

INDEPENDENT TERMINAL EVALUATION

ITPO JAPAN

UNIDO INVESTMENT AND TECHNOLOGY PROMOTION OFFICE IN
TOKYO, JAPAN (2017-2022)

UNIDO project ID: 160239



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Acronyms and abbreviations

Acronym	Meaning
AIF	Accumulated Interest Fund
AWP	Annual Work Programme
COMFAR	Computer Model for Feasibility Analysis and Reporting
DG	Director General
ET	Evaluation Team
FDI	Foreign Direct Investment
FY	Fiscal year
HQ	Headquarters
IEV	Independent Evaluation Division
ILO	International Labour Office
IPA	Investment Promotion Agency
IT	Information Technology
ITPO	Investment and Technology Promotion Office
ISID	Inclusive and Sustainable Industrial Development
JETRO	Japan External Trade Organization
JICA	Japan International Cooperation Agency
JPY	Japanese Yen
KPI	Key performance indicator
LDC	Least Developed Country
MENA	Middle East and North Africa
METI	Ministry of Economy, Trade and Industry
MOF	Ministry of Finance
MOFA	Ministry of Foreign Affairs
MOU	Memorandum of Understanding
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
SAP	Business management software platform
SDGs	Sustainable Development Goals

Acronym	Meaning
SMEs	Small and mediums enterprises
TC	Technical Cooperation
TE	Terminal Evaluation
TICAD	Tokyo International Conference on African Development
TOC	Theory of Change
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
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.
Log-frame (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.
Output	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.
Risk	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

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 then, the Agreement between UNIDO and the Government of Japan has been repeatedly renewed for periods of three to six years. The extension of the Agreement is usually preceded by an evaluation of the ITPO. The most recent evaluation took place in 2016 and consequently UNIDO and the Government agreed to extend the Agreement for another term from 1 January 2017 to 31 December 2022. This evaluation should serve as a basis for a decision about a possible extension and of the future orientation of the ITPO Tokyo. The present evaluation covers the period January 2017 to December 2022.

The evaluation team consisted of Mr. Demosthenes Doumenis, International Evaluation Expert and Team Leader, and Mr. Hidekazu Tanaka, National Evaluation Expert. The mission to Tokyo took place between 30 May 2022 and 7 June 2022. During the evaluation the evaluation team conducted two internet-based surveys (for beneficiary companies in Japanese and English and one for Delegates) and interviewed UNIDO staff in Tokyo and online with UNIDO staff at its Headquarters (HQ) in Vienna, as well as in person and online interviews with various stakeholders in Japan and in Africa.

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

Evaluation objectives, methodology and process

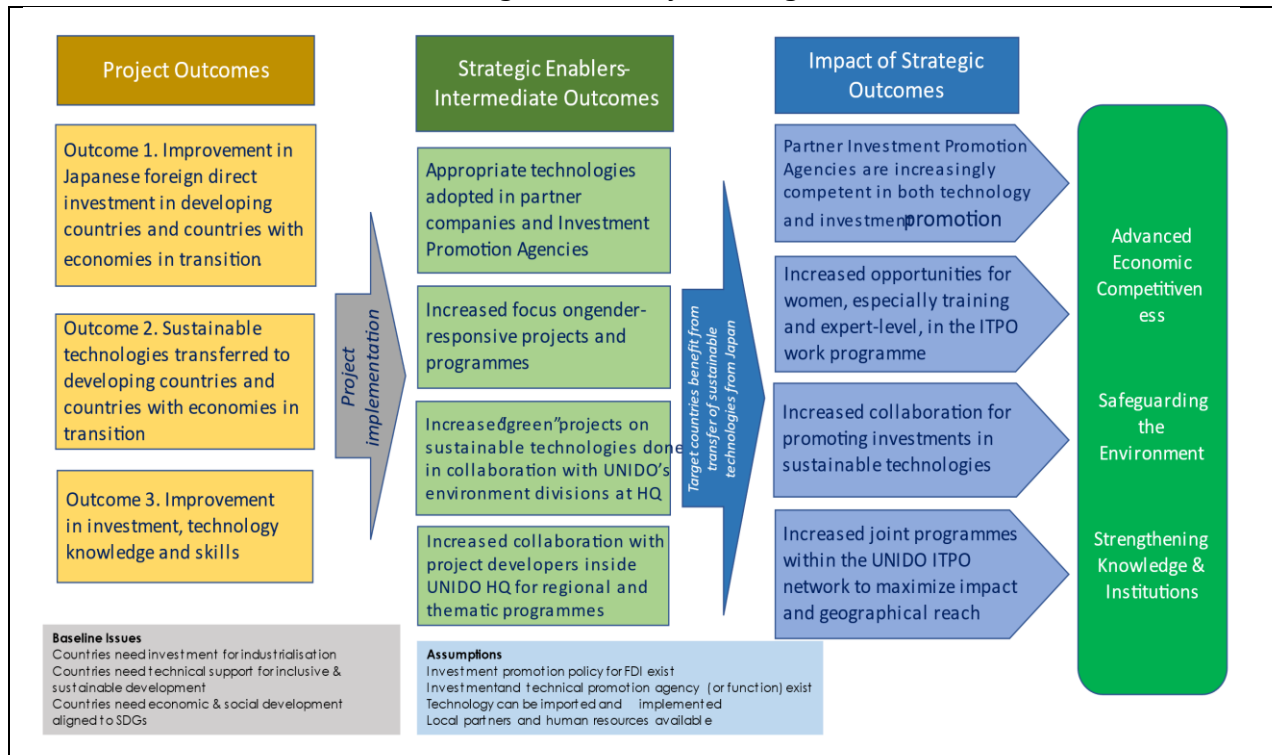
This is a terminal evaluation (TE) of project UNIDO ID 160239, UNIDO Service in Japan for the promotion of industrial investment in developing countries (Investment and Technology Promotion Office). It assessed project performance against the evaluation criteria: relevance, coherence, effectiveness, efficiency, sustainability and impact.

The TE has an additional purpose of learning by drawing lessons and developing recommendations for UNIDO and donors that may help 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 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 period.

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, as shown on the figure below.

ES Figure 1: Theory of Change



Source: Evaluation Team

Relevance

Relevance for developing countries and economies in transition

The Evaluation Team had the opportunity to interview several Ambassadors and Representatives of Embassies in Tokyo (e.g. Egypt, Senegal, and Bangladesh) that have cooperated with ITPO Tokyo over the years. According to the interviews, the 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 for Japanese SMEs in countries not easily accessible for language and cultural reasons and also by lack of information easily available.

Due to the long history of Delegate Programme of ITPO Tokyo, some of former delegates are now promoted to be at high-ranking position of the government, frequently at investment promotion agency. The example of Morocco cited in the Box 1 illustrates its effectiveness and impact.

Relevance for the government of Japan

ITPO Tokyo is aligned with the Japanese ODA and investment promotion policy. In the thematic cooperation policy of Japanese government, the following points are, among others, highly relevant for ITPO Tokyo.

- Improving the business environment for overseas trade and investment;
- Supporting overseas expansion of SMEs and promoting Japanese technology transfer; and
- Improving economic and industrial infrastructure development to support trade and investment.

The activities offered by ITPO Tokyo, in relation with other Japanese government support for investment and technology promotion, are highly effective by various aspects, among others, its

focus on Africa, and expanding coverage of technology promotion, for energy, environment, agribusiness, human health and disaster management.

Relevance for UNIDO

UNIDO's mission is to help developing countries and countries with economies in transition in their fight against marginalization in today's globalized world.

Technology transfer and capacity building

UNIDO promotes technology transfer among member countries following the concepts of ISID and SDGs. Due efforts are made by UNIDO ITPO Tokyo to organize and support various regional, country specific and/or thematic forums, seminars and workshops every year, usually in cooperation with other stakeholders in Japan. The selection of technologies to be promoted through the STePP database, which covers environment, energy, agribusiness, human health and disaster management, is in line with the concept pursued at UNIDO. The emphasis for SMEs as promoters of technology transfer by ITPO Tokyo also exhibits the alignment with the ISID concept and the promotion of SDG Goals.

UNIDO promotes capacity building for industrial development of the developing countries and organizes many training programs. So is the case of UNIDO ITPO Tokyo organizing various capacity building activities such as lectures, factory visits, and fact-finding meetings for delegations from developing countries, and also for staff of embassies in Japan with the aim of enabling participants to learn about networking, technologies, and business promotion opportunities in Japan.

Effectiveness

The number of investment projects contributed to by ITPO Tokyo's intervention during the evaluation period was 55, with operational projects 40 and concluded (but not yet operational) projects 15. The regional breakdown of those projects were 41 projects in Africa, 10 projects in Asia and 4 projects in other areas. The focus on Africa is evident with more than 70% of the projects in the record being in Africa, including those countries allocated with Advisors, in particular in Ethiopia.

ES Table 1: Number of projects operational and concluded (2017-2022)

	Africa	Asia	Others	Total
Operational	27	9	4	40
Concluded	14	1	0	15
Total	41	10	4	55

Source: ITPO Tokyo

The total amount invested generated by those investment projects is USD 35.67 million, with 1,312 new employments, with breakdown by regions and operational/concluded as indicated by the Table 2. The focus on Africa is also evident in those figures, with more than 50% of investment amount and more than 80% of employments created were in African regions.

The sectors and products are varied, with manufacturing in automobile, agricultural machinery, textile, energy, water treatment, agribusiness, ICT, health and medical, consulting, inspection service, education and logistic/transportation. It should be noted that in terms of technologies transferred, manufacturing sector share is about 70% of these projects, contributing very indirectly, to SDG 9 (industry, innovation and infrastructure), SDG 6 (clean water and sanitation), SDG 7 (clean energy), SDG 3 (health) and SDG 4 (education) through application of ICT technology.

ES Table 2: Investment amount and jobs created by investment projects (2017-2022)

	Amount of investment (million USD)				Number of employments created (employment)			
	Africa	Asia	Others	Total	Africa	Asia	Others	Total
Operational	15.13	1.27	15.55	31.95	770	110	115	995
Concluded	3.60	0.12	-	3.72	297	20	-	317
Total	18.73	1.39	15.55	35.67	1,067	130	115	1,312

Source: ITPO Tokyo

One of the key functions of ITPO Tokyo is to strengthen ties with various Japanese organizations for promoting cooperation with UNIDO as a whole. In this connection, ITPO Tokyo actively coordinated with Japanese organizations to agree to cooperate, and facilitated signing of Memorandum of Understanding (MOU), by specifying areas of cooperation. During the evaluation period, 5 organizations, consisting of 3 private sector entities, one academia and quasi-government organization¹, agreed for MOU with UNIDO, which were signed by the Director General.

ES Table 3: Memorandum of Understanding with UNIDO (HQ) (2017-2022)

MOU Signed	Date	Area of Cooperation
JETRO	7-Jul-16	Area of trade and investment promotion, in particular focusing on enhancing sustainable industrialization in developing countries and the economies in transition
Nomura Kohsan	18-Apr-18	Mercury waste management and Mercury disposal solutions
NEC Corporation	Aug-19	a) Project formulation, b) Sensitizing counterparts to ICT usage, c) Undertaking funds mobilization for projects, d) Outreach activities for global ICT usage.
University of Tokyo	24-May-21	a) Exchange of Information, b) Exchange of speakers and conference participation, c) Provision of internship, d) Organization of joint seminars, workshop and meetings
Hitachi Construction Machinery	29-Sep-21	a) Industrial skill development, b) Youth employment, c) Private sector development, d) Health, safety and environment competencies/ performance/ skills

Source: ITPO Tokyo

Efficiency

The “efficiency” in evaluation is the extent to which the intervention delivers, or likely to deliver, results in an “economic” and “timely” way. “Economic” is the conversion of inputs (funds, expertise, natural resources, time, etc.) into outputs, outcomes and impacts. In the most cost-effective way possible, as feasible alternatives in the context. “Timely” delivery is within the intended timeframe, or a timeframe reasonably adjusted to the demands of the evolving context.

After reviewing efficiency from several parameters, including budget allocation and execution, use of office facility and IT application, the Evaluation Team concluded that the ITPO Tokyo has been managed with very high efficiency. The ITPO Tokyo managed its budget allocation with additional funding and corresponding expenditures well, used funds for personnel in a cost-effective manner. The ITPO Tokyo maintained an ever-increasing number of activities in its dual role as project office and UNIDO representation, is cost-effective with expanded database for STePP.

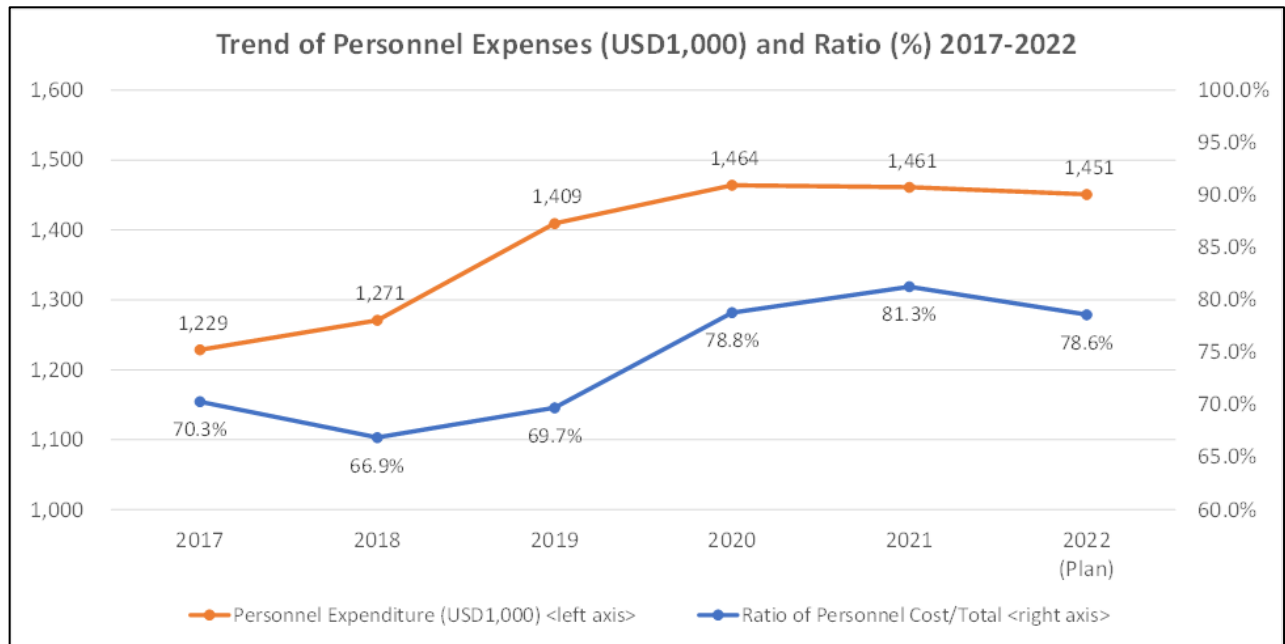
Unfortunately, due to the effect of COVID-19, after 2020, the activities had to be adjusted to the new environment and conditions, but ITPO Tokyo quickly adjusted its activities by application of IT tools

¹ JETRO, signed MOU in July 2016, is listed here, since it was after the last evaluation took place in 2016.

for online meetings, webinars and delegate programmes. The high level of efficiency is expected to be continued, in coming years, with some adjustment constrained by financial resources availability.

