstreaming assessment criteria and ratings are provided in **Table 4** on page 52.

**Annex 3 of ToR- Checklist on evaluation report quality**

**Project Title:** UNIDO service in Japan for the promotion of industrial investment in developing countries (Investment and Technology Promotion Office)

**Project Number:** Project Manager / 130257

**Checklist on evaluation report quality**

<b>Report quality criteria</b>	<b>UNIDO independent evaluation division assessment notes</b>	<b>Rating</b>
A. The terminal evaluation report presented an assessment of all relevant outcomes and achievement of project objectives in the context of the focal area program indicators if applicable.		
B. The terminal evaluation report was consistent, the evidence presented was complete and convincing, and the ratings were well substantiated.		
C. The terminal evaluation report presented a sound assessment of sustainability of outcomes.		
D. The lessons and recommendations listed in the terminal evaluation report are supported by the evidence presented and are relevant to the GEF portfolio and future projects.		
E. The terminal evaluation report included the actual project costs (totals, per activity, and per source) and actual co-financing used.		
F. The terminal evaluation report included an assessment of the quality of the M&E plan at entry, the operation of the M&E system used during implementation, and the extent M&E was sufficiently budgeted for during preparation		

Report quality criteria	UNIDO independent evaluation division assessment notes	Rating
and properly funded during implementation.		

Rating system for quality of evaluation reports

A number rating 1-6 is used for each criterion: Highly Satisfactory = 6, Satisfactory = 5, Moderately Satisfactory = 4, Moderately Unsatisfactory = 3, Unsatisfactory = 2, Highly Unsatisfactory = 1, and unable to assess = 0.



**Annex 4 of ToR – Job descriptions****UNITED NATIONS INDUSTRIAL DEVELOPMENT ORGANIZATION**

**Independent evaluation of the  
UNIDO ITPO in Tokyo**

**Job description for International Evaluation Consultant**

<b>Post title</b>	International Evaluation Consultant
<b>Estimated duration</b>	30 days over a period of 3.5 months
<b>Starting date required</b>	5 April 2016
<b>Duty station</b>	Home base; missions to ITPO Tokyo

**Duties of the international consultant:**

The international evaluation consultant will collaborate with the national evaluation consultant on the independent evaluation of the UNIDO ITPO Tokyo. On the basis of the Terms of Reference s/he will carry out the following duties:

<b>Duties</b>	<b>Duration</b>	<b>Location</b>	<b>Results</b>
Desk study of project documents, reports, recent relevant evaluation reports, etc	5 days	Home base	List of evaluation questions
Interviews at UNIDO HQ	2 days	UNIDO HQ	Notes
Evaluation mission; briefing and debriefings	8 days	ITPO and other organizations in Japan	Notes
Presentation of preliminary findings at UNIDO HQ	1 day	UNIDO HQ	Notes
Drafting of the evaluation report in EVA format; submission to stakeholders for comments; and finalization of report	14 days	Home base	Draft report Final Report
<b>Total</b>	<b>30 days</b>		

**Qualifications:**

- Master's degree in political science, development economics, business administration or related field
- Knowledge and experience in public investment and investment and technology promotion policies and programs
- Practical experience in evaluation

**Technical and functional experience:**

- Excellent drafting skills and ability to edit, and produce written reports.
- Knowledge of investment promotion issues, including in the context of inclusive and sustainable industrial development (ISID);
- Experience in leading evaluation activities;
- Strong presentation and communication skills and ability to present complex material in clear, concise and policy-relevant way.
- Strong inter-personal skills, initiative and ability to work within a team and work under pressure are desired. Capability to handle sensitive matters and exercise discretion.
- High level of computer skills, including proficiency with Microsoft Office and related programmes.

**Languages:** Fluency in written and spoken English is required. Knowledge of another official UN language is an advantage

**Absence of conflict of interest:** According to the UNIDO Evaluation Policy, the consultant must not have been involved in the design and/or implementation, supervision and coordination of and/or have benefited from the programme/project or theme under evaluation.



## UNITED NATIONS INDUSTRIAL DEVELOPMENT ORGANIZATION

### Independent evaluation of the UNIDO ITPO in Tokyo

#### Job description for National Evaluation Consultant

<b>Post title</b>	National Evaluation Consultant
<b>Estimated duration</b>	43 days over a period of 3 work months
<b>Starting date required</b>	19 April 2016
<b>Duty station</b>	Home based (travel within Japan, if required, will be covered separately)

#### Organizational Context:

The Independent Evaluation Division is responsible for the independent evaluation function of UNIDO. It supports learning, continuous improvement and accountability, and provides factual information about result and practices that feed into the programmatic and strategic decision-making processes. Evaluation is an assessment, as systematic and impartial as possible, of a programme, a project or a theme. Independent evaluations provide evidence-based information that is credible, reliable and useful, enabling the timely incorporation of findings, recommendations and lessons learned into the decision-making processes at organization-wide, programme and project level. The Independent Evaluation Division is guided by the UNIDO Evaluation Policy, which is aligned to the norms and standards for evaluation in the UN system.