As the results of optimal allocation of resources, for higher efficiency, the personnel expenses (the total of international and national staff and consultants) indicate an increasing trend, amounting USD 1.2 million in 2017 and increased to over USD 1.4 million in 2022. The personnel expenses are also the largest share among expenditure items, ranging from 67% to 81% during 2017 to 2022, with comparatively higher share during the last three years, 2020 to 2022.

ES Graph 1: Trend of Personnel Expenses of ITPO Tokyo



Source: ITPO Tokyo

Coordination and Management

Among the ITPO Network of 9 ITPOs (Bahrain, Beijing, Germany, Italy, Japan, Korea, Russia and Shanghai), ITPO Tokyo is the largest, long-established (41 years) and most active ITPO. The evaluation report of UNIDO ITPO Network indicates some challenges faced by ITPOs and its Network, including the alignment with UNIDO mandate.

ITPO Tokyo is well-administered in various aspects including alignment with HQ, partly supported by the fact that the Deputy to DG has been the former Head of ITPO Tokyo, and it is also important to have exchange of staff-level personnel between ITPO and HQ, for alignment and closer communication for mutually beneficial relations.

ITPO Tokyo is a large office as being funded on project-base, with 23 staffs and consultants as of June 2022, including Head and two deputies, two national officers, full time and part time consultant and assistants. In addition to Tokyo office, it has one liaison officer at HQ and four advisors in African countries. The office operation has been considered as well-managed with limited resources, for the optimal output and outcomes.

Sustainability

Sustainability of the outcome generated

Regarding the sustainability of investment/technology promotion project, ITPO Tokyo occasionally monitors some of the projects supported by various types of interventions such as seminars, business meetings, overseas business missions, delegate programmes and advisory services. During the evaluation period, there were 55 projects operational and concluded projects and they are subject for further monitoring for their progress. However, the ITPO Tokyo has limitation to cover and follow-up all those projects which are private business dealings in nature, by investors and partners in recipient countries.

However, there are cases from the 55 projects, with strong sustainability for those projects cover measures for local human resource development and also for solving local problems those countries are facing.

Sustainability of capacity of recipient Investment Promotion Agency (IPA)

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.

ES Figure 2: Survey Results for Delegates After Return



Source: Evaluation team

Financial sustainability of ITPO Tokyo

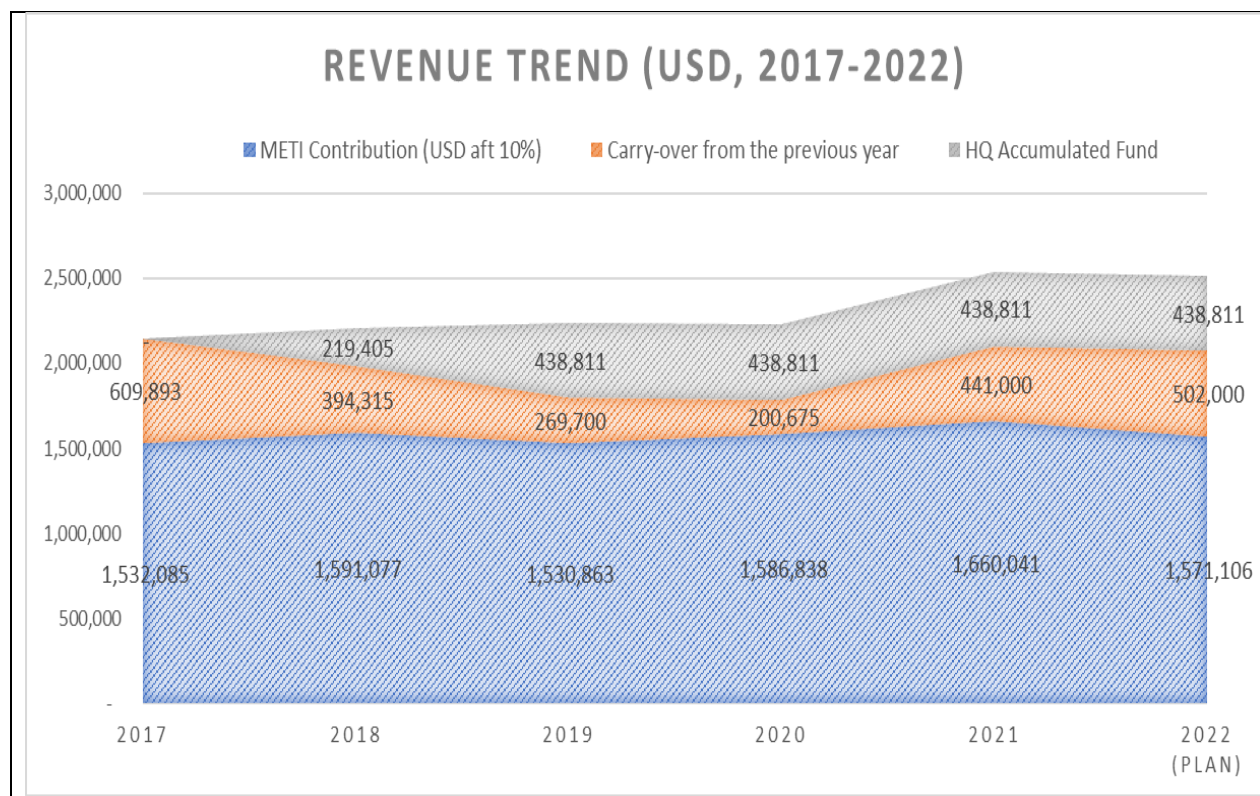
The revenue of ITPO Tokyo in 2022 is composed of three sources²; 1) Annual contribution by METI (61%), 2) Accumulated interest fund at UNIDO HQ account (19%), and 3) Carry over from previous years (20%). Among these sources, the annual contribution from METI, being kept at the same level in the past 6 years (in JPY term), will be decreased by about 10% for 2023, from JPY 190million to JPY 170million. Considering the recent weakening of exchange rate of JPY to USD³, the effect of the reduction can be more than 10%. In addition, the accumulated interest fund (AIF) has been a

² STePP Demo Project also finances some activities, but not included.

³ The exchange rate is JPY 135/USD on 28 June 2022, which was JPY 115/USD at end of December 2021 according to MUFG Bank, almost 15% devaluation.

temporary source during 2018 to 2022, to be ended in December 2022, and no more AIF is available for 2023.

ES Graph 2: Trend of Revenue of ITPO Tokyo (2017-2022)



Source: ITPO Tokyo

On the expenditure side, the majority of financial source goes to HR expenses, for international and national staff and consultants, at 78% in 2022, and the second largest expense item is office premises at 9%, then contractual services at 6%.

During the evaluation period, from 2017 to 2022, the personnel expenses and number of staff/consultants both indicated increasing trend, as already shown on the Graph 1. These increases can be mainly attributed to increased activities and staffing needed under the COVID-19 period and STePP Demo Project implementation after 2020. These increases have been supported by allocation of the accumulated interest fund (AIF) after 2018, and STePP Demo Project implementation after 2020. However, at the end of December 2022, these additional sources of funds will be expired, and a redesign of activities and human resource needs at ITPO Tokyo seems likely inevitable, in consultation with HQ and the donor.

In view of the above-mentioned financial constraints expected to be faced by ITPO Tokyo for the coming years, some measures for down-sizing or redesign of organization seems inevitable, at least for the next project period, and in the absence of possible increases in funding. It should be noted that the down-sizing or redesign is required from the aspect of financial sustainability, while successful achieving during Covid-19 period is a big result.

Limitations

The whole evaluation process was limited to a number of process as followed by:

- Travel was limited to only Japan for a total of 9 days (Monday 30th of May to Tuesday 7th of June 2022) without the possibility of visiting partner countries. This provided a valuable opportunity to discuss with authorities in Japan but other interactions for data collection purposes were done virtually. All the meetings have to be done from Tokyo and from home-based locations. Also, there was no travel to Vienna for Preliminary Findings Report and all the discussions with UNIDO Officials we done online.
- The fact that there had been no assessment of the work programme during its six years of operation resulted in some difficulty in accessing information about the earlier years of programme implementation.

Recommendations

1. Consider shifting its activities more geared to technology promotion with enhanced utilization and expansion of STePP database, including assignment of an officer for the management of STePP activities covering evaluation, registration and promotion. This shift is to be also reflected in the organization and staff allocation, thus ITPO Tokyo's activities are to be more balanced with investment and technology promotion with equal level of focus. This could be entered in Outcome-2 operations.
2. As for investment promotion, focus on Africa is to be maintained, however, review of African Advisors for their selection of target countries and employment conditions are needed, considering their effectiveness and cost under the financial constraint. This could be entered in Outcome-1 operations.
3. Contribute to the efficiency and effectiveness of the whole ITPO network by sharing know-how and experiences and supporting the development of common operations and investment and technology promotion tools and methodologies. This might be entered in Output-3 operations.
4. Consider staff rotation between UNIDO HQs and Japan so that all staff members have detailed knowledge of the inner workings of UNIDO in Vienna and expedite various tasks. This can be viewed as an effective measure for HR capacity development as mentioned in a number of interviews.
5. Consider redesign of ITPO Tokyo in order to maintain its role and function in the same level of effectiveness and efficiency with constrained financial resources, as applicable, for the coming project period. Careful consideration of staff and consultant allocation is required, since the largest part of expenses is the personnel cost with the target share of 70% to the total budget. This could be entered in Outcome-1-2 operations, for efficiency and sustainability.
6. Revise the Project Document for simplification and easy-reading for donors, updated with the actual activities being implemented, in consideration of redesigning of activities and organization, including equal weight for investment promotion and technology promotion.
7. Encourage joint activities between different ITPOs to minimize resources and maximize potential impact.
8. Envisage a well-structured monitoring system including a format for monitoring reports. Under the current practice, annual reporting is properly done by ITPO Tokyo to UNIDO HQ, however, monitoring and follow-up for the reported issues are rarely done by HQ, until the terminal evaluation. When reporting on new employment, information should be segregated by gender. (Please see more in Project Coordination & Management).

9. Extend the project funding for an additional six years, in consideration for adjustment and redesign of ITPO activities as the result of constrained financial resources. It is recommended to have an interim or mid-term evaluation in three years, in order to be able to review and adjust the project activities during the term.
10. The annual contribution amount to be decreased by 10% from 2023 would inevitably lead to reduced outputs. The Donor(s) should be aware of that and understand the degree of fulfillment and the targets need to be adjusted for the next cycle of the project.
11. Consider support for strengthening technology promotion activities through the STePP database, which attracted other donor's interest for further utilization with additional funding, as experienced by the STePP Demo Project.
12. Consider allocating an Associate Expert to support ITPO Tokyo's activities for the post of ITPO Tokyo or HQ.

Lessons learned

1. ITPO Tokyo was established in 1981, with its long history of activities, the office is accumulated with experience and know-how, nevertheless, the effort is constantly required to adjust to the environment including HQ and donors with good understanding of the value of services ITPO Tokyo provides. Therefore, ITPO Tokyo is now required to redesign its activities to changing environment with optimal allocation of human resources.
2. As for evaluators, six-year period is challenging without interim evaluation done at the middle point, since it is possible to have the changes in surrounding situation and environment quite largely.
3. UNIDO's 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. Although many activities can be done online and remote, it was proved still essential to have physical meetings and visits for some of ITPO Tokyo's promotion activities, which was also proved during the evaluation exercises. ITPO Tokyo shall consider thoroughly which activities shall be held physically based on 1) needs of the recipient governments, 2) demand of the Japanese private sectors, and 3) requests of the Donors and partners.

Project Evaluation Criteria Rating and Scores.

Index	Evaluation criteria	Rating	Score
A	Project Design		
1	Overall Design	MS	4
2	Logical Framework	S	5
B	Project Performance		
1	Relevance	HS	6
2	Coherence	S	5
3	Effectiveness	HS	6
4	Efficiency	S	5
5	Sustainability of Results	MS	4
6	Progress towards impact	MS	4
C	Cross-cutting Criteria		
1	Gender	MS	4
2	Environmental and Social Aspects	S	5
3	Monitoring and evaluation: M&E Design M&E Implementation	MS	4
4	Results-Based Management	MS	4
D	Institutional Performance		
1	UNIDO	S	5
2	National Counterparts	HS	6
3	Donor	S	5
	Overall Assessment – Achievement of objectives and results	S	5

Ratings: HS- Highly Satisfactory (6); S-Satisfactory (5); MS-Moderately Satisfactory (4); MU-Moderately Unsatisfactory (3); U-Unsatisfactory (2); HU-Highly Unsatisfactory (1)

I. Evaluation objectives, methodology and progress

i. Introduction

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 then, the Agreement between UNIDO and the Government of Japan has been repeatedly renewed for periods of three to six years. The extension of the Agreement is usually preceded by an evaluation of the ITPO. The most recent evaluation took place in 2016 and consequently UNIDO and the Government agreed to extend the Agreement for another term from 1 January 2017 to 31 December 2022. This evaluation should serve as a basis for a decision about a possible extension and of the future orientation of the ITPO Tokyo. The present evaluation covers the 6-year period of the current Agreement with information as of June 2022.

The evaluation team (ET) consisted of Mr. Demosthenes Doumenis, International Evaluation Expert and Team Leader, and Mr. Hidekazu Tanaka, National Evaluation Expert. The mission to Tokyo took place between 30 May and 7 June 2022. In the course of the evaluation the ET also conducted two internet-based surveys (for beneficiary companies in Japan and one for Delegates) and interviewed UNIDO staff in Tokyo and online with UNIDO staff at its Headquarters in Vienna, and also with beneficiaries in the field.

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

ii. Methodology and process

This terminal evaluation (TE) of project UNIDO ID 160239, UNIDO Service in Japan for the promotion of industrial investment in developing countries (Investment and Technology Promotion Office). The current project’s starting date was 1 January 2017; the estimated completion date is 31 December 2022. The evaluation covers the period 1 January 2017 to 31 December 2022, with data and information available as of June 2022.

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 period.

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 2022.

This TE is conducted in accordance with the UNIDO Evaluation Policy⁴ and the UNIDO Guidelines for the Technical Cooperation Programme and Project Cycle⁵. UNEG Norms and Standards for evaluation were also observed. The Evaluation Team awarded high importance to the evaluation process which was participatory and of a learning nature. A several key informants were interviewed. The evaluation team leader liaised with the UNIDO Office of Independent Evaluation (ODG/EIO/IED), Independent Evaluation Division on the conduct of this evaluation and methodological issues.

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
- three focus group meetings
- data triangulation
- web-based surveys
- direct observation

The first step of the evaluation was to examine the intervention logic of the ITPO by assessing its “theory of change” (TOC). The intervention logic explains the intended causal relationship between the outputs, outcomes and potential impacts of the ITPO programme. The ET developed a theory of change (see Figure 1 below) based on the logical framework and the stated objectives given in the project document.

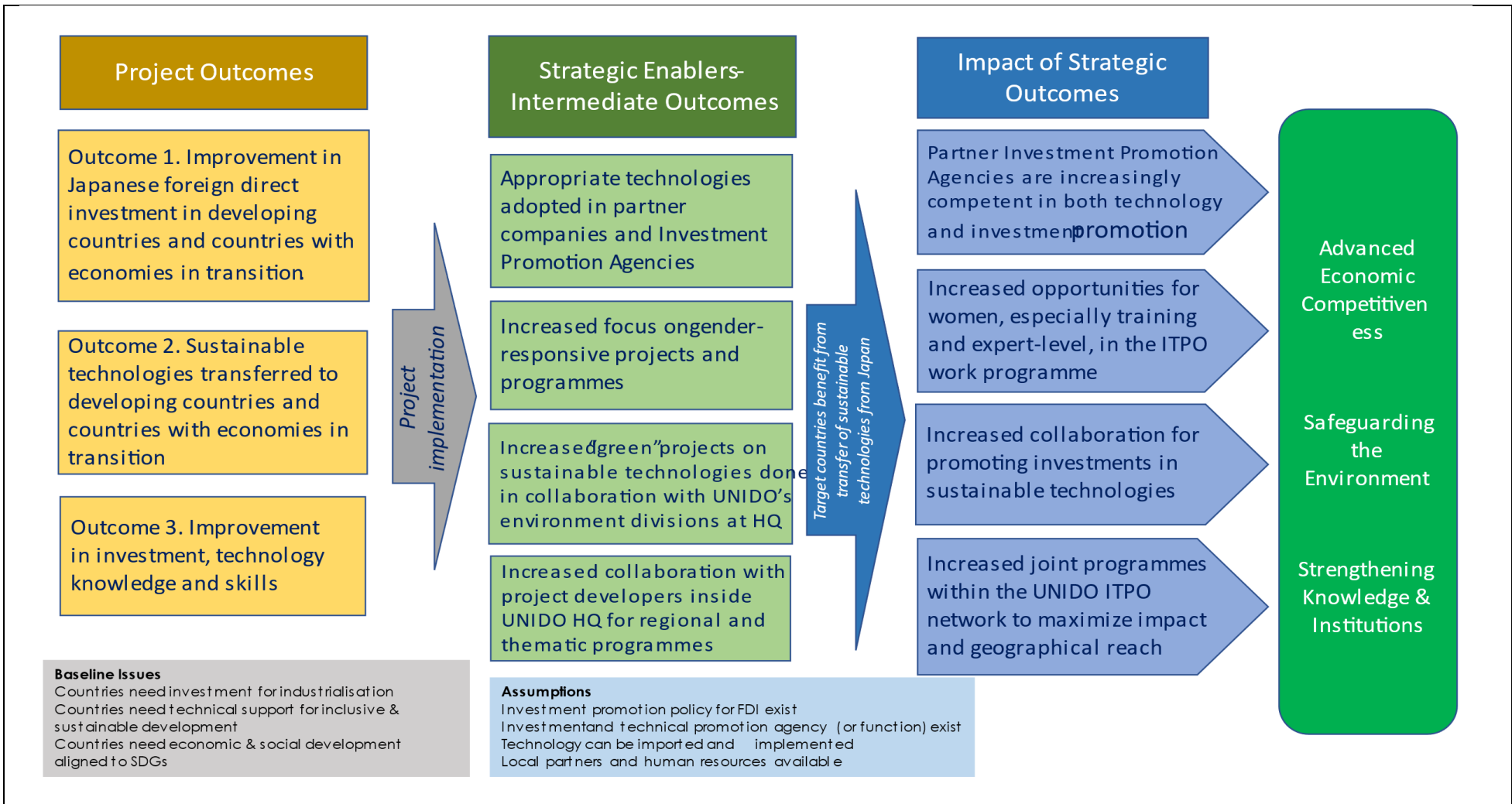
The process along the causal chain in the TOC starts by showing what kinds of strategic enablers (or intermediate outcomes) can be expected once the stated project outcomes become apparent. The project outcomes are taken from the project document and should result in:

- Appropriate technologies being adopted by partner companies and investment promotion agencies
- Increased focus on gender responsive projects and programmes, although this is not explicitly stated as an output or an outcome, but rather as

⁴ UNIDO. (2015). Director General’s Bulletin: Evaluation Policy (UNIDO/DGB/(M).98/Rev.1)

⁵ UNIDO. (2006). Director-General’s Administrative Instruction No. 17/Rev.1: Guidelines for the Technical Cooperation Programme and Project Cycle (DGAI.17/Rev.1, 24 August 2006)

Figure 1: Theory of Change (TOC)



Source: Evaluation Team

Limitations of the Evaluation

The whole evaluation process was limited to a number of process as followed by:

- Travel was limited to only Japan for a total of 9 days (Monday 30th of May to Tuesday 7th of June 2022) without the possibility of visiting partner countries. This provided a valuable opportunity to discuss with authorities in Japan but other interactions for data collection purposes were done virtually. All the meetings have to be done from Tokyo and from home-based locations. Also there was no travel to Vienna for Preliminary Findings Report and all the discussions with UNIDO Officials we done online.
- The fact that there had been no assessment of the work programme during its six years of operation resulted in some difficulty in accessing information about the earlier years of programme implementation.

iii. Overview of project

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.

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 followings 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 Investment Promotion Agencies (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.

Project Context

When ITPO Tokyo first started in 1981, it was called IPS (Investment Promotion Service) focused on investment promotion, which later added with technology promotion. Hence the Project Document is still more focused on investment promotion, such as delegate program, seminars, business meetings and sending and receiving investment promotion missions. While in most investment projects, from Japan, are associated with technology transfer, the investment promotion has been also included technology promotion.

According to the current Project Document⁶, the objective and expected outcomes are stated as below.

⁶ UNIDO Investment and Technology Promotion Office in Tokyo, Japan (2017-2022)

Objective

The long-term objective of the ITPO is to contribute to the inclusive and sustainable industrial development of developing countries/economies in transition through the mobilization of knowhow, expertise, technology and capital from Japan.

In doing this, ITPO Tokyo will align with the development priority of METO and MOFA and complement the efforts of the Japanese Government to promote investment and technologies with sustainable and development impact towards developing countries.

Expected outcomes

Outcome 1	Improvement in Japanese foreign direct investment in developing countries and economies in transition
Outcome 2	Sustainable technologies transferred to developing countries and countries with economies in transition
Outcome 3	Improvement in investment /technology knowledge and skills

As indicated by Theory of Change (Figure 1), those three outcomes, through their implementation, will lead to intermediate outcomes which act as strategic enablers to bring several impacts finally reaching to 1) advanced economic competitiveness, 2) safeguarding the environment, and 3) strengthening knowledge and institutions of beneficiary countries.

II. Project quality and performance

According to the Theory of Change (TOC) presented in the previous chapter, the quality and performance of the Project outcome will affect to intermediate outcomes, then impact which will lead to overall goals of the Project to achieve. In this chapter “Relevance” of the Project is reviewed from aspects observed by recipient countries, donors and UNIDO. As for reference, the relevance is defined as follows.

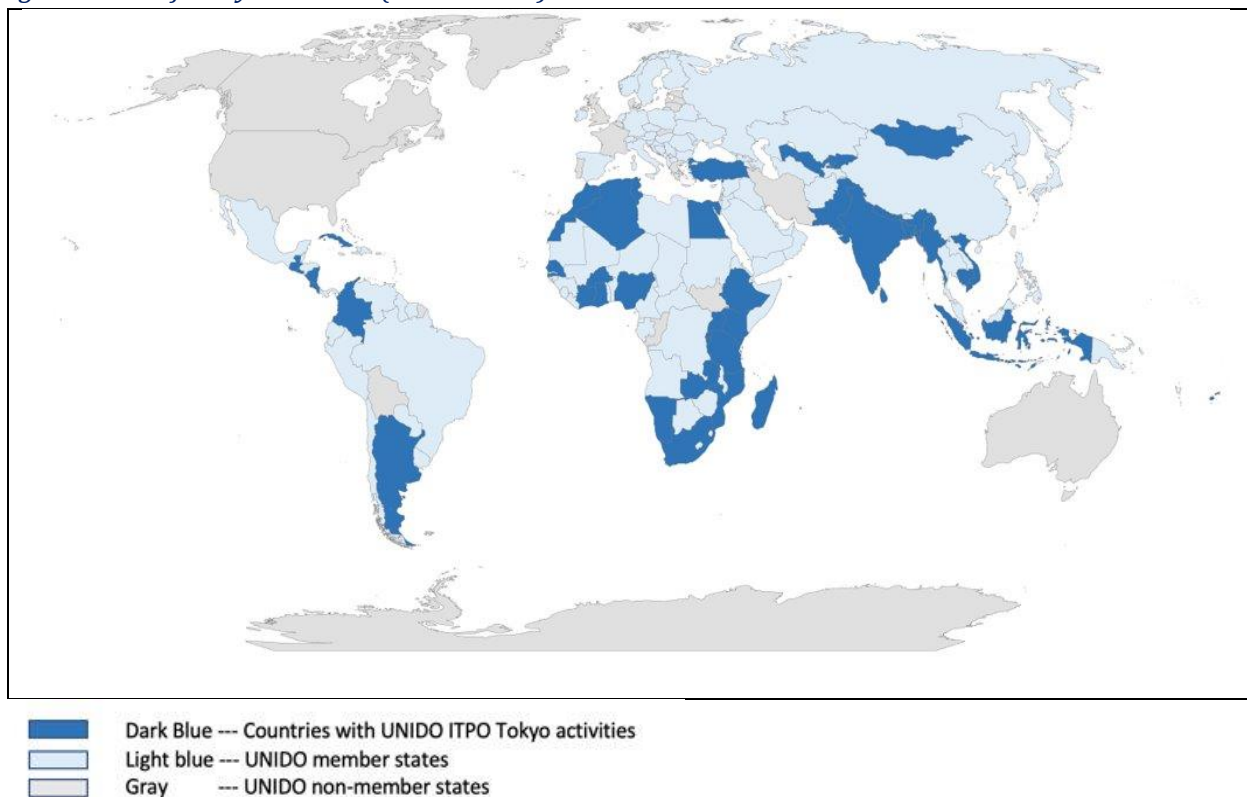
Relevance: The relevance of ISID as an integrated approach to all three pillars of sustainable development is recognized by the 2030 Agenda for Sustainable Development and the related Sustainable Development Goals (SDGs), which will frame United Nations and country efforts towards sustainable development in the next fifteen years. UNIDO’s mandate is fully recognized in SDG9, which calls to “Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation”. The relevance of ISID, however, applies in greater or lesser extent to all SDGs. Accordingly, the Organization’s programmatic focus is structured in four strategic priorities: Creating shared prosperity; Advancing economic competitiveness; Safeguarding the environment; and Strengthening knowledge and institutions. There will be more designs in later sections of the Chapter.

i. Relevance for developing countries and countries in transition

The Evaluation Team had the opportunity to interview several stakeholders that have cooperated with ITPO Tokyo over the years. According to the interviews, the 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 for Japanese SMEs in countries not easily accessible for language and cultural reasons and also by lack of information easily available.

ITPO support has proven over many years instrumental in facilitating Japanese companies’ access to new markets, in particular in Africa. One of African Ambassadors, in his post since 2018, mentioned that he considers ITPO Tokyo is a key office for his mission to promote private investment from Japan. He also pointed out a merit that he felt as being a part of African Diplomat Corp in Tokyo with which ITPO Tokyo conducts series of events such as factory tours and visits to exhibitions.

Figure 2: Beneficiary Countries (2017 - 2022)



Source: ITPO Tokyo

Investment promotion (Delegate programme)

Due to the long history of Delegate Programme of ITPO Tokyo, some of former delegates are now promoted to be at high-ranking position of the government, frequently at investment promotion agency. The example of Morocco cited in the Box 1 illustrates its effectiveness and impact.

Technology promotion

During the evaluation period, ITPO Tokyo made a substantial progress in the technology promotion mechanism, through development of data base to introduce technologies owned by Japanese companies for solution of difficulties faced in developing countries through application of technologies related with ISID and SDGs. The sector coverages are, as of May 2022, five sectors for energy, environment, agribusiness, human health and disaster management. The database, Sustainable Technology Promotion Platform (STePP), was renamed in 2019 from Environmental Technology Database to STePP by expanding coverage of sectors and increasing number of technologies and companies. As of May 2022, STePP covers 135 technologies from 115 Japanese companies.

In 2020, ITPO Tokyo was awarded STePP Demo Project, as UNIDO HQ project funded by MOFA, to provide technologies for countermeasures to Covid-19 pandemic. Through the STePP Demo Project, 14 kinds of technologies were provided in 10 countries, through a form of equipment grant with technical assistance by Japanese companies providing the technologies. For example, the recipients of the technologies (central and regional government and medical organizations) in Kenya and Senegal, interviewed by the evaluation team expressed that the technologies provided by ITPO Tokyo have been very effective and suitable for the local needs.

UNIDO's Investment and Technology Promotion Offices (ITPOs) play a vital role in advancing industrial productivity through investment promotion. The Delegates Programme is one of the ITPOs' integral service, welcoming and training hundreds of investment promotion delegates, helping build pockets of excellence within developing countries' investment promotion agencies. This approach has proven effective in concrete new foreign direct investment (FDI) deals.

ITPO Japan is amongst the ITPOs that makes most intensive use of this institutional capacity building and promotion tool, inviting 5-10 delegates per year from selected countries to engage in bilateral business discussions and attract FDI and technologies from Japanese companies. Target industries include food, automotive, textiles, renewable energy, transportation and logistics. ITPO Japan succeeded to conclude several investment deals, with delegates involved in the promotion, facilitation and negotiation, providing a sense of continuity and trust to Japanese investors. One example are investments in the auto parts sector in Morocco.

Mohamed Aref Hassani, a delegate representing the Department of Investments in Morocco (now Agence Marocaine de Développement des Investissements, AMDIE) visited Japan as a delegate since the 1990s. As a result of multiple visits, followed up with business missions by investors to Morocco, several Japanese companies started doing business in the country. The most notable were in auto parts. For example, Yazaki Corporation invested in 3 plants manufacturing wire harnesses mainly for export markets in Europe. The investments generated employment for more than 10,000 people, helped develop value-added supply chains in Morocco, increased the country's export capacities, and provided opportunities for women's empowerment through employment. Also, all plants are run by Moroccan staff and managers, demonstrating the positive impact of FDI on transferring not only technical but also managerial know how. The delegate facilitated all phases of the investment and implementation with Yazaki Corporation attesting to the effectiveness of this approach. Recently, Gerd Müller, Director General of UNIDO, visited MidParc Casablanca, an Aerospace Industry Free Zone in Morocco, and met its Managing Director, Hassani, who is the former delegate of ITPO Japan now promoting investments in the aerospace industry.

Source: DIRECTORATE OF DIGITALIZATION, TECHNOLOGY AND AGRI-BUSINESS (dta@unido.org)

ii. Relevance for the government of Japan

According to the “White Paper on Development Cooperation 2020 – International Cooperation in the COVID-19 era: Our Commitment to the Future” released by the Japanese Government (MOFA)⁷, the over-all policy defines three key areas in assisting developing countries: 1) contributing international peace and prosperity, 2) promoting human security, and 3) assistance through Japan's experience and expertise. In the thematic cooperation policy under “Cooperation for realizing High Quality Growth”, the following points are, among others, highly relevant for ITPO Tokyo.

- Improving the business environment for overseas trade and investment;
- Supporting overseas expansion of SMEs and promoting Japanese technology transfer; and
- Improving economic and industrial infrastructure development to support trade and investment.

In addition, the Japanese government established the “SDGs Promotion Headquarters”, chaired by Prime Minister, and announced its commitment to promote international collaboration on the occasion of the “SDG Moment 2021”, held at UN Headquarters in September 2021.

Furthermore, the activities covered by the ITPO Tokyo are complementary and support bilateral cooperation conducted by the Japanese government agencies and affiliated institutions, as stated below.

⁷ <https://www.mofa.go.jp/policy/oda/index.html>

Investment promotion

The delegate programme offered by ITPO Tokyo is a unique activity not covered by JETRO, JICA and other Japanese government's bilateral organizations. Considering the general environment for foreigners to promote their business to Japanese companies, 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 could not be conducted successfully. As can be learned from feedback from delegates⁸, this function of ITPO is highly appreciated.