#### Project Context:

The main purpose of the project is to support developing countries and economies in transition to attract investment and technology from Japan. It is also intended to assist investors in Japan in making decisions on the establishment of industrial partnerships by providing support in the development of partnership opportunities into business proposals, providing detailed information thereof in the host country as well as in negotiations of these proposals and magnitude of the issues addressed by the project/programme

#### Duties of the National consultant:

The National Evaluation Consultant will evaluate the projects according to the Terms of Reference under the leadership of the Team Leader (International Evaluation Consultant). S/he will perform the following tasks:

Main duties	Concrete/ measurable outputs to be achieved	Expected duration (including travel days)	Location
<p>Review and analyze project documentation and relevant country background information (national policies and strategies, UN strategies and general economic data); in cooperation with the Team Leader: determine key data to collect in the field and prepare key instruments in both English and local language (questionnaires, logic models) to collect these data through interviews and/or surveys during and prior to the field missions;</p> <p>Coordinate and lead interviews/ surveys in local language and assist the Team Leader with translation where necessary;</p> <p>Analyze and assess the adequacy of legislative and regulatory framework, specifically in the context of the project's objectives and targets; provide analysis and advice to the Team Leader on existing and appropriate policies for input to the TE.</p>	<ul style="list-style-type: none"> <li>• List of detailed evaluation questions to be clarified; questionnaires/interview guide; logic models; list of key data to collect, draft list of stakeholders to interview during the field missions</li> <li>• Drafting and presentation of brief assessment of the adequacy of the country's legislative and regulatory framework in the context of the project.</li> </ul>	6	Home-based
<p>Support the preparation and conduct of a comprehensive Survey to assess ITPO's service to client companies and ITPO Delegates.</p>	<ul style="list-style-type: none"> <li>• List of companies to participate in Survey</li> <li>• List of training participants/ Delegates to participate in survey</li> <li>• Analysis of survey data</li> </ul>	7	
<p>Review all project outputs/</p>	<ul style="list-style-type: none"> <li>• Interview notes, detailed evaluation</li> </ul>	11	Home-based

Main duties	Concrete/ measurable outputs to be achieved	Expected duration (including travel days)	Location
<p>publications/feedback;</p> <p>Briefing with the evaluation team leader, UNIDO project managers and other key stakeholders.</p> <p>Coordinate the evaluation mission agenda, ensuring and setting up the required meetings with project partners and government counterparts, and organize and lead site visits, in close cooperation with the Project Management Unit.</p> <p>Assist and provide detailed analysis and inputs to the Team Leader in the Preparation of the Inception Report.</p>	<p>schedule and list of stakeholders to interview during the field missions.</p> <ul style="list-style-type: none"> <li>• Division of evaluation tasks with the Team Leader.</li> <li>• Inception Report.</li> </ul>		(telephone interviews)
<p>Coordinate and conduct the field mission with the Team Leader in cooperation with the Project Management Unit, where required;</p> <p>Consult with the Team Leader on the structure and content of the evaluation report and the distribution of writing tasks.</p>	<ul style="list-style-type: none"> <li>• Presentations of the evaluation's initial findings, draft conclusions and recommendations to stakeholders in the country at the end of the mission.</li> <li>• Agreement with the Team Leader on the structure and content of the evaluation report and the distribution of writing tasks.</li> </ul>	6	Tokyo, Japan
<p>Prepare inputs and analysis to the evaluation report according to TOR and as agreed with the Team Leader</p>	<ul style="list-style-type: none"> <li>• Draft evaluation report prepared.</li> </ul>	6	Home-based
<p>Revise the draft project evaluation report based on comments from UNIDO Independent Evaluation Division and stakeholders and edit the language and form of the final version according to UNIDO</p>	<ul style="list-style-type: none"> <li>• Final evaluation report prepared.</li> </ul>	7	Home-based

Main duties	Concrete/ measurable outputs to be achieved	Expected duration (including travel days)	Location
standards.			
<b>TOTAL</b>		43	

## REQUIRED COMPETENCIES

### **Core values:**

1. Integrity
2. Professionalism
3. Respect for diversity

### **Core competencies:**

1. Results orientation and accountability
2. Planning and organizing
3. Communication and trust
4. Team orientation
5. Client orientation
6. Organizational development and innovation

### **Managerial competencies (as applicable):**

1. Strategy and direction
2. Managing people and performance
3. Judgement and decision making
4. Conflict resolution

## MINIMUM ORGANIZATIONAL REQUIREMENTS

### **Education:**

Advanced university degree in environmental science, engineering or other relevant discipline like developmental studies with a specialization in industrial energy efficiency and/or climate change.

### **Technical and functional experience:**

- A minimum of five years practical experience in the field of environment and energy, including evaluation experience at the international level involving technical cooperation in developing countries.
- Exposure to the needs, conditions and problems in developing countries.
- Familiarity with the institutional context of the project is desirable.

**Languages:** Fluency in written and spoken English and Japanese is required.

**Absence of Conflict of Interest:**

According to UNIDO rules, the consultant must not have been involved in the design and/or implementation, supervision and coordination of and/or have benefited from the programme/project (or theme) under evaluation. The consultant will be requested to sign a declaration that none of the above situations exists and that the consultants will not seek assignments with the manager/s in charge of the project before the completion of her/his contract with the Independent Evaluation Division

## Annex 5 of ToR – Project results framework

RESULTS	ACTIVITIES	INDICATORS	MEANS OF VERIFICATION	ASSUMPTIONS
<b>OBJECTIVE</b>				
To strengthen cooperation between Japan and developing countries and countries with economy in transition through investment promotion and technology transfer to support sustainable industrial development and economic growth.				
<b>OUTCOME</b>				
Developing countries and economies in transition benefit from investment and technology originating from Japan through capacity enhancement of IPAs, promotion of business opportunities in Japan, conclusion of bilateral business partnerships and maintaining continuous interface with Japan			<ul style="list-style-type: none"> <li>- Official statistics to be published by National Bureau of Statistics</li> <li>- Other FDI statistics</li> </ul>	<ul style="list-style-type: none"> <li>- A more conducive investment environment will increase investment flows</li> </ul>