In organizing investment seminars, business meetings and fora in Japan, ITPO Tokyo, as part of UN organizations, 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.

During the COVID-19 period, after 2020, despite of the fact that the physical delegates visit to Japan was limited, the online delegate programme continues and as a result, business meetings and seminars were conducted through remote means and the number of meetings and participants were maintained at the same level as pre-COVID years, thanks to the effort to quickly apply online means and tools by ITPO Tokyo.

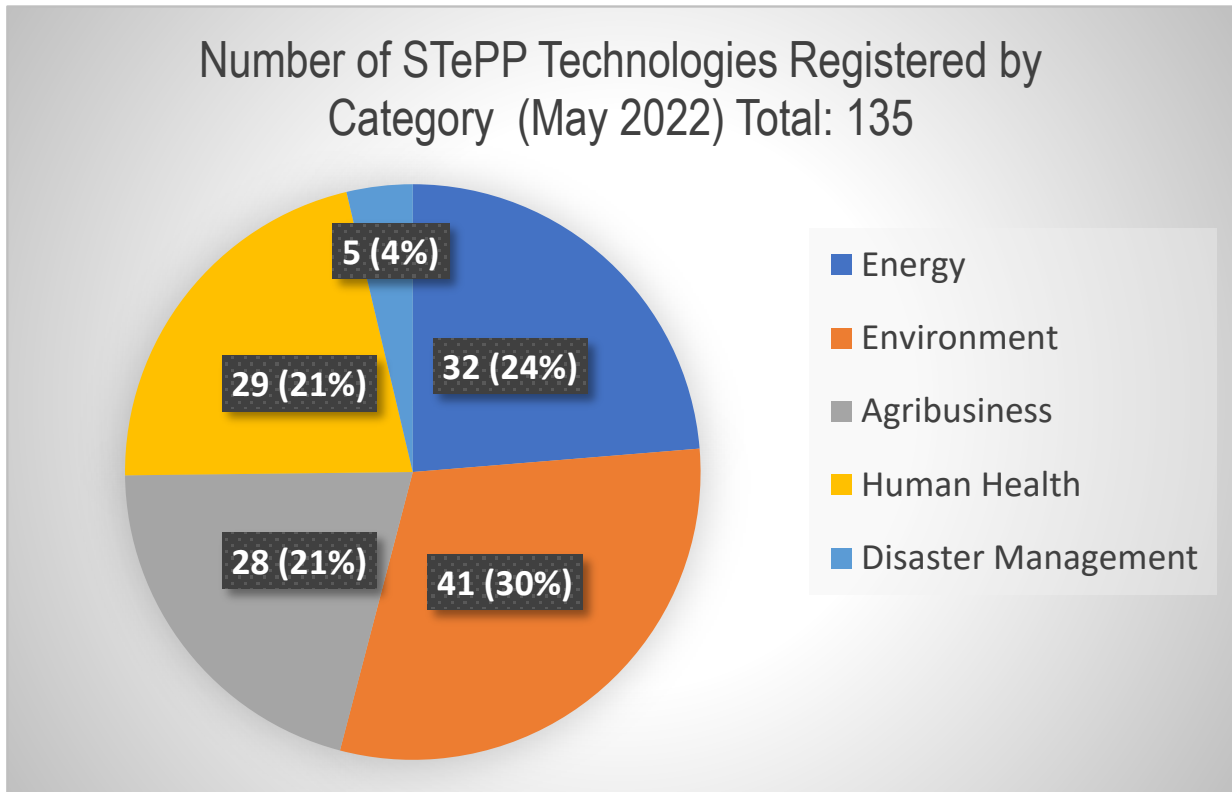
Technology transfer

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 started to offer the Sustainable Technology Promotion Platform (STePP) in 2019, formerly named as the "Environmental Technology Data Base", to introduce technologies innovated and developed for commercial application by Japanese companies, mainly SMEs, covering areas of energy, environment, agribusiness, human health and disaster management. As of May 2022, 133 technologies by 115 companies are registered in the STePP database.

It must be noted that in order to assist countermeasures to COVID-19, the technologies registered at STePP were demonstrated through the STePP Demo project, funded by MOFA, providing 14 technologies in 10 countries, on grant basis. This indicates that the STePP database developed by ITPO Tokyo is fully relevant with the policy of Japanese government. The Figure 3 indicates the sector coverage ratio of the registered STePP technologies.

⁸ The majority of delegated responded that their objectives had fully or largely achieved, based on delegate's survey conducted in May 2022.

Figure 3: Number of STePP Technologies Registered by Category (as of May 2022)



Source: ITPO Tokyo

Focus on Africa

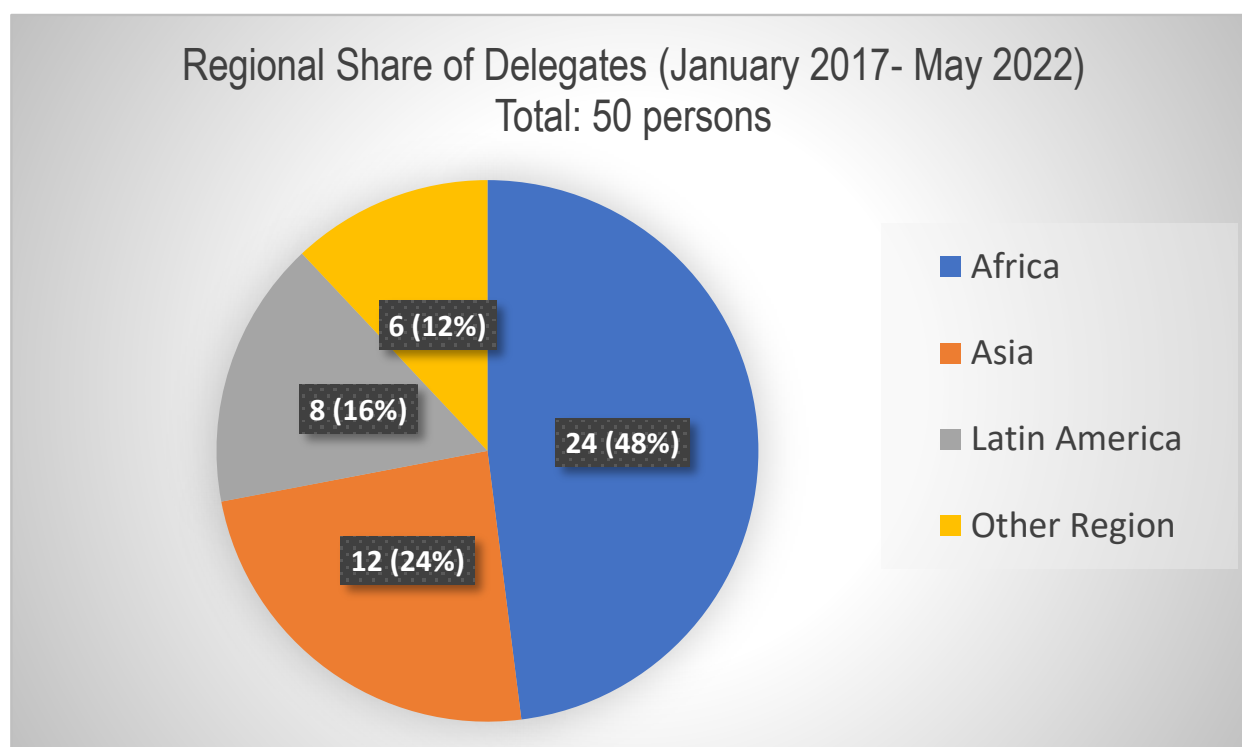
The Japanese Government started development cooperation for Africa through the TICAD⁹ process in 1993. During the evaluation period, TICAD7 was held in Yokohama in August 2019, with emphasis on facilitating private trade and investment thereby supporting the growth of Africa. The advantage of ITPO Tokyo 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 August 2022, TICAD8 will be held in Tunisia, the second event in Africa after TICAD6 at Nairobi in 2016, with number of events to be held online, including a side event planned by ITPO Tokyo.

The delegate programme of ITPO Tokyo during the evaluation period, 2017 to 2022 (May), 48% of participants are from Africa with largest share, followed by Asia with 24% and Latin America with 16%.

⁹ Tokyo International Conference on Africa Development

Figure 4: Regional Share of Delegates (January 2017 – May 2022)



Source: ITPO Tokyo

iii. Relevance for UNIDO

UNIDO's mission is to help developing countries and countries with economies in transition in their fight against marginalization in today's globalized world. The activities of UNIDO now focus on (1) Poverty alleviation through productive activities, (2) Trade capacity-building, and (3) Environment and energy. UNIDO promotes foreign investment and technology transfer to the developing countries and to the former centrally-planned economies as member of UN family with a comprehensive background in industrial development, including policy advice, impact assessment of new technologies, technology transfer, quality and environmental concerns and private sector development.

Honest broker

There exist many national and regional agencies promoting trading and technology transfer. However, UNIDO is regarded as impartial, neutral and a non-profit oriented organization as an "Honest broker". This aspect of UNIDO ITPO service is highly appreciated by the clients of ITPO Tokyo as frequently referred in the questionnaire surveys to Delegates and Japanese companies. As summarised in Annex 3 and 4 (the survey results), the Delegates evaluated the services were result-oriented and professional, and the companies appreciated that the services were offered free, having particularly good business contacts in developing countries, a good reputation as a member of the UN, mobilizing competencies from a world-wide pool of qualified experts, and identifies suitable business partners using world-wide network, etc.

Networks in Priority Area of Development

UNIDO has an extensive network with ITPOs, UNIDO Centres, Field Offices, Investment Promotion Offices and focal points dealing with investment, technology, subcontracting, etc., both in

industrialized and developing countries with good linkages to national, regional and international level. Priority attention is paid by ITPO Tokyo to Africa, in addition to LDCs and backward regions of non-LDC countries in other geographical regions such as Asia, Middle East, Central & South America, etc. as evidenced from the list of delegates and promotional seminars. In the Survey questionnaire and interviews with the evaluators, the companies highly rated the network of UNIDO in the priority area of development as they are now shifting their business in new markets abroad, and the information and supports given by ITPO's activities are very helpful for them. The embassies of the developing countries in Japan also expressed their satisfaction with the assistance of ITPO with its multilateral network in the area in familiarizing their countries to business circles in Japan.

Technology Transfer in Priority Areas of Technology

UNIDO promotes technology transfer among member countries following the concepts of ISID and SDGs. Due efforts are made by UNIDO ITPO Tokyo to organize and support various regional, country specific and/or thematic forums, seminars and workshops every year, usually in cooperation with other stakeholders in Japan. The selection of technologies to be promoted through STePP database, which covers environment, energy, agribusiness, human health and disaster management, is in line with the concept pursued at UNIDO. The emphasis for SMEs as promoters of the technology transfer by ITPO Tokyo also exhibit the alignment with ISID concept. The promoting SDGs concept is undertaken by Japanese government and ITPO Tokyo takes major role in the area of Goal 9: Industry, Innovation and Infrastructure, UN affiliated offices in Tokyo.

Capacity building

“Strengthening knowledge and institutions”, one of UNIDO’s focus, is in direct relation with capacity building activities conducted at ITPO Tokyo. It must be addressed whether the capacity being built, through delegate programmes, seminars and information delivery for recipient countries as well as Japanese private sector will contribute to stronger investment promotion ties between Japanese potential investors and recipient countries. In case of ITPO Tokyo, capacity building for Japanese companies, in particular SME, is also needed to be focused, to assist their access to developing countries market, e.g. Africa. In this respect, the delegate programme, sending business missions and advisory service in the field are of particular importance and already bringing tangible results from those activities conducted by ITPO Tokyo.

ITPO Tokyo as a Catalyst

The activities of ITPO Tokyo are diverse not limited to immediate objective of the project but include support to UNIDO HQs missions, programmes, projects and activities for UNIDO and possible publicity works for UNIDO in Japan. In spite of its small size, the ITPO Tokyo actually serves as a de facto UNIDO office in Japan to play the role of a focal point and catalyst for UNIDO activities in Japan, making full use of existing resources in Japan and UNIDO's on-going projects, and generating synergy to integrated outcome for the long-term objectives of UNIDO’s missions.

After reviewing the relevance of the project for UNIDO through interviews with end-users and related organizations, it is apparent that the project is fully aligned to developing countries' priorities and investment and technology needs, and contribute to strengthening capacities of partner institutions. The objectives of the project and the ITPO concept are quite valid under the current quickly globalizing economy. There is a strong UNIDO identity of the ITPO Tokyo and there are linkages and cooperation with UNIDO HQ, UNIDO’s priorities, programmes and activities. The ITPO mandate is relevant and is highly appreciated by the end-users.

During the COVID-19 time-period, ITPO Tokyo developed expertise to perform several activities online, as opposed to physically (e.g. Delegate missions, seminars etc.). This expertise, facilitated the ET to perform a number of interviews online, minimizing travel within Japan, while in Tokyo and also minimizing travel expenses to UNIDO HQs.

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. Currently, the ITPO Network consists of Offices in Bahrain, Beijing, Shanghai, Bonn, Rome, Tokyo, Nigeria, Seoul, and Moscow.

Figure 5: ITPO Network Offices



III. Project’s contribution to development results

This chapter assesses the extent to which the ITPO achieved its objectives by assessing the activities for achieving outputs, for their contribution to the three outcomes designed in the project document, namely:

Outcome 1:	Improvement in Japanese foreign direct investment in developing countries and countries with economies in transition;
Outcome 2:	Sustainable technologies transferred to developing countries and countries with economies in transition; and
Outcome 3:	Improvement in investment, technology, knowledge, and skills (capacity building)

For realizing the above outcomes, the Project Documents defines 3 Outputs that ITPO Tokyo is expected to produce and specifies several performance indicators for each output. In this assessment, the relevant indicators, based on the survey and data collection by ET are presented to evaluate the achievement of each output. It must be noted that in the previous evaluation in 2016, the number of Outputs were 5, but it was consolidated into 3 Outputs, as listed below.

Output 1:	Support services provided to potential investment partners and relevant institutions;
Output 2:	Sustainable technologies identified and promoted towards developing countries/countries with economies in transition; and
Output 3:	Strategic cooperation with UNIDO Headquarters and within ITPO Network.

It must be noted that Output 1 (investment) forms basis for Outcome 1 and Output 2 (technology) also forms basis for Outcome 2, however, Output 3 (strategic cooperation) and Outcome 3 (capacity building) are not covering the related subject, so that the evaluation for achievement is described under separate sections. This issue can be treated as design issue of ITPO Project.

The indicators selected to assess progress of these outcomes were based on the number of times an event occurred, e.g. “number of investment projects in operation” or “number of investment projects concluded”. The targets of activities at output level were set on an annual basis by Annual Work Programme (AWP), the outcome level indicators such as number of realized investment projects are not specifically targeted.

i. Outcome 1

Improvement in Japanese FDI in developing countries and countries with economies in transition

The strategy selected by the ITPO to implement this outcome was by focusing on services provided to Japanese investors with interests in developing countries and countries with economies in transition. However, the ITPO team also maintained meticulous data on the number and types of investment projects that were promoted throughout the duration of the work programme.

Table 1: Number of projects operational and concluded (2017 – 2022)

	Africa	Asia	Others	Total
Operational	27	9	4	40
Concluded	14	1	0	15
Total	41	10	4	55

This provided valuable evidence on the programmer’s reach and scope. The ET notes that the number of investment projects contributed to by ITPO Tokyo’s interventions during the evaluation period was 55, with operational projects 40 and concluded (but not yet operational) projects 15. The regional breakdown of those projects were 41 projects in Africa, 10 projects in Asia and 4 projects in other areas. The focus on Africa is evident with more than 70% of the projects in the record are in Africa, including those countries allocated with Advisors, in particular in Ethiopia.