through the delegate programme, that contribute to sustainable economic development and eradication of poverty in these countries.				
<b>OUTPUTS</b>				
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 developing countries or countries with economy in transition.	<p>1. Organize investment promotion seminars, investment fora and business and consultancy missions as appropriate, targeting potential investors of Japan to disseminate information on investment climate and investment opportunities.</p> <p>2. Disseminate information on investment climate and investment opportunities through ITPO website, newsletters, quarterly magazines and other communication media targeting potential investors in Japan.</p> <p>3. Organize and/or participate in, as appropriate, business/industrial exhibitions in order to accelerate development of contacts between the delegates and potential investors efficiently.</p>	<ul style="list-style-type: none"> <li>• number of one-to-one meetings with private-sector companies arranged</li> <li>• number of contacts with relevant organizations</li> <li>• number of investment climate information updated and/or disseminated through seminars, fora and exhibitions</li> <li>• number of participants</li> <li>• number of jobs and value of investments generated</li> <li>• number of African countries, LDCs, and less developed regions of non-LDC countries in Asia, MENA, Latin America, and others promoted</li> </ul>	<p>- Activity reports</p> <p>- Annual report</p> <p>- Evaluation</p>	- Better informed potential investors and suppliers will lead to more quality investments made

	<p>4. Develop and maintain working relations with local enterprises, business/industrial associations, and financial institutions.</p> <p>5. Provide advisory services to Japanese investors in selected African countries.</p> <p>6. Cooperate with COMFAR team in the organization of training workshops for preparation of pilot projects and investment proposals, with focus on LDCs in Asia and African countries.</p>	<ul style="list-style-type: none"> <li>• number of business and consultancy missions organized</li> </ul>		
2. Relevant Japanese technologies identified and promoted to developing countries or countries with economy in transition, for their benefit, for their benefit.	<p>1. Carry out surveys and identify appropriate technologies to be introduced for the benefit of developing countries.</p> <p>2. Verify usefulness and viability of the identified technologies for application in respective country of destination in a scientific and economic manner.</p> <p>3. Establish and maintain database of identified technologies.</p>	<ul style="list-style-type: none"> <li>• number of technologies identified for promotion</li> <li>• number of technologies actually promoted</li> <li>• number of workshops carried out</li> <li>• number of participants in workshops</li> <li>• number of technologies transferred</li> </ul>	<p>- Activity reports</p> <p>- Annual report</p> <p>- Evaluation</p>	<p>- Modern, efficient, clean technologies adopted by developing countries through transfer of technology will lead to more competitive enterprises able to</p>

	<p>4. Arrange and organize seminars and/or workshops and/or study tours in order to introduce respective technologies to the potential beneficiaries. Disseminate information on energy and environment related transferable technologies owned by Japanese companies and institutions.</p> <p>5. Provide information and advice to interested parties in Japan regarding partnerships and any other form of transfer of technology and knowhow.</p> <p>6. Periodic evaluation of benefits to host economies of the technologies transferred.</p>			compete in global markets
3. Institutional capacity of Investment Promotion Agencies (IPAs) and/or public/private-sector institutions in developing countries or countries with economy in transition engaged in promotion of FDI and technology transfer upgraded and strengthened by fielding	1. Develop programmes and invite investment promotion delegates from selected target countries in accordance with request from potential beneficiaries, Annual Work Programme, Headquarters Programmes, budgetary provisions and policy coordination between the	<ul style="list-style-type: none"> <li>• number of countries and institutions who fielded delegates to Japan</li> <li>• number of man-days delegates were fielded to Japan</li> <li>• number of investment opportunities marketed</li> </ul>	<p>- Delegates reports</p> <p>- Follow-up reports to delegate programme</p>	- Better informed, better functioning, more efficient IPAs will provide better services to investors,

<p>delegates to Japan.</p>	<p>donor Government and UNIDO.</p> <p>2. Provide the delegates from IPAs and other relevant institutions with opportunities to market their countries and investment opportunities they offer to identify investment leads and follow up.</p> <p>3. Expose the delegates from IPAs and other relevant institutions to Japanese technologies perceived to be relevant and viable for use in their countries.</p> <p>4. Plan and provide the IPAs through the delegates with capacity building, networking and on-the-job type of training to become effective in investment and technology promotion in the framework of Japan and the countries of delegates.</p> <p>5. Follow up the delegate programme through regular contacts and assist the delegates in their follow up of investment leads as and when required, as if the Office is a foothold in Japan of the IPAs.</p>	<ul style="list-style-type: none"> <li>• number of investment leads generated</li> <li>• number of Japanese enterprises and institution engaged by each delegate</li> <li>• number of visits taking place within one year of delegate programme</li> </ul>		<p>leading to increase in quality and quantity of FDI</p> <ul style="list-style-type: none"> <li>- IPAs adopt new approaches</li> <li>- Governments increase funding for IPAs.</li> </ul>
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4. Diplomats and staff of embassies located in Japan of developing countries and countries with economies in transition equipped with relevant knowledge on investment promotion.	<p>1. Organize factory visits, seminars, fora and/or workshops for diplomats and staff of embassies for exposure to Japanese technologies perceived useful and viable in their countries.</p> <p>2. Organize capacity-building seminars and/or workshops for diplomats and staff of embassies for them to acquire knowledge and fundamentals of investment promotion techniques and trends in Japan's outward investment.</p>	<ul style="list-style-type: none"> <li>• number of diplomats and staff participating in the programme</li> <li>• number of countries of participated in the programme</li> <li>• number of events organized</li> <li>• number of Japanese companies, technologies and/or technology themes promoted</li> </ul>	<ul style="list-style-type: none"> <li>- Newspaper articles, interview reports, videos</li> <li>- Activity reports</li> <li>- Annual report</li> </ul>	<ul style="list-style-type: none"> <li>- Public awareness increased in Japan of UNIDO's activities and programmes, especially in the field of investment and technology transfer, leading to more funding for UNIDO activities in developing countries</li> </ul>

<p>5. Promotion and facilitation of UNIDO activities in Japan with a view to promoting investment and technology transfer from Japan and contribution to ITPO Network joint activities.</p>	<p>1. Promote UNIDO by using website, annual report, newsletter, quarterly magazine and other communication media.</p> <p>2. Participate in public events in order to enhance public awareness about UNIDO.</p> <p>3. Promote and facilitate UNIDO Headquarters' activities and missions to the host country to inform the business community and institutions engaged in investment and technology promotion of the new trends and development in the individual regions and UNIDO.</p> <p>4. Facilitate and convene Global Fora in cooperation with substantive Branches.</p> <p>5. Facilitate coordination between ITPO Tokyo's activities and UNIDO HQ as applicable.</p> <p>6. Participate to yearly ITPO Heads Meeting.</p> <p>7. Contribute to ITPO Network joint</p>	<ul style="list-style-type: none"> <li>• number of promotions made in communication media</li> <li>• number of events participated</li> <li>• number of UNIDO Headquarters activities and missions facilitated</li> <li>• contributions to UNIDO Global Fora in cooperation with other branches</li> </ul>	<p>- Activity reports</p> <p>- Annual report</p>	<p>- Well informed with knowledge in investment promotion activities/strategies/requirements, diplomats returning to their countries will endeavour to create a more conducive investment climate, thereby enhancing investment flows and quality investment</p>
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	activities/events and to its external and internal visibility.			
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## **Annex 6 of ToR – Guidance on integrating gender in evaluations of UNIDO projects and programmes**

### **Introduction**

Gender equality is internationally recognized as a goal of development and is fundamental to sustainable growth and poverty reduction. The UNIDO Policy on gender equality and the empowerment of women and its addendum, issued respectively in April 2009 and May 2010 (UNIDO/DGB(M).110 and UNIDO/DGB(M).110/Add.1), provides the overall guidelines for establishing a gender mainstreaming strategy and action plans to guide the process of addressing gender issues in the Organization's industrial development interventions.

According to the UNIDO Policy on gender equality and the empowerment of women:

**Gender equality** refers to the equal rights, responsibilities and opportunities of women and men and girls and boys. Equality does not suggest that women and men become 'the same' but that women's and men's rights, responsibilities and opportunities do not depend on whether they are born male or female. Gender equality implies that the interests, needs and priorities of both women and men are taken into consideration, recognizing the diversity of different groups of women and men. It is therefore not a 'women's issues'. On the contrary, it concerns and should fully engage both men and women and is a precondition for, and an indicator of sustainable people-centered development.

**Empowerment of women** signifies women gaining power and control over their own lives. It involves awareness-raising, building of self-confidence, expansion of choices, increased access to and control over resources and actions to transform the structures and institutions which reinforce and perpetuate gender discriminations and inequality.



***Gender parity*** signifies equal numbers of men and women at all levels of an institution or organization, particularly at senior and decision-making levels.

The UNIDO projects/programmes can be divided into two categories: 1) those where promotion of gender equality is one of the key aspects of the project/programme; and 2) those where there is limited or no attempted integration of gender.

Evaluation managers/evaluators should select relevant questions depending on the type of interventions.

### **Gender responsive evaluation questions**

The questions below will help evaluation managers/evaluators to mainstream gender issues in their evaluations.

#### **Design**

- ✓ Is the project/programme in line with the UNIDO<sup>19</sup> and national policies on gender equality and the empowerment of women?
- ✓ Were gender issues identified at the design stage?
- ✓ Did the project/programme design adequately consider the gender dimensions in its interventions? If so, how?
- ✓ Were adequate resources (e.g., funds, staff time, methodology, experts) allocated to address gender concerns?
- ✓ To what extent were the needs and priorities of women, girls, boys and men reflected in the design?
- ✓ Was a gender analysis included in a baseline study or needs assessment (if any)?
- ✓ If the project/programme is people-centered, were target beneficiaries clearly identified and disaggregated by sex, age, race, ethnicity and socio-economic group?

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<sup>19</sup> Once the gender mainstreaming strategy and action plans to guide the process of addressing gender issues in industrial development interventions are developed, the project/programme should align to the strategy or action plans.

- ✓ If the project/programme promotes gender equality and/or women's empowerment, was gender equality reflected in its objective/s? To what extent are output/outcome indicators gender disaggregated?

### **Implementation management**

- ✓ Did project monitoring and self-evaluation collect and analyse gender disaggregated data? Were decisions and recommendations based on the analyses? If so, how?
- ✓ Were gender concerns reflected in the criteria to select beneficiaries? If so, how?
- ✓ How gender-balanced was the composition of the project management team, the Steering Committee, experts and consultants and the beneficiaries?
- ✓ If the project/programme promotes gender equality and/or women's empowerment, did the project/programme monitor, assess and report on its gender related objective/s?

### **Results**

- ✓ Have women and men benefited equally from the project's interventions? Do the results affect women and men differently? If so, why and how? How are the results likely to affect gender relations (e.g., division of labour, decision making authority)?
- ✓ In the case of a project/programme with gender related objective/s, to what extent has the project/programme achieved the objective/s? To what extent has the project/programme reduced gender disparities and enhanced women's empowerment?