The total amount invested, generated by those investment projects is USD 35.67 million and created 1,312 employment, with breakdown by regions and operational/concluded as indicated by the Table 10. The focus on Africa is also evident in those figures, with more than 50% of investment amount and more than 80% of employment created were in Africa regions.

	Amount of investment (million USD)				Number of employments created (employment)			
	Africa	Asia	Others	Total	Africa	Asia	Others	Total
Operational	15.13	1.27	15.55	31.95	770	110	115	995
Concluded	3.60	0.12	-	3.72	297	20	-	317
Total	18.73	1.39	15.55	35.67	1,067	130	115	1,312

Table 2: Amount of Investment and Employment Created by operational and Concluded Project Source: ITPO Tokyo

The sectors and products are varied, with manufacturing in automobile, agricultural machinery, textile, energy, water treatment, agribusiness, ICT, health and medical, consulting, inspection service, education and logistic/transportation. The sector coverage indicates needed areas while the investment amount is not so large, with emphasis on promoting investment by SME, since large corporation tend to have its own channel through major trading houses.

However, it should be noted that in terms of technologies transferred, manufacturing sector share is about 70% of these projects, contributing very indirectly, to SDG 9 (industry, innovation and infrastructure), SDG 6 (clean water and sanitation), SDG 7 (clean energy), SDG 3 (health) and SDG 4 (education) through application of ICT technology.

Those sector coverage is the result of interested Japanese investors’ initiative and decision, while ITPO Tokyo’s function is to support their advancement and implementation of investment projects.

One output was identified under this outcome, and it focused on providing “support services to investors from Japan to developing countries and countries with economies in transition. The main activities were seminars and investment meetings, the Delegates Programme, and the African Advisors.

For the measurement of its achievement, 5 performance indicators are defined¹⁰ as follows:

1. Number of investment seminars/fora/ missions organized

¹⁰ Project Document: C.4 Project Logical Framework

2. Number of meetings arranged
3. Number of delegates hosted
4. Number of investment opportunities identified/ promoted
5. Number of training workshops completed¹¹

Seminars and Exhibitions

	2017	2018	2019	2020	2021	2022 (plan)	Total
Seminars/events held	40	46	67	37	42	45	277
Participants to seminars/events	4,171	6,180	6,180	5,724	6,142	6,000	34,394
Number of Exhibitions held	2	5	3	2	2	3	17
Participants to exhibitions	1,150	1,848	1,345	693	726	1,000	6,762
Table 3: Number of Seminars/Events and Exhibitions (2017-2022) Source: ITPO Tokyo							

During the evaluation period, ITPO Tokyo organized in total 277 investment seminars with more than 34,000 participants (see Table 1). In terms of annual average, 46 times with 127 participants per event. Because of the pandemic, the number dropped in 2020, but it showed quick recovery after 2021 with the comparable level of events held with participants to the pre-COVID period. This could be achieved with application of remote event facilities for online events, associated with improved skills of ITPO staff/consultants in charge. As an example, the following seminars and events were held in 2017.

- a. Japan-UNIDO Seminar (attended by UNIDO DG, Li Yong)
- b. Egypt and Nigeria Business Seminar
- c. Madagascar-Japan Business Forum
- d. ABE Initiative Seminar (Tokyo)
- e. Cuba Investment Promotion Seminar
- f. Turkey Investment Seminar – Izmir Region

Overall, stakeholders were satisfied with the training received, with the strong support for physical sessions instead of the pandemic-induced virtual events.

¹¹ These indicators focus on the activities that will be funded and cannot measure adequately, whether these support services have any contribution to improving the flow of Japanese FDI. One way of selecting more appropriate indicators is to focus on the outcome that is within the “sphere of influence” of the programme and its components. Thus, rather than focusing on Japanese FDI, perhaps the focus could shift to creating an enabling environment for interested Japanese investors to collaborate with the private sector in developing countries and countries with economies in transition.

Box 2: Delegates Comments

- I think my institution will continue to use the delegate programme to start some business promotion in Japan.
- The virtual delegates' programme has its own imitations concerning face-to-face interaction and hands-on experience in promotion and facilitation
- The delegates' programme ... is an excellent programme but COVID-19 restrictions have confined it to an online arrangement which is too limiting
- ... The virtual delegates' programme has enabled access to more resource persons from the home country to enrich the seminar and, in some cases, one-to-one discussion. A hybrid model ... will help future delegates get the best of both worlds.

The Delegate Programme is continuously being refined and is unanimously seen as effective 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.

During the evaluation period, a total of 55 delegates were invited, ranging from 3 to 14 annually, conducting business meetings and seminars in Japan, with numbers listed on the Table 2. As seen on the annual trend, the effect of COVID-19 travel restriction was inevitable with decreasing number of delegates after 2020. Nevertheless, some delegate programmes were conducted online, with remote meetings and seminars arranged by ITPO Tokyo.

	2017	2018	2019	2020	2021	2022 (plan)	Total
Invited Delegates	14	14	10	3	6	8	55
Business meetings held	212	280	193	31	64	100	880
Seminars held	8	14	13	3	5	10	53
Seminar Participants	853	965	684	601	865	900	4,868

Table 4: Delegate Programme (2017-2022)

Source: ITPO Tokyo

In 2021, 6 delegates from investment promotion organizations as listed below participated all through online, and conducted 64 business meetings with Japanese companies.

- Colombia: Invest in Bogota
- Senegal: Promotion of Investment and Major Works Senegal
- Bangladesh: HAISON International
- Ghana: Ghana Investment Promotion Centre
- Ethiopia: Ethiopian Investment Commission
- Egypt: Embassy of Egypt

In the last 3 years, during the COVID-19 pandemic, the Delegate programme was converted to being entirely online, as travel restrictions did not allow Delegates and ITPO staff to meet physically. ITPO Tokyo invested in online tools and gained expertise in organizing these interventions online and as a result, a greater number of Delegates could benefit without physically travelling to Japan.

However, many Japanese companies mentioned that it is very important for them to meet with prospective collaborators physically, taking their time to evaluate all business data and then invest in

Box 3: Electricity and Internet Solution in Rural Senegal

Sucrecube Japon Inc., established in Paris in 2008 by a Japanese entrepreneur with background in telecommunication, started a subsidiary company in Senegal named "TUMIQUI Japon SASU" for internet solution for society with focus on health and education. In 2019, Sucrecube contacted Ms. Aissatou Ndiaye, ITPO Tokyo Advisor in Senegal, and being assisted by her network, discussed with Minister of Health of Senegal who showed keen interest for the social value of the proposed project. So far, 5 schools are installed with solar panel, antenna and monitors which enable online education through internet, in remote areas of Senegal. This project was co-financed by the Ministry of Telecommunication (Japan), and Kansai Electric Power Company. In December 2021, the President of Sucrecube Japon received "Special Award" for 5th Japan SDGs Award, from Prime Minister Kishida, for his contribution to SDGs.

Source: Evaluation Team

a new country. This is part of the Japanese business custom which expects some sort of physical interaction, especially after economic activities open in the post-COVID era. The limitation of online communication was also mentioned by ex-delegates, responding to the ET survey. See Box 2.

African Advisors

One of unique activities for investment promotion by ITPO Tokyo is to support service in the field by national advisors in four countries, employed by ITPO Tokyo for Japanese potential investors visiting their countries. The services by African Advisors started in 2013, and now cover Ethiopia, Mozambique, Algeria and Senegal, with some Advisors covering neighboring countries. These consultants provide tailor-made services to Japanese investors by facilitating contacts and giving first-hand information about their countries. ITPO Korea and ITPO Germany launched their own advisory programmes in Africa and other countries, modelled after ITPO Tokyo.

The Advisors provide support to various aspects of starting business in their host countries, including procedures for setting up office/company, market research, finding partners, organizing seminars and events and negotiation with government offices for licensing and permits. Each Advisor has the sound experience and reliability with local network, providing those services in the field in effectively assisting and overcoming obstacles faced by Japanese companies.

Table 5 - Activities of African Advisors (2017-2022)

	Country (+cover)	Advisor Since	Full or Part-time	No. of Jap Cos Assisted	No. of Meetings arranged	No. of Seminars participated
1	Ethiopia (+Burundi, Rwanda, Uganda)	April 2013	100%	270	1,071	25
2	Mozambique	October 2013	43% (average)	79	408	9
3	Algeria	February 2014	100%	77	445	10
4	Senegal (+Cote d'Ivoire)	August 2019	100%	135	521	8
Source: ITPO Tokyo						

Remarks by ET

The ET finds that, although the seminars, events and the delegates' programme are considered beneficial by stakeholders in developing countries, the combined effects of the support services

provided makes a relatively small impact on investments in the country (or changing the investment behavior of Japanese investors). It would be good to align the targeted investments to country priorities in a stronger formal partnership with the national private sector to establish lasting networks.

In addition, it would be good to follow-up on the outcomes of business meetings, perhaps through periodic but regular “customer” surveys to assess the usefulness of the business meetings as a modality for mobilizing investment funding so that the connection to the stated outcome of improving Japanese FDI can be demonstrated.

There is room to adopt benchmarks from other investment financing mechanisms to provide the ITPO with proven targets for ensuring closure. It is difficult to measure exactly how much investment is mobilized because of the ITPO intervention, but it is necessary to be able to answer the question as precisely as possible.

The African Advisors are a good practice that has already been adopted by other ITPOs.

ii. Outcome 2

Sustainable Technologies transferred to developing countries and countries in economic transition

During the evaluation period, there are 20 cases of successful investment projects¹² with technology transfer as listed below. As stated in Outcome-1, the number of operational projects in the previous evaluation period, from 2013 to 2016, was 18, however, there was no categorization of “successful” projects in the previous evaluation for direct comparison. Among successful 20 projects, 13 projects (65%) were in Africa, 4 projects in Asia and 3 projects in other regions. The fields of technology transferred cover those technologies related with; energy, environment, communication, recycling, water and other manufacturing sectors, corresponding to issues related with ISID and SDGs. The total amount of investment was USD 28 million, created 1,373 employment, including trainees. The details of those project list are attached in the Annex 6 "List of successful projects".

As for sustainability of those projects, it must be noted that, in most cases, technology transfer projects are also associated with investment and new employment created, are also associated with technical skills trained and obtained, to secure continuation of production activities invested for fixed assets as well as human resources. Nevertheless, there is a limitation in following up and monitoring all projects promoted by ITPO Tokyo.

Table 6: Successful projects with technology transfers (2017-2022)

Region	Number of Project	Amount (USD mill)	Jobs created	Countries	Technology Transfer Field
Africa	13	12.68	737	Ethiopia, Kenya, Mozambique, Madagascar, Nigeria, Uganda, South Africa, Zambia	Energy (solar, rice husk, cooling), Medical (equipment, waste), Remote communication, Construction machinery, Soil conditioning, Portable latrine, Leather products
Asia	4	0.43	526	Bangladesh, India, Viet Nam	Mold, Disinfection, Waste recycling, Pet product
Other	3	15.05	110	Turkey, Uzbekistan	Solar power, Water treatment, Milking device
Total	20	28.16	1,373		

Source: ITPO Tokyo

¹² “Successful” refers to implemented projects with technology transfer, reported in the annual reports of ITPO Tokyo, which is also a part of “operational” projects, according to ITPO Tokyo.

As for illustration, some examples of successful projects are listed below.

- Energy Saving for Tea Production (Kenya): On the occasion of “Low Carbon and Climate Resilient Industrial Development”, UNIDO project, Kenyan Tea factory, KIAMOKAMA, visited Japan for more efficient and environmentally friendly tea-leaf drying technology. Through business matching, one of Japanese companies was selected as a partner in 2017, then finalized the implementation in 2018
- Turning Waste into Resources (India): The technology for turning organic waste into alternative fuel such as coal, without generating Co2 and dioxide. The project was initiated by ITPO Tokyo’s business mission to India in 2018, and the investor delivered the power unit to Indian power utility company and started operation in 2019.
- Rice Husks as an Alternative Fuel (Madagascar, Tanzania and Nigeria): ITPO Tokyo introduced technology that transforms useless but readily available rice husks into a precious organic fuel, invented by a Japanese company in Hiroshima, registered in STePP database in 2016, then installed units in Madagascar, Tanzania and Nigeria, for 11 units in total by 2019.

In addition to the above cases of success, ITPO Tokyo implemented the STePP Demo Project, funded by MOFA during 2020 to 2021. In this project, the target field technology was counter measures for COVID-19, and focused on water treatment, disinfection, PCR test and medical waste treatment, as listed below. The total amount for installation of those technologies was USD 3.1 million and employment created/enhanced in terms of number of technical trainings for local engineers was 314. Out of those cases, two Japanese SME companies¹³ are providing incinerators for medical waste treatment, and one case is illustrated in the Box 4.

Table 7: STePP Demo Project implementations

Region	Number of Project	Amount (USD mill)	Jobs created	Countries	Technology Transfer Field
Africa	6			Kenya, Madascar, Morocco, Nigeria, Senegal, Uganda	Medical waste incinerator, Photocatalyc coating with antibacterial effect, Mobile inspection system, Domestic waste water treatment system, Bolld test analyzer, Alcohol-based hand rub and hygien education
Asia	4			India, Indonesia, Mongolia, Viet Nam	Water regeneration, Hypochlorous acid water disinfectant, Water purification system,
Total	10	3.10	314		

Source: STePP Demo Evaluation Report (Draft), March 2022

Box 4: Case of technology transfer for medical waste incinerator

Chuwa Industrial Co., Ltd. (CI) is a manufacturer of anti-pollution smokeless incinerator for plastic, fiber, paper and various kinds of waste, including medical waste for safe and compact disposal. In the past CI has been providing its technology through JICA funded projects in several Asian countries, before its registration to ITPO Tokyo’s STePP database in 2018. In 2020, CI was awarded STePP Demo Project for installation of its incinerators for hospitals in Senegal and Madagascar, which led to another project in Madagascar, funded by UNIDO HQ for a university hospital in the Northern area. Now the company targets to cover 30 countries in Africa by 2030, while market in Africa has been triggered by ITPO Tokyo STePP database registration as STePP Demo project. According to Head of Hygiene Department of Fann Hospital in Senegal, a recipient of CI incinerator through STePP Demo Project, he will advocate to Ministry of Health to install CI incinerators also to other hospitals in Senegal, with the government budget, since its technology is found to be quite suitable to the local environment. (Source: Interviews by the evaluation team and Focus Group Meeting in June/July 2022).

¹³ Kinsei Sangyo Co., Ltd. and Chuwa Industrial Co., Ltd.

At output level, Output-2 is under Outcome-2 with the definition as follows.

Output-2: *Sustainable technologies identified and promoted towards developing countries/ countries with economies in transition.*

For the measurement of its achievement, 3 performance indicators are defined¹⁴ as follows.

1. *Number of technologies identified and promoted*
2. *Number of study tour organized*
3. *Number of technology fairs/ meetings organized*

Technology Promotion

As of May 2022, the total number of technologies and companies registered under STePP database was 133 and 115 respectively, which can be compared with 46 technologies and 39 companies at the beginning of 2017, when it was named as “Environmental Technology Database”. During the evaluation period, the technology registration continued to expand its sector coverage (energy, environment, agribusiness, human health and disaster management) in response to the shift in needs in developing countries.