## **Annex 2: List of documents reviewed**

### Main document

Project document (SAP ID 130257)

Exchange of Notes (11 December 2013)

Past Evaluation Reports (May 2010 - April 2013, May 2013 – April 2016)

Fact Sheet on ITPO Tokyo (2013, 2016)

Annual Work Programme (2013, 2014, 2015, 2016)

### Financial issues

Budget breakdown, 2013 to 2016

### Reports

Annual Reports 2013, 2014, 2015

Delegate Final Reports

### UNIDO project US/GLO/10/119

Operational and Concluded Projects

List of Seminars and Events

Environmental Technology Database

Activities in cooperation with HQ and Field Offices

Delegate Programme Performance Analysis Sheet

### UNIDO ITPO Tokyo

Work Assignment and Organizational Chart

Management Meeting Summary

Publication

## Annex 3: List of persons met

### UNIDO Vienna

Meeting with	Function	Organizational unit
Mr. Vinson Kuruthukulangara	Senior Programme Assistant	Programme Development and Technical Cooperation (PTC), Department of Trade, Investment and Innovation (TII), Investment Promotion Division (INV)
Mr. Carlos Chanduvi	Chief	External Relations and Field Representation (EFR), Department of Regional Programmes and Field Representation (RPF), Regional Division – Latin America and the Caribbean (LAC)
Mr. Javier Manuel Guarnizo Olivera	Chief	Office of the Director General (ODG), Office of the Independent Evaluation and Quality Monitoring (EVQ), Independent Evaluation Division (IEV)
Mr. Stefan Kratzsch	Industrial Development Officer	Programme Development and Technical Cooperation (PTC), Department of Trade, Investment and Innovation (TII), Investment Promotion Division (INV)
Ms. Carmela Centeno	Industrial Development Officer	Programme Development and Technical Cooperation (PTC), Department of Environment (ENV), Stockholm Convention Division (SCD)
Mr. Zhen Wang	Chief	External Relations and Field Representation (EFR), Department of Regional Programmes and Field Representation (RPF), Regional Division – Asia and the Pacific (ASP)
Mr. Isoyama Atsushi	Chief	Programme Development and Technical Cooperation (PTC), Department of Partnerships and Results Monitoring (PRM), Results Monitoring Division (RMD)
Mr. Stephan Sicars	Director	Programme Development and Technical Cooperation (PTC), Department of Environment (ENV), Office of the Director (OD)
Mr. Taizo Nishikawa	Managing Director, and Deputy to Director-General	External Relations and Field Representation (EFR) Office of the Managing Director (OMD)

Meeting with	Function	Organization unit
Mr. Gerardo Patacconi	Officer-in-Charge	Programme Development and Technical Cooperation (PTC), Agri-Business Development Department (AGR), Office of the Director (OD)
Ms. Adot Killmeyer	Chief	Office of the Director General (ODG), Office of Independent Evaluation and Quality Monitoring (EVQ) Quality Monitoring Division (QUA)
Mr. Pradeep Monga	Director	Programme Development and Technical Cooperation (PTC), Department of Energy (ENE), Office of the Director (OD) - confirmed
Mr. Edme Koffi	Chief	External Relations and Field Representation (EFR), Department of Regional Programmes and Field Representation (RPF), Regional Division – Africa (AFR) - confirmed
Mr. Ciyong Zou	Director	Programme Development and Technical Cooperation (PTC), Department of Partnerships and Results Monitoring (PRM), Office of the Director (OD) - confirmed
Mr. Kazuki Kitaoka	Industrial Development Officer	Policy and Programme Support (PPS), Department of Policy Research and Statistics, (PRS)
Mr. Nobuya Haraguchi	Industrial Research Officer	Policy and Programme Support (PPS), Department of Policy Research and Statistics, (PRS), Research and Industrial Policy Advice Division (RPA)
Ms. Lucia Cartini	Senior Industrial Development Officer	Programme Development and Technical Cooperation (PTC), Department of Trade, Investment and Innovation (TII), Investment Promotion Division (INV)
Mr. Bernardo Calzadilla	Director and Officer-in-Charge	Programme Development and Technical Cooperation (PTC), Department of Trade, Investment and Innovation (TII), Office of the Director (OD)
Mr. Stanislaw Marian Pigon	COMFAR Consultant	Programme Development and Technical Cooperation (PTC), Department of Trade, Investment and Innovation (TII), Investment Promotion Division (INV)
Ms. Hiromi Sugiura	Senior Programme Management Expert	Programme Development and Technical Cooperation (PTC), Department of Energy (ENE), Climate Policy and Network Division (CPN)

UNIDO ITPO Tokyo

Meeting with	Function	Organizational Unit
Mr. Hiroshi Kuniyoshi	Head	ITPO Tokyo
Mr. Ferda Gelegen	Deputy Head HQs, Operations& MENA	ITPO Tokyo
Mr. Hideki Murakami	Deputy Head Donor Relations, LCET and Advisory Programmes	ITPO Tokyo
Ms. Ikue Toshinaga	Officer Asia, Central & Latin America	ITPO Tokyo
Ms. Maki Imazu	Officer Sub-Saharan Africa & TICAD	ITPO Tokyo
Ms. Minako Shigematsu	Programme Assistant	ITPO Tokyo

Japanese government

Mr. Yuji Nakayama	Deputy Director, Technical Cooperation Division, METI
Ms. Hiromi Umeda	Assistant Director, Technical Cooperation Division, METI
Mr. Tatsushi Nishioka	Director, Global Issues Cooperation Division, MOFA
Ms. Aya Nakazawa	Global Issues Cooperation Division, MOFA
Mr. Yusuke Yoshizaki	Global Issues Cooperation Division, MOFA

Embassies in Japan

H.E. Mr. Francois Oubida	Ambassador, Embassy of Burkina Faso
Mr. Arvind Singh	Minister (Economic & Commercial), Embassy of India
Mr. Kripal Singh Bisht	First Secretary, Embassy of India
H.E. Mr. Marcos Rodriguez	Ambassador, Embassy of the Republic of Cuba
Ms. Maylem Rivero	Economic and Commercial Counsellor, Emb. Republic of Cuba
H.E. Mr. Mohamed Bencherif	Ambassador, Embassy of Algeria
Mr. Riadh Said	First Secretary, Embassy of Algeria

Cooperating organizations

Mr. Kojiro Fujino	Deputy Director, Planning and TICAD Process Division, JICA
Mr. Kenji Katai	Advisor, Private Sector Development Group, JICA
Mr. Toshihiro Kai	Executive Managing Director, Fukuoka Foreign Trade Association

Private sector (UNIDO ITPO Clients)

Mr. Eiyu Hayashi	Assistant Manager, Event Division, The Nikkan Kogyo Shimbun
Ms. Saori Abe	Event Business Department, The Nikkan Kogyo Shimbun
Ms. Mayuko Fukiishi	Event Business Department, The Nikkan Kogyo Shimbun
Mr. Hidefumi Jinnai	Director, Feed & Fertilizer Marketing Division, Cosmo ALA Co., Ltd.
Mr. Kimikazu Yano	Manager, Kinsei Sangyo Co., Ltd.
Mr. Hiroaki Onji	Sales & Marketing, Water Treatment and Environmental Division, Head Office, Toray Industries, Inc.
Ms. Keiko Sato	Assistant Manager, Sales Department, Automotive Battery Sales Division, GS Yuasa International Ltd.
Mr. Hiroyuki Gonda	President, Hiroki Co., Ltd.

Joint briefing meeting on Friday, 27 May

Mr. Yuji Nakayama	Deputy Director, Technical Cooperation Division, METI
Ms. Hiromi Umeda	Assistant Director, Technical Cooperation Division, METI
Ms. Aya Nakazawa	Global Issues Cooperation Division, MOFA
Mr. Yusuke Yoshizaki	Global Issues Cooperation Division, MOFA
Mr. Hiroshi Kuniyoshi	Head, ITPO Tokyo
Mr. Ferda Gelegen	Deputy Head, Operations, HQ & MENA, ITPO Tokyo
Mr. Hideki Murakami	Deputy Head, Donor Relation & Office Management, ITPO Tokyo
Ms. Minako Shigematsu	Programme Assistant, ITPO Tokyo

## Annex 4 – Logical framework matrix

RESULTS	ACTIVITIES	INDICATORS	MEANS OF VERIFICATION	ASSUMPTIONS
<b>OBJECTIVE</b>				
To strengthen cooperation between Japan and developing countries and countries with economy in transition through investment promotion and technology transfer to support sustainable industrial development and economic growth.				
<b>OUTCOME</b>				
Developing countries and economies in transition benefit from investment and technology originating from Japan through capacity enhancement of IPAs, promotion of business opportunities in Japan, conclusion of bilateral business partnerships and maintaining continuous interface with Japan through the delegate programme, that contribute to sustainable economic development and eradication of poverty in these countries.			<ul style="list-style-type: none"> <li>- Official statistics to be published by National Bureau of Statistics</li> <li>- Other FDI statistics</li> </ul>	- A more conducive investment environment will increase investment flows



<b>OUTPUTS</b>				
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 developing countries or countries with economy in transition.	<ol style="list-style-type: none"> <li>1. Organize investment promotion seminars, investment fora and business and consultancy missions as appropriate, targeting potential investors of Japan to disseminate information on investment climate and investment opportunities.</li> <li>2. Disseminate information on investment climate and investment opportunities through ITPO website, newsletters, quarterly magazines and other communication media targeting potential investors in Japan.</li> <li>3. Organize and/or participate in, as appropriate, business/industrial exhibitions in order to accelerate development of contacts between the delegates and potential investors efficiently.</li> <li>4. Develop and maintain working relations with local enterprises, business/industrial associations, and financial institutions.</li> <li>5. Provide advisory services to Japanese investors in selected African countries.</li> <li>6. Cooperate with COMFAR team in the organization of training workshops for</li> </ol>	<ul style="list-style-type: none"> <li>• number of one-to-one meetings with private-sector companies arranged</li> <li>• number of contacts with relevant organizations</li> <li>• number of investment climate information updated and/or disseminated through seminars, fora and exhibitions</li> <li>• number of participants</li> <li>• number of jobs and value of investments generated</li> <li>• number of African countries, LDCs, and less developed regions of non-LDC countries in Asia, MENA, Latin America, and others promoted</li> <li>• number of business &amp; consultancy missions organized</li> </ul>	<ul style="list-style-type: none"> <li>- Activity Reports</li> <li>- Annual Report</li> <li>- Evaluation</li> </ul>	- Better informed potential investors and suppliers will lead to more quality investments made

	preparation of pilot projects and investment proposals, with focus on LDCs in Asia and African countries.			
2. Relevant Japanese technologies identified and promoted to developing countries or countries with economy in transition, for their benefit, for their benefit.	<ol style="list-style-type: none"> <li>1. Carry out surveys and identify appropriate technologies to be introduced for the benefit of developing countries.</li> <li>2. Verify usefulness and viability of the identified technologies for application in respective country of destination in a scientific and economic manner.</li> <li>3. Establish and maintain database of identified technologies.</li> <li>4. Arrange and organize seminars and/or workshops and/or study tours in order to introduce respective technologies to the potential beneficiaries. Disseminate information on energy and environment related transferable technologies owned by Japanese companies and institutions.</li> <li>5. Provide information and advice to interested parties in Japan regarding partnerships and any other form of transfer of technology and knowhow.</li> <li>6. Periodic evaluation of benefits to host economies of the technologies transferred.</li> </ol>	<ul style="list-style-type: none"> <li>• number of technologies identified for promotion</li> <li>• number of technologies actually promoted</li> <li>• number of workshops carried out</li> <li>• number of participants in workshops</li> <li>• number of technologies transferred</li> </ul>	<ul style="list-style-type: none"> <li>- Activity reports</li> <li>- Annual report</li> <li>- Evaluation</li> </ul>	<ul style="list-style-type: none"> <li>- Modern, efficient, clean technologies adopted by developing countries through transfer of technology will lead to more competitive enterprises able to compete in global markets</li> </ul>