The progress in technology promotion at ITPO Tokyo was not only in numbers, but also in quality of technology for promotion. In 2019, ITPO Tokyo established an Evaluation Committee for screening applications for registration with support of experts¹⁵, under the following five criteria.

- a. Applicability in developing and emerging countries
- b. Competitive advantage
- c. Conformity with UNIDO’s mandate of industrial development
- d. Contribution to sustainability
- e. Technical maturity

During June 2020 to March 2022, ITPO Tokyo implemented the STePP Demo Project¹⁶, with supplementary funds to an emergency response to COVID-19 pandemic with technical solutions from Japan, funded by Japanese Government to UNIDO. The project provided 12 technologies related with health and medical sectors, in 10 countries. The quick response and mobilization of technologies owned by Japanese companies was possible, only with STePP database already established at ITPO Tokyo, and carried out by dedicated professional staff of ITPO Tokyo.

Table 8: Number of technologies promoted (2017-2022)

	2017	2018	2019	2020	2021	2022 (plan)	Total of 6 years
New technologies registered	8	21	25	23	9	15	101
Total registered technologies	54	75	95	118	126	140	133*
Total number of companies	47	65	83	101	109	130	115*

Source: ITPO Tokyo

¹⁴ Project Document: C.4 Project Logical Framework

¹⁵ The members of committee include experts from AIST (National Institute of Advanced Industrial Science and Technology), National Institute of Disaster Reduction and Academia.

¹⁶ “Strengthening the capacity of developing countries to mitigate the impact of the COVID-19 pandemic through appropriate technology transfer from Japan” (UNIDO Project ID: 200108)

*Number of registrations as of May 2022

Study tour and visits

As a part of technology promotion, ITPO Tokyo organizes “Embassy Programme” for enhancing understanding of Japanese industrial technology among diplomatic circle, in particular, African Diplomatic Corps (ADC). The Embassy Programme was conducted 4 to 5 times annually, before COVID-19 pandemic, nevertheless, some of events were conducted by virtual arrangement e.g. Kawasaki International Eco-Tech Fair.

In 2019, the following 6 events and visits were organized for capacity building in technical knowledge sharing.

- a. Organizing Industrial policy workshop for ADC diplomats
- b. Visit to Matsuo Neutralization Plant (waste water treatment)
- c. Kawasaki International Eco-Tech Fair visits (11th and 12th)
- d. EcoPro 2019 (exhibition on environment management technologies)
- e. JICA training programme (for 15 IPA officials)

Table 9: Number of Embassy programmes and site visits (2017-2022)

	2017	2018	2019	2020	2021	2022 plan)	Total of 6 years
Embassy Programmes	5	5	4	1	2	3	20
Site visits/ incoming missions	9	1	2	1	1	2	16

Source: ITPO Tokyo

iii. Outcome 3

Improvement in investment, technology, knowledge and skills (capacity building)

Since KPIs for Outcome-3 were designated to assessment/opinions by Delegates and companies, who participated the ITPO Tokyo’s programmes, the highlights of the survey result relevant to “knowledge and skill development” are referred to, as the followings. The details of the questionnaire survey results are compiled in Annex 3 (Delegates) and Annex 4 (Companies). The limitation of the ratings by questionnaire answers is its subjective nature, and is difficult to apply objective criteria. Nevertheless, those responses are valuable reaction from those who directly engaged with TIPO Tokyo’s services, with their interest in promoting investment and technology from Japan (for delegates) and advancing business to overseas markets (companies).

Relevant results from the delegates’ survey

A survey was carried out to 48 Delegates of ITPO Tokyo, to get their views on the program and potential improvements. A total of 50 were invited to participate and at the end of June 2022, a total of 16 responses were received (33%). The number of questions asked were 24, under the categories listed below, and 2 of them were directly answering the related subjects, introduced in this section, while all other results are given in Annex 3.

- a. General Information of the delegates
- b. Projects/ project ideas for promotion
- c. ITPO support assessment
- d. Activities after return
- e. ITPO as part of UNIDO and free comments

Under the question for “ITPO support”, the delegates were asked to assess the level of satisfaction by 6 scales (1: not satisfied/ useless to 6: fully satisfied/ extremely effective), for 8 subjects, and the percentage of answers replied as 5 or 6 scale for the four relevant subjects as listed below.

Table 10: Results of questionnaire survey to Delegates for capacity development

Subject under Delegate Programme	Total percentage of answers assessed as 5 and 6*
On-the job training in investment promotion	69%
Exposure to advanced or environmentally friendly technology	69%
Training on specific technical subjects	61.5%
Networking with other ITPOs, UNIDO Centres, field offices, HQ	80%

*Assessment by 6 level scale with 1: lowest and 6: highest

Source: Evaluation Team

The ex-delegates were also asked about the most important results, under the question for “ITPO support”, and the results for the relevant subjects are listed below.

Table 11: Results of questionnaire survey to Delegates for network development

The most important immediate results of stay with ITPO Tokyo (multiple choices)	The percentage of answers as important/immediate
Newly established contacts with companies in Japan	75%
Newly established contacts with UNIDO network	50%
Better understanding of requirements and concerns of Japanese companies to do business in my country/state. province	75%
Identification of new investment or trade possibilities/projects	81%
Acquaintances with new/environment friendly technology	50%

Source: Evaluation Team

As indicated by the results of the survey, majority of the delegate programme participants answered as high level of satisfaction, in terms of deepening their knowledge, skills and widening network for promoting investment and technology.

Relevant results from company survey

The survey with companies also had a reply rate of about 30% (22/80). The assessment for the level of ITPO services, in terms of effectiveness, ranged from satisfactory to highly satisfactory (5 to 6 under 6 scale), as listed below. More than 80% of the respondents assessed highly for quality and sufficiency of services provided as well as staff of ITPO Tokyo. They also assessed information provided by 62% and the needs of companies were well-addressed by 73%, indicating the function of ITPO Tokyo highly effective.

Table 12: Results of questionnaire survey to Companies for assessment of ITPO services

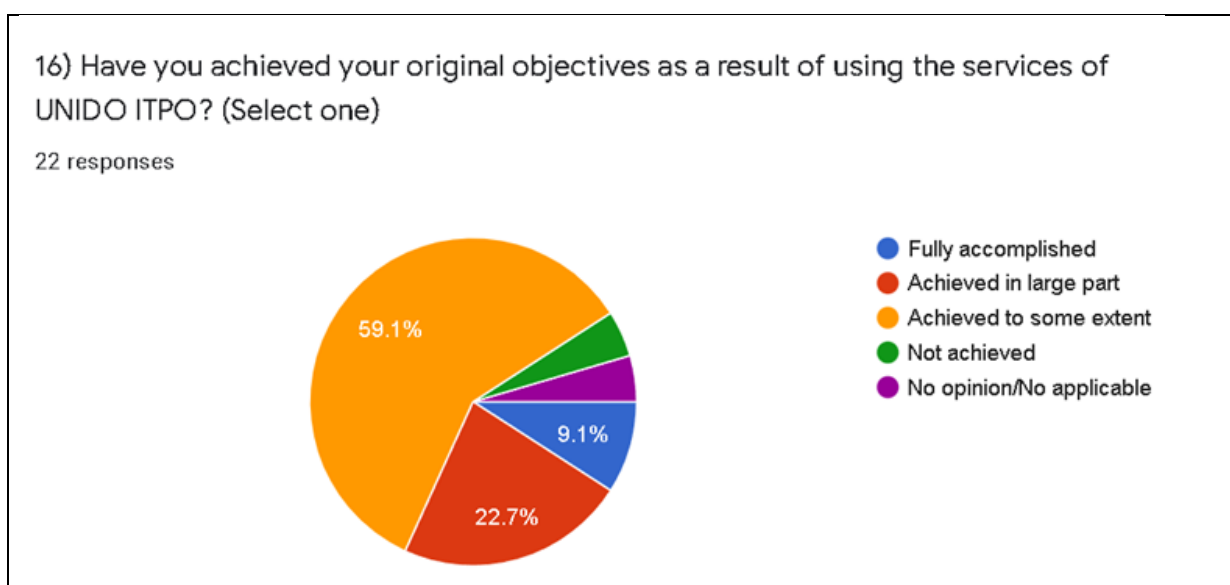
Assessment subject for effectiveness	Total percentage of answers assessed as 5 and 6*
Quality of services used at ITPO Tokyo	81%
Information provided by ITPO Tokyo	62%
Needs of the company well-addressed	73%
Sufficiency in services provided	90%
Evaluation of staff of ITPO Tokyo	90%

*Assessment by 6 level scale with 1: lowest and 6: highest

Source: Evaluation Team

Furthermore, as for the companies, their original intention for asking services from ITPO Tokyo were largely met by observing the results below showing the total percentage of “achieved” (by 3 categories) were 91%. The details of the company questionnaire survey results can be referred to Annex 4.

Figure 6: Company survey results for achievement of objectives



Source: Evaluation Team

iv. Strategic cooperation with UNIDO Headquarters and within ITPO Network (output 3)

For the measurement of its achievement, 5 performance indicators are defined¹⁷ as follows.

1. Number of ITPO Heads Meeting and other Network related initiatives
2. Number of joint activities with UNIDO's Headquarters
3. Number of UNIDO Headquarters missions supported
4. Number of promotional activities
5. Number of events attended or organized

UNIDO HQ and network related activities

¹⁷ Project Document: C.4 Project Logical Framework

The Table 6 lists main programmes and activities with UNIDO HQs conducted by ITPO Tokyo, during the evaluation period from 2017 to 2022. The list covers 21 selected events including 3 official visits by the Director General to Japan, participation to seminars and symposium for global agenda, such as Industrialization 4.0, mitigation of impact of COVID-19, gender equality and industrial innovation. The list also includes the side event for TICAD7 at Yokohama in 2019 and planned event for TICAD8 at Tunis in 2022.

As highlighted, the official visits by DG had been annual events between 2017 and 2019, however, it was not possible to make physical visits after 2020 due to COVID-19 travel restrictions. On the other hand, online events with global issues were actively conducted in 2021 and 2022, with remote events being more commonly used making wider participation possible from various parts of the world.

The notable events during the COVID-affected period, during 2020 to 2022 include; ITP Network online meeting for “Industry 4.0 and Society 5.0” chaired by UNIDO’s Director of Digitalization, Technology and Agribusiness (August 2020), “Promotion of Gender Equality and Women’s Economic Empowerment in Traditionally Male-dominated Industries and Occupation in Developing Countries” participated by UNIDO HQ experts (December 2021), and UNIDO-ISO Seminar participated by Head of ITPO Tokyo for the speech “Partnerships for boosting innovation in SMEs and Startups”, requested by MD of DTA (June 2022).

Table 13: Selected Programmes/Activities with UNIDO HQs (2017-2022)

No.	Year	Month	Region	Programme/Activity
1	2017	10 – 12 April	Global	Director General's Official Visit to Japan (2017)
2	2017	21 September	USA	The Third Industrial Development Decade for Africa: From political commitment to actions on the ground
3	2017	11 April	Global	Japan-UNIDO Seminar
4	2018	16 – 18 April	Global	Director General's Official Visit to Japan (2018)
5	2018	16-Apr	Global	The University of Tokyo-UNIDO Joint Symposium
6	2018	26-Oct	Global	UNIDO Seminar: Japan-UNIDO Multi-stakeholder Cooperation Dialogue "Africa and TICAD7
7	2019	27-Aug	Africa	TICAD7 Japan - Africa Business Partner Matc
8	2019	8 – 10 April	Global	Director General's Official Visit to Japan (2019)
9	2019	8-Apr	Global	The University of Tokyo-UNIDO Workshop
10	2019	9-Apr	Africa	Japan-UNIDO Multi-stakeholder Cooperation Dialogue "Industrialization and Innovation in Africa" with DG
11	2019	10-Apr	Global	UNIDO-Sophia University Seminar with DG
12	2019	7-Oct	Africa	Japan-UNIDO Multi-stakeholder Cooperation Dialogue "Partnering for Africa's Challenge on Plastic Litter"
13	2020	20 January	Global	"Africa's Horizon from COVID-19: Business Opportunities to Build Back Better" (Online Seminar)
14	2020	18 August	Global	ITP Network: Industry 4.0 & Society 5.0 (Online)
15	2021	29 June-7 July	Global, Tokyo	Partnering for ISD: New New challenges and Opportunities for the UNIDO - Japan Cooperation
16	2021	07 October	Global	ICEF Side Event: Achieving Global Carbon Neutrality - Collaboration with Developing and Emerging Nations (Online)
17	2021	09 December	Global	Promotion of Gender Equality and Women's Economic Empowerment in Traditionally Male-dominated Industries and Occupations in Developing Countries (Online),
18	2022	24 March	Global	UNIDO-Japan Cooperation: Mitigating the Impacts of COVID-19 through Technology Transfer from Japan (Hybrid, Vienna and Tokyo)
19	2022	19 May	Africa	UNIDO Joint Credit Mechanism JCM procurement tender announced through ITPO Tokyo's website (targeting Japanese companies only).
20	2022	27 June	Global	UNIDO-ISO Innovation Seminar (Online)
21	2022 (Plan)	27 August	Africa	UNIDO side events at TICAD8 (Tokyo International Conference for African Development) to be held in Tunisia coordinated with DDG office, Africa division

Source: ITPO Tokyo

On the occasion of DG’s official visits to Japan, ITPO Tokyo acted to take a role of “UNIDO Office in Japan” for supporting arrangement of meetings with high-ranking officials of key government ministries and collaboration offices, such as MOFA, METI, MOF, JETRO and NEDO. In addition to

those government level exchanges, meetings with private sector and academia in Japan were also arranged to widen collaborative relation with various influential actors in Japan. The Table 7 lists DG's official visits conducted during the evaluation period.

Table 14: Director General's Official Visit to Japan (2017- 2022)

No.	Year	Date	Name of DG	Main Activities
1	2017	April 10-12	Li Yong	- High-level meetings with: MOFA, METI, MOF, JETRO, NEDO - Seminar and dialogue with UNIDO partners in Japan
2	2018	April 16-18	Li Yong	- High-level meetings with: MOFA, METI, MOF, JETRO, NEDO, Keidanren - Delivered key note presentation at University of Tokyo
3	2019	April 8-10	Li Yong	- High-level meetings with: MOFA, METI, MOF, JETRO, NEDO, Keidanren - Delivered key note presentation at University of Tokyo and Sophoa Universkty - Visited NEC Future Ceeation Hub

Source: Annual Reports (ITPO Tokyo)

Coordination with UNIDO Field Offices

As being part of UNIDO, ITPO Tokyo enjoys valuable field office network for activities conducted at the field level. UNIDO has 24 field offices in Africa including 5 offices in North Africa while JETRO has only 9 offices. The three out of four African Advisors of ITPO Tokyo are taking advantages of their daily activities at the field offices of the country they are attached.

During the “Focus Group Meetings” with the evaluation team, conducted in July 2022, the representative of UNIDO Kenya mentioned that the field office was involved in the STePP Demo Project implementation as “one UNIDO”, and likewise, in case of Senegal, the representative of UNIDO Senegal participates in important events and meetings with the ITPO Tokyo Advisor.

Through the interviews with HQ directors and field offices, the evaluation team noticed there are concerns expressed about activities of ITPOs, in particular other ITPOs, are often implemented in parallel or independently without field office involvement. This issue needs to take note also for coordinated activities of ITPO Tokyo’s field activities.