<p>3. Institutional capacity of Investment Promotion Agencies (IPAs) and/or public/private-sector institutions in developing countries or countries with economy in transition engaged in promotion of FDI and technology transfer upgraded and strengthened by fielding delegates to Japan.</p>	<ol style="list-style-type: none"> <li>1. Develop programmes and invite investment promotion delegates from selected target countries in accordance with request from potential beneficiaries, Annual Work Programme, Headquarters Programmes, budgetary provisions and policy coordination between the donor Government and UNIDO.</li> <li>2. Provide the delegates from IPAs and other relevant institutions with opportunities to market their countries and investment opportunities they offer to identify investment leads and follow up.</li> <li>3. Expose the delegates from IPAs and other relevant institutions to Japanese technologies perceived to be relevant and viable for use in their countries.</li> <li>4. Plan and provide the IPAs through the delegates with capacity building, networking and on-the-job type of training to become effective in investment and technology promotion in the framework of Japan and the countries of delegates.</li> <li>5. Follow up the delegate programme through regular contacts and assist the delegates in their follow up of investment leads as and when required, as if the Office is a foothold in Japan of the IPAs.</li> </ol>	<ul style="list-style-type: none"> <li>• number of countries and institutions who fielded delegates to Japan</li> <li>• number of man-days delegates were fielded to Japan</li> <li>• number of investment opportunities marketed</li> <li>• number of investment leads generated</li> <li>• number of Japanese enterprises and institution engaged by each delegate</li> <li>• number of visits taking place within one year of delegate programme</li> </ul>	<p>- Delegates reports</p> <p>- Follow-up reports to Delegate programme</p>	<p>- Better informed, better functioning, more efficient IPAs will provide better services to investors, leading to increase in quality and quantity of FDI</p> <p>- IPAs adopt new approaches</p> <p>- Governments increase funding for IPAs.</p>
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<p>4. Diplomats and staff of embassies located in Japan of developing countries and countries with economies in transition equipped with relevant knowledge on investment promotion.</p>	<p>1. Organize factory visits, seminars, fora and/or workshops for diplomats and staff of embassies for exposure to Japanese technologies perceived useful and viable in their countries.</p> <p>2. Organize capacity-building seminars and/or workshops for diplomats and staff of embassies for them to acquire knowledge and fundamentals of investment promotion techniques and trends in Japan's outward investment.</p>	<ul style="list-style-type: none"> <li>• number of diplomats and staff participating in the programme</li> <li>• number of countries of participated in the programme</li> <li>• number of events organized</li> <li>• number of Japanese companies, technologies and/or technology themes promoted</li> </ul>	<ul style="list-style-type: none"> <li>- Newspaper articles, interview reports, videos</li> <li>- Activity reports</li> <li>- Annual report</li> </ul>	<ul style="list-style-type: none"> <li>- Public awareness increased in Japan of UNIDO's activities and programmes, especially in the field of investment and technology transfer, leading to more funding for UNIDO activities in developing countries</li> </ul>
<p>5. Promotion and facilitation of UNIDO activities in Japan with a view to promoting investment and technology transfer from Japan and contribution to ITPO Network joint activities.</p>	<p>1. Promote UNIDO by using website, annual report, newsletter, quarterly magazine and other communication media.</p> <p>2. Participate in public events in order to enhance public awareness about UNIDO.</p> <p>3. Promote and facilitate UNIDO Headquarters' activities and missions to the host country to inform the business community and institutions engaged in investment and technology promotion of the new trends and development in the individual regions and UNIDO.</p> <p>4. Facilitate and convene Global Fora in cooperation with substantive Branches.</p>	<ul style="list-style-type: none"> <li>• number of promotions made in communication media</li> <li>• number of events participated</li> <li>• number of UNIDO Headquarters activities and missions facilitated</li> <li>• contributions to UNIDO Global Fora in cooperation with other branches</li> </ul>	<ul style="list-style-type: none"> <li>- Activity reports</li> <li>- Annual report</li> </ul>	<ul style="list-style-type: none"> <li>- Well informed with knowledge in investment promotion activities/strategies/requirements, diplomats returning to their countries will endeavour to create a more conducive investment climate, thereby enhancing</li> </ul>

	<p>5. Facilitate coordination between ITPO Tokyo's activities and UNIDO HQ as applicable.</p> <p>6. Participate to yearly ITPO Heads meeting.</p> <p>7. Contribute to ITPO Network joint activities/events and to its external and internal visibility.</p>			investment flows and quality investment
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## Annex 5: List of operational and concluded projects