MOU with Japanese public and private organizations

One key function of ITPO Tokyo is to strengthen ties with various Japanese organizations for promoting cooperation with UNIDO as a whole. In this connection, ITPO Tokyo actively coordinated with Japanese organizations to agree to cooperate, and signed Memorandum of Understanding (MOU), by specifying areas of cooperation. During the evaluation period, 5 organizations, consisting of 3 private sector entities, one academia and quasi-government organization¹⁸, agreed for MOU with UNIDO, which were signed by the Director General.

Among these partners, the evaluation team had an opportunity to visit NEC Headquarters in central Tokyo in June 2022, and interviewed their interest in cooperation with UNIDO. One of their competent technological fields is biometric technology which is widely applicable in international aid activities, e.g., border control, individual identification for food and health support, and contribution through ICT technology is their key concept. Even for a large company like NEC, a cooperative relation with UNIDO is considered to be beneficial for they can be a part of UN activities with its credibility, neutrality and internationally accepted status.

¹⁸ JETRO, signed MOU on 26 August 2016, is listed here, since it was after the last evaluation took place in 2016.

Table 15: Memorandum of Understanding with UNIDO (HQ) (2017-2022)

MOU Signed	Date	Area of Cooperation
JETRO	26 Aug 2016	Area of trade and investment promotion, in particular focus on enhancing sustainable industrialization in developing countries and the economies in transition.
Nomura Kohsan	18 Apr 2018	Mercury waste management and Mercury disposal solutions.
NEC Corporation	Aug 2019	a) Project formulation; b) Sensitizing counterparts to ICT usage; c) Undertaking funds mobilization for projects; d) Outreach activities for global ICT usage.
University of Tokyo	24 May 2021	a) Exchange of information; b) Exchange of speakers and conference participation; c) Provision of internship; d) Organization of joint seminars, workshops and meetings.
Hitachi Construction Machinery	29 Sep 2021	a) Industrial skill development; b) Youth employment; c) Private sector development; d) Health, safety and environment competencies/performance/skills.

Source: ITPO Tokyo

IV. Efficiency

i. Budget allocation and execution

Budget allocation

The project document includes a total UNIDO budget for 2017 of JPY 190 million, and the same amount has been allocated by the Japanese Government for the following years: 2018 to 2022. 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 16, the amount allocated as budget for ITPO Tokyo ranges from USD 1.53 million to USD 1.66 million after conversion to USD and after deducting 10% support cost, during 2017 to 2022, 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.

In addition to the annual fund allocation by the Japanese Government, the accumulated interest fund has been allocated during 2018 to 2022, to support specific activities of ITPO Tokyo, including mobilization of additional African Advisor in Senegal. The accumulated interest fund, accrued from Japanese Government contribution in the past, has been kept at the UNIDO account and can be allocated for UNIDO activities by the consent of the donor. The allocation of this fund is based on consent indicated by the Japanese Government in 2013.

Table 16: Budget allocation for UNIDO ITPO Tokyo (2017-2022)

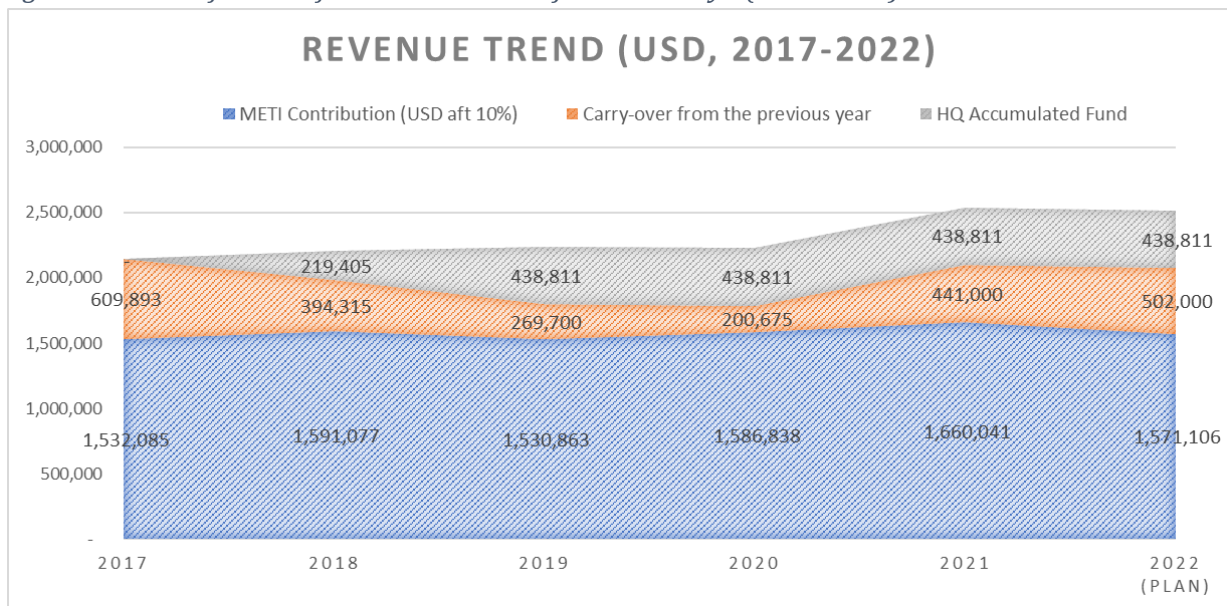
DESCRIPTION		2017	2018	2019	2020	2021	2022*	TOTAL
BUDGET								
Fund Allocation	JPY	190,000,000	190,000,000	190,000,000	190,000,000	190,000,000	190,000,000	1,140,000,000
	USD	1,685,294	1,750,184	1,683,949	1,745,521	1,826,045	1,728,217	10,419,210
10% Support Cost	USD	-153,209	-159,107	-153,086	-158,684	-166,004	-157,111	-947,201
Subtotal 1 (A)	USD	1,532,085	1,591,077	1,530,863	1,586,837	1,660,041	1,571,106	9,472,009
Accumulated Interest	USD	-	241,346	482,692	482,692	482,692	482,692	2,172,114
10% Support Cost	USD	-	-21,941	-43,881	-43,881	-43,881	-43,881	-197,465
Subtotal 2 (B)	USD	0	219,405	438,811	438,811	438,811	438,811	1,974,649
Carry Over (C)	USD	609,893	394,315	269,700	200,675	441,000	502,000	2,417,583
TOTAL Budget received (A) + (B) + (C)	USD	2,141,978	2,204,797	2,239,374	2,226,323	2,539,852	2,511,917	13,864,241

Source: ITPO Tokyo

Trend of Revenue (annual available financial resources)

Due to the impact of travel restrictions and limitations on other project activities caused by COVID-19, the allocated fund could not be fully utilized, which is indicated as increase in carry over fund for 2021 and 2022. The Figure 7 shows trend of revenue (available fund) to ITPO Tokyo during the evaluation period. It must be noted that 2023 budget, there will be a reduction of Japanese Government annual contribution by approximately 10%, to JPY 170 million, and the allocation of accumulated interest fund will be finished by end of 2022, suggesting some stern measures may be required to balance the budget for 2023.

Figure 7: Trend of annual financial resources for ITPO Tokyo (2017-2022)



Source: ITPO Tokyo

ii. Efficiency in execution

Execution ratio

The average annual execution ratio, total expenditure divided by available fund, is about 80% during 2017 to 2022, with lower ratio at 70.8% in 2021 and 73.5% in 2022 (plan), compare with 81% to 90% before pandemic years. Taking into consideration that there are exchange rate risks (JPY vs USD) and other contingent factors in budget execution, the execution ration of 80% to 90% can be considered as sufficient level of budget utilization.

The comparatively low level of utilization in 2021 and 2022 produces carry over funds to be utilized in 2023, as a partial relief for the expected tight financial situation.

Table 17: Execution ratio of budget for UNIDO ITPO Tokyo (2017-2022)

DESCRIPTION		2017	2018	2019	2020	2021	2022*	TOTAL
EXPENDITURES								
Contractual Services	USD	54,604	71,974	50,762	100,626	105,021	105,000	487,987
Equipment	USD	1,529	5,806	39,804	37,454	5,669	10,000	100,263
International Consultants/Staff	USD	646,499	662,555	703,241	829,479	810,144	800,000	4,451,918
International Meetings	USD	23,379	27,591	32,734	1,192	2,427	5,000	92,321
Local travel	USD	128,220	192,135	164,220	26,178	9,890	25,000	545,644
National Consult./Staff	USD	582,244	608,483	706,096	634,593	650,971	650,970	3,833,356
Other Direct Costs	USD	97,196	85,708	88,570	64,827	57,694	65,000	458,994
Premises	USD	156,030	164,249	171,933	162,333	149,505	160,000	964,049
Staff Travel	USD	8,616	19,698	6,883	0.00	0.00	5,000	40,198
Train/Fellowship/Study Tour	USD	49,346	62,070	57,059	1,420	6,724	20,000	196,618
TOTAL Expenditures	USD	1,747,663	1,900,267	2,021,301	1,858,102	1,798,045	1,845,970	11,171,348
BALANCE	USD	394,315	304,530	218,073	368,221	741,807	665,947	2,692,894
Execution Ratio	%	81.6%	86.2%	90.3%	83.5%	70.8%	73.5%	80.6%

*2022 Estimated

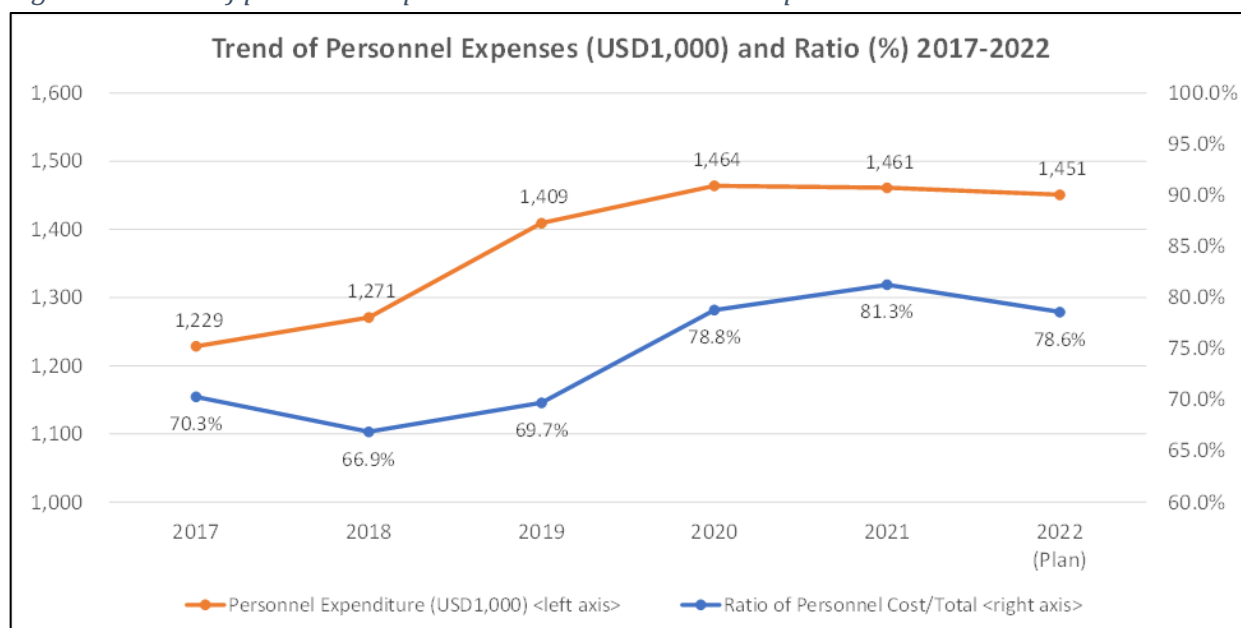
Source: Grant 2000003552_ID 160239_delivery report (actual), SAP

Personnel expenses

As can be seen from the Table 17 on expenditures, the personnel expenses (the total of international and national staff and consultant) indicating increasing trend, amounting USD 1.2 million in 2017 and increased to over USD 1.4 million in 2022. The personnel expenses are also the largest share among expenditure items, ranging from 67% to 81% during 2017 to 2022, with comparatively higher share during the last three years, 2020 to 2022. The increasing trend of HR ratio, shown on the Figure 8, has been augmented by the limited total expenditure growth as the result of restriction of activities caused by COVID-19, by decreasing expenses for travel, physical meetings and other direct costs. On the other hand, conducting remote-base events required additional manpower at office, which pushes up the ratio of personnel expenses even higher.

On the occasion of presenting the preliminary findings on the last day of the evaluation team’s stay in Tokyo, there was a question raised by one of participants from the donors about comparison of the HR ratio with other ITPOs in the UNIDO network. According to Thematic Evaluation of ITPO Network reported in 2021¹⁹, the average ratio of personal cost to total expenditure of all ITPOs is about 70%.

Figure 8: Trend of personnel expense and ratio to the total expenditure

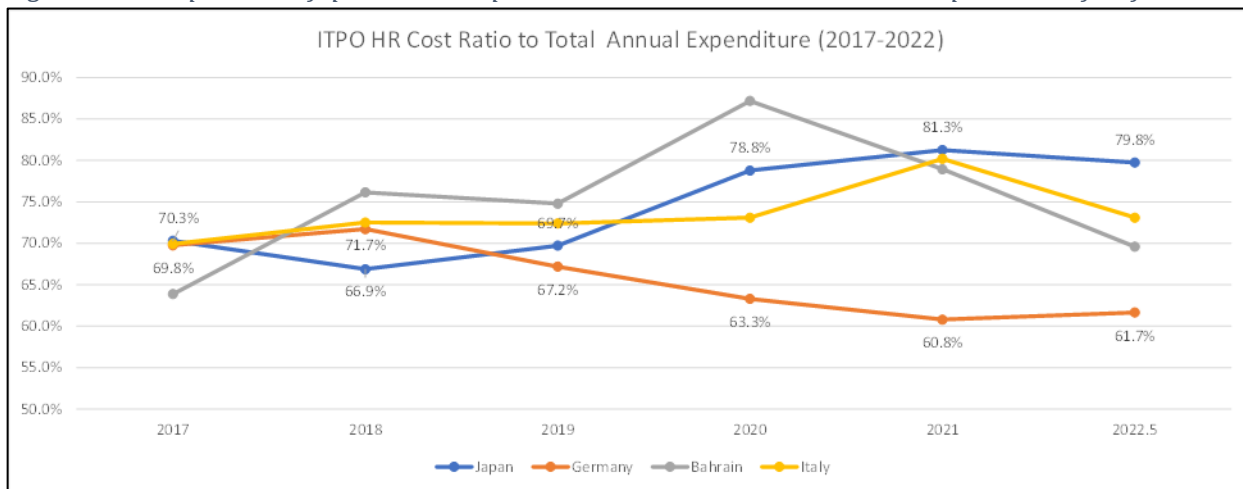


Source: ITPO Tokyo

The evaluation team collected data of four ITPOs (Bahrain, Germany, Italy and Japan) from the HQ data system, as samples for the comparison of the ratio during the evaluation period, as shown on the Figure 9. The data indicate the ratio during the first three years, 2017 to 2019 (pre-COVID-19 years), is more or less at around 70% for all four ITPOs, which also applies to ITPO Tokyo (69% on average). However, during latter three years, after 2020, the ratio of three ITPOs (Tokyo, Bahrain and Italy) is getting higher with Tokyo reaching to around 80% after 2020, while the ratio for ITPO Germany decreased to 60% level. It should be noted that the environment might have been different by each ITPO during this period. In the case of Germany, there was a substantial increase in income from 2020-2022 due to a separate new project funding, therefore the % of HR costs against the total new budget available decreased.