### UNIDO ITPO Tokyo - Operational Projects (May 2013 - April 2016)

	Country	Project Title	Japanese Company	Local Counterpart	Signed Date (year)	Amount (US\$)	Jobs Created	Technology Transfer Field
1	Bangladesh	Production of working gloves	Towa Corporation	N/A	2012	16,500,000	16	Industrial textiles
2	Cote d'Ivoire	Establishment of branch office	Marubeni Corporation	N/A	2015	100,000	5	Trading
3	Ethiopia	Leather bag manufacture	Atelilier Andu Amet	N/A	2015	500,000	20	Leather processing
4	Ethiopia	Establishment of rep office	FUJIFILM Corporation	N/A	2015	200,000	10	Marketing & sales
5	Ethiopia	Solar lantern and storage home products	GS Yuasa	Auto Truck Ethiopia Limited	2014	200,000	40	Eco-products
6	Jordan	Advisory Services for Investment Promotion	IDCJ (International Development Corporation of Japan)	Office of His Majesty King Abdullah II, Jordan	2016	150,000	10	Investment PR
7	Kenya	Honda Motorcycle Kenya	Honda Motorcycle Kenya Co., Ltd.	Dr Isaac P. Kalua	2013	5,290,000	60	Motorcycle manuf.
8	Kenya	Instant Noodle Food Production	JKUAT NISSIN FOODS LTD.	Jomo Kenyatta University of Agriculture and Technology	2013	6,050,000	50	Food production
9	Lao PDR	Production of Wigs	Aderans Co., Ltd.	N/A	May-14	4,100,000	3,000	Wig manufacturing
10	Lao PDR	Hydropower Generation	Kansai Electric Power Co., Inc.	Lao Holding State Enterprise	May-14	900,000,000	27,000	Power/Energy eff.
11	Lao PDR	Assembly of Digital Cameras	Nikon Co., Ltd.	N/A	Mar-13	6,000,000	1,200	Electronics manuf.
12	Lao PDR	Manufacture of Automobile Accessories	Toyota Boshoku Co, Ltd. (90%) Toyota Tsusho Corp (10%)	N/A	Apr-13	5,600,000	180	Auto parts
13	Mozambique	Establishment Branch Office	Chiyoda Corporation	N/A	2014	150,000	5	Engineering
14	Mozambique	Seafood (Clam) Processing	Fujikasho	Pesca Sofala	2015	16,500	50	Seafood processing
15	Mozambique	Establishment of branch office	Marubeni Corporation	N/A	2012	100,000	5	Trading
16	Mozambique	Establishment Branch Office	Toyo Construction	N/A	2014	150,000	5	Construction
17	Myanmar	Production of sport gloves	Naigai Corporation	N/A	2012	2,400,000	450	Textiles/gloves
18	Myanmar	Consulting on garments and industrial materials	Teijin Frontier Co., Ltd.	N/A	N/A	50,000	4	Garment manuf.
	<b>Total</b>					<b>Total US\$ 947,556,500</b>	<b>Total Jobs 32,110</b>	

**UNIDO ITPO Tokyo - Concluded Projects (May 2013-April 2016)**

	Country	Project Title	Japanese Company	Local Counterpart	Signed Date (year)	Amount (US\$)	Jobs Created	Technology Transfer Field
1	Algeria	Production of Refrigerators	Hitachi Appliance Co., Ltd.	Raylan Co., Ltd.	2014	250,000	450	White goods
2	Algeria	Distribution of Baby Diapers	UNICHARM (Egypt)	Magpharm	2016	100,000	20	Infant care
3	Ethiopia	Medical Equipment/Devices	FUJIFILM Corporation	LABORA International	2015	N/A	20	Health care
4	Ethiopia	Leather Garment/Products	HIROKI & Toyota Tsusho	N/A	2015	1,000,000	30	Leather garments
5	Ethiopia	Flower Production	Kawasaki Kaki Co., Ltd.	GARICA Rose Farm	2014	250,000	50	Horticulture
6	Ethiopia	Medical Equipment/Medicine	LEQUIO Power Technology Corp.	MEDTECH Ethiopia PLC	2016	200,000	20	Medical equipment
7	Ethiopia	Solar Storage	Panasonic Corporation	Petram Company Limited	2014	2,000,000	20	Renewable energy
8	Morocco	Specialized fertilizers	Cosmo ALA Co., Ltd.	OCP (Office Chérifien des Phosphates)	2014	200,000	50	Agri-business
9	Morocco	Production of fibre optic cables for telecom/ICT in Africa	Furukawa Electric	N/A	N/A	8,000,000	100	Auto parts
10	Morocco	Automotive paint factory	Kansai Paint	N/A	N/A	5,000,000	50	Auto parts/paint
11	Morocco	Production of wire harness for auto industry	Yazaki Corporation	N/A	N/A	25,000,000	2,000	Auto parts
12	Mozambique	Outboard engines and water pumps	Tohatsu	Afritool	2015	N/A	30	Engine/water pump

## Annex 5: List of operational and concluded projects

	Country	Project Title	Japanese Company	Local Counterpart	Signed Date (year)	Amount (US\$)	Jobs Created	Technology Transfer Field
13	Myanmar	Establishment of a subsidiary	Konoike Transport Co., Ltd.	N/A	2014	50,000	12	Transport/freight
14	Myanmar	Establishment of a subsidiary (for local production and distribution of fermented milk drinks)	Yakult Honsha Co., Ltd	N/A	2015	N/A	N/A	Health drinks
15	Peru	Feasibility study for Medical Waste Treatment in Peru	Kinsei Sangyo Co., Ltd.	Ecology Service (tbc)	2014	80,000	N/A	Waste treatment
16	Thailand	Medical Waste treatment by incineration	Kinsei Sangyo Co., Ltd.	Phuket City	2016	900,000	N/A	Waste treatment
17	Tunisia	Distribution of automobiles	Honda Motor Co., Ltd.	HBG Group	N/A	100,000	20	Automotive sales
18	Turkey	Airconditioner development and manufacture	Mitsubishi Electric Corporation	N/A	2016	32,000,000	400	Airconditioners
19	Zambia	Steel and steel products	Kobe Steel Ltd.	Universal Mining and Che	2015	N/A	N/A	Steel production
	<b>Total</b>					<b>Total (US\$) 75,130,000</b>	<b>Total Jobs 3272</b>	