¹⁹ Independent Thematic Evaluation UNIDO Investment Technology Promotion Offices’ Network, UNIDO, February 2021

Figure 9: Comparison of personnel expense and the ratio to the total expenditure for four ITPOs



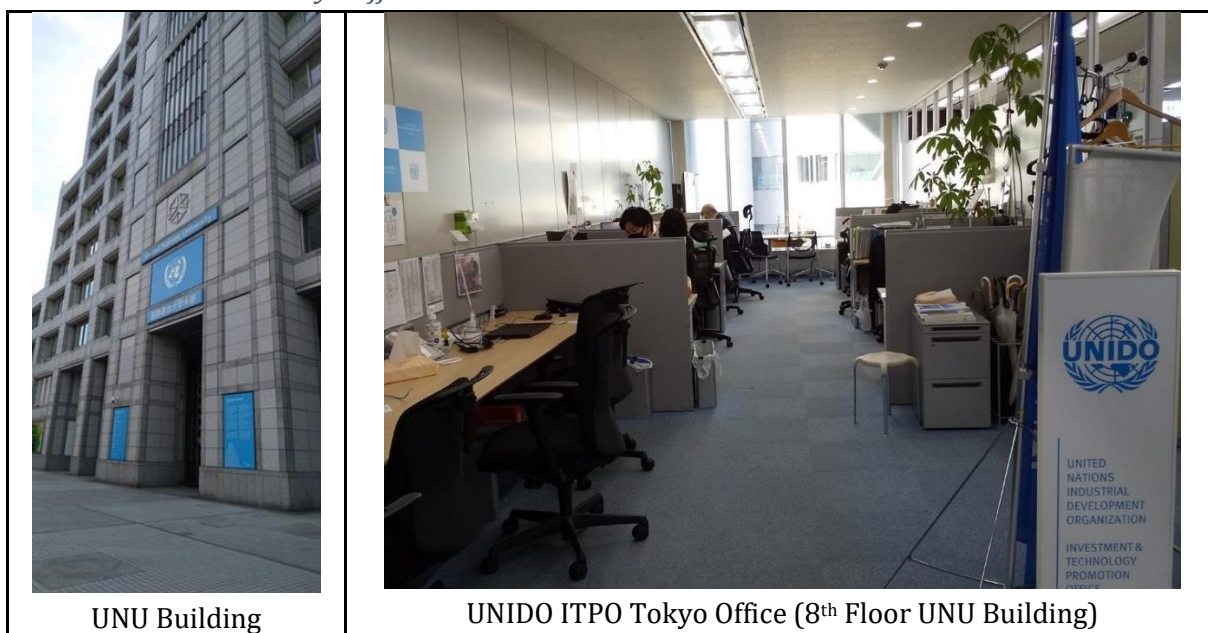
Source of data: UNIDO DATABASE HQ (UNIDO)

Premises

The office of ITPO Tokyo was moved to the 8th floor of UN University (UNU) Headquarters Building in March 2015. The UNU 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.

Currently, ITPO Tokyo is renting part of 7th and 8th floors of the UNU Building, using the 8th floor for ITPO office space and 7th floor for 3 meeting rooms (main meeting room and two small meeting rooms) and 1 storage room. The office space at 8th floor is used for a room for Head and open desk space for all other staff and consultants. Currently, the meeting rooms are not frequently used for physical meetings, due to the effect of COVID-19 restrictions, however, they are often used for online meetings with both Wi-Fi and cable connections with exclusive and private environment, which are indispensable for online activities.

Photo 1: UNIDO ITPO Tokyo Office



UNU Building

UNIDO ITPO Tokyo Office (8th Floor UNU Building)

Use of website and IT applications

ITPO Tokyo's website²⁰ provides bi-lingual information in Japanese and in English about UNIDO and ITPO Tokyo. Maximizing use of internet is one of the key factors for increasing efficiency since the information through website is made widely available to interested individuals, companies, government offices and others in all parts of the world. The website has been updated in 2019 for elaborated means of information dissemination and exchange.

In 2019, the Sustainable Technology Promotion Platform (StePP) was launched on the website, replacing the Environmental Technology Database, by expanding its coverage to energy, environment, agribusiness, human health and disaster management. As of May 2022, 133 technologies from 115 companies are introduced on the website, some with five-minute video clips, for their technological systems, devices, products and methods of each technology and explaining the benefits of their application for developing countries.

In 2020, as the countermeasure for COVID-19 restriction for physical office activities, ITPO Tokyo introduced teleworking/ staggered/flexible working arrangements by limiting office attendance. The office purchased mobile PCs and smart phones and telework equipment (headsets, mobile Wi-Fi, etc.) and distributed to all staff, which enabled continuation of the mandated work under remote environment.

The enhanced use of website and IT applications, during the evaluation period, definitely contributed for higher efficiency of ITPO Tokyo project activities.

iii. Project coordination and management

A. UNIDO coordination, management and integration

Among the ITPO Network of 9 ITPOs (Bahrain, Beijing, Germany, Italy, Japan, Korea, Russia and Shanghai), ITPO Tokyo is the largest, long-established (41 years) and most active ITPO, as shown on Figure 10 for comparison of 9 ITPOs in terms of total expenses during 2017 to 2020. In fact, through the evaluation team's interviews with HQ officials, it was pointed out that "ITPO Tokyo is a role model" among ITPO Network.

While each ITPO has its strength for development subjects backed up by each country's endowment, industrial technology is the key area for ITPO Tokyo, as it has demonstrated through the StePP data base, and implemented technology transfer by the StePP Demo Project for counter measures for COVID-19 through providing technological solutions. Other ITPOs in the network also have their advantageous field of specialization, e.g. bankable project formation by ITPO Bahrain, environmental management by ITPO Germany and regional (Mediterranean) focus by ITPO Italy. The ITPO Network has a potential for mutual benefit among ITPOs by further exchanging interest and pursuing opportunities for cooperation.

The evaluation report of UNIDO ITPO Network²¹ indicates some challenges faced by ITPOs and its Network, including the alignment with UNIDO mandate, since ITPOs have, in general, stronger ties with their donor/host countries, and the increasing collaboration is expected among ITPOs through

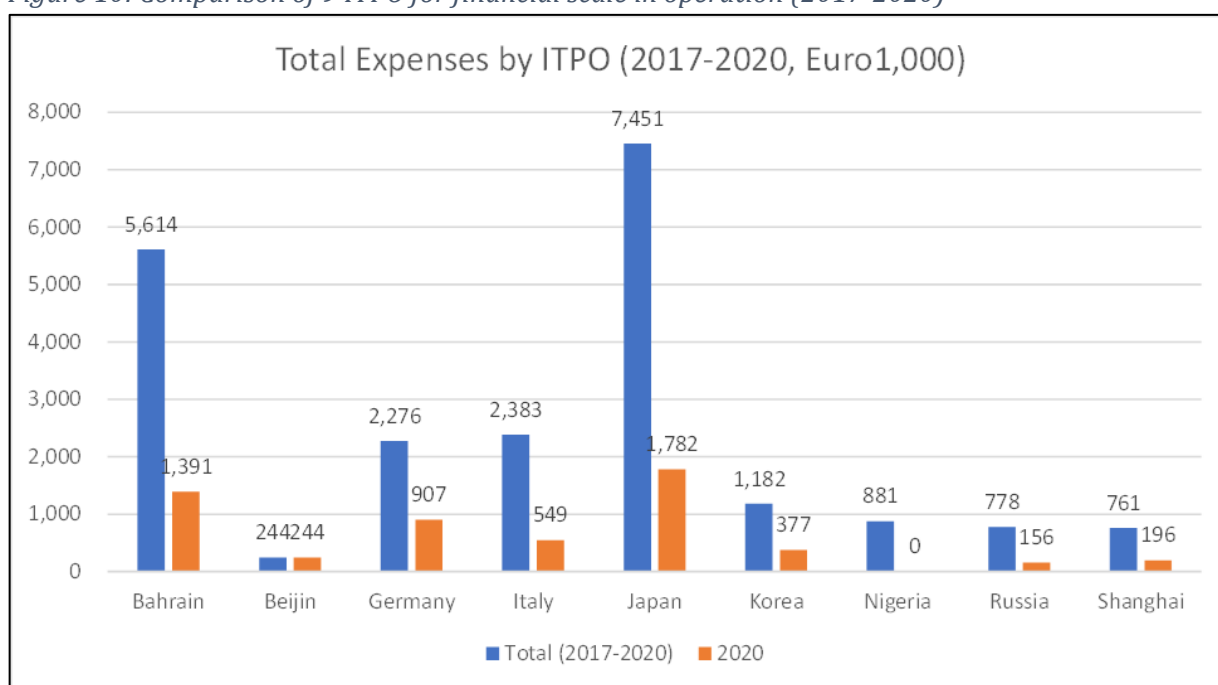
²⁰ <http://www.unido.or.jp/en/>

²¹ Independent Thematic Evaluation UNIDO Investment Technology Promotion Offices' Network, UNIDO, February 2021

HQ Network. It was mentioned by one of interviewees at HQ that ITPO Tokyo is well-administered in various aspects including alignment with HQ, partly supported by the fact the Deputy to DG has been the former Head of ITPO Tokyo.

It is also important to have exchange of staff-level personnel between ITPO and HQ, for alignment and closer communication for mutually beneficial relations. Currently, one of the National Officers at ITPO Tokyo had been seconded to the African Division of HQ for three years, and her working experience at HQ exerts advantages at ITPO Tokyo. Also, one Associate Expert at HQ used to be also a staff of ITPO Tokyo, which indicates a strategic consideration by the management to encourage exchange of staff between ITPO and HQ.

Figure 10: Comparison of 9 ITPO for financial scale in operation (2017-2020)



Source: Independent Thematic Evaluation UNIDO ITPO Network, UNIDO 2021 (Chart 10 on page 25)

B. ITPO coordination and management

Organization

ITPO Tokyo is staffed with one Head, two Deputy Heads, two National Officers, six assistant staff, six consultants, one Associate Expert, one Liaison at HQ and four Advisors in Africa. The total number of staff is 23, consisting of 14 full-time staff (including Head) and 9 part-time staff as of 30 April 2022. Among them, 3 assistants, 5 consultants and 1 Advisor work on part-time basis, as shown with shade on the Organizational Chart below. Four African Advisors are assigned in Ethiopia, Algeria and Mozambique and Senegal.

For the task of investment promotion, two national officers are allocated, with geographical division, for organizing seminars, setting up business meetings, conducting Delegate Programmes, sending business missions and assisting potential investors overseas, being assisted by assistant and advisors. The investment promotion is a core task of ITPO Tokyo.

For the task for technology promotion, the STePP Team is being set up with direct lead by the Head, supported by 5 consultants (1 full-time and 4 part-time basis), including those have been recruited for the STePP Demo Project. Among the STePP Team members, Mr. Kuroda, management consultant in profession, is taking a role of sub-leader under part-time contract.

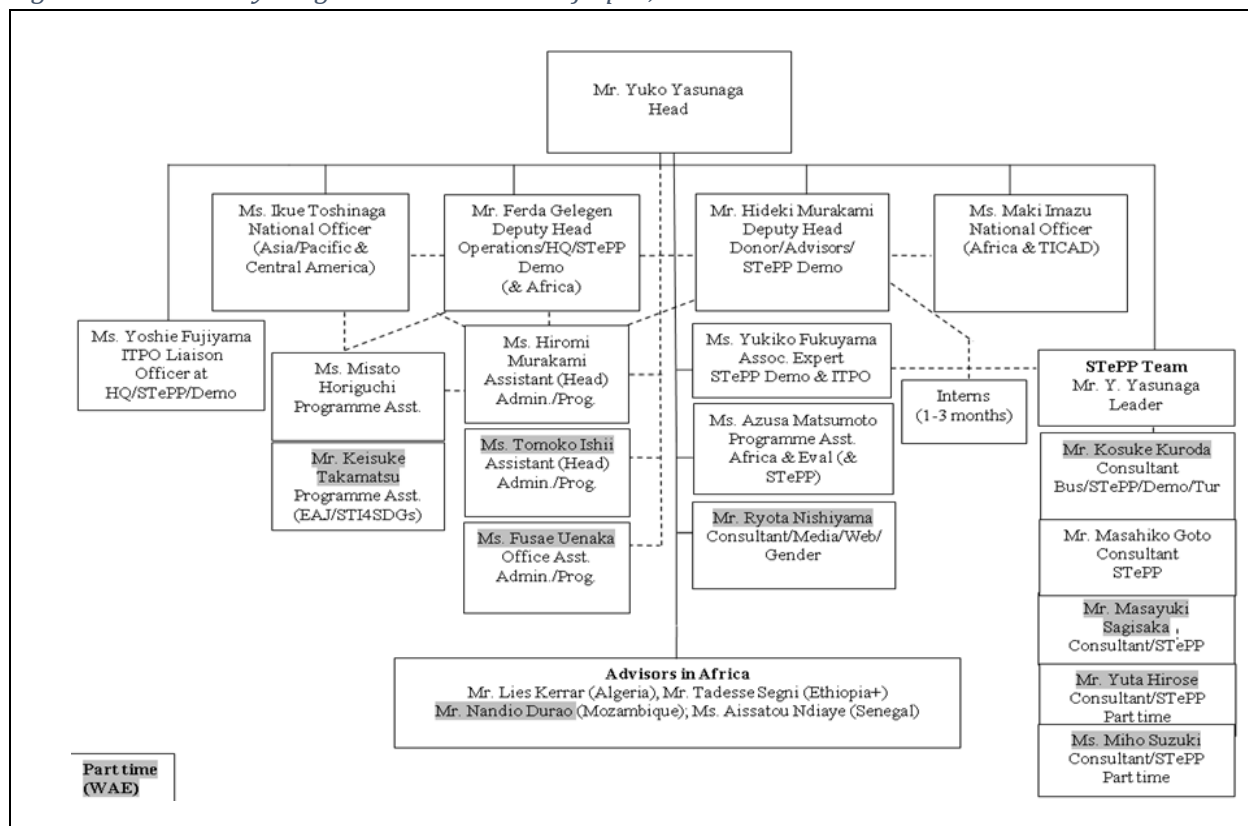
The trend of total number of staff during the evaluation period indicates increasing trend, with 19 staff in 2017 to 23 in 2022. The staff increase was mainly by hiring additional number of consultants (both full-time and part-time), in response to increasing task including the STePP Demo Project. The employment of consultants is made through ISA (Individual Service Agreement) contract, mostly with annual extension.

When observed from the balance between investment promotion and technology promotion, the current organization of ITPO Tokyo is heavily weighted for investment promotion activities, partly due to its history, started as IPS (Investment Promotion Service) Tokyo in 1981. According to the current Organization Chart, technology promotion (STePP Team) is directly managed by the Head supported by 5 ISA consultants, with no national officer involvement.

A shift of weight of activities from investment to technology promotion, to be recommended in this evaluation, needs to be reflected also in the organization structure and staff allocation, by up-grading technology promotion at the same level as investment promotion. This also requires involvement of one of Deputies and officers for managing technology promotion activities under supervision by the Head of ITPO.

In addition, this shift, under the financial constraint, will inevitably be associated with review of investment promotion activities in terms of focus on geographical areas (Africa) and sectors (ISID and SDGs), including review of 4 African Advisors for selection of countries to be allocated and employment conditions, for cost-effectiveness.

Figure 11: ITPO Tokyo organization chart as of April, 2022



Source: ITPO Tokyo

As shown on the Table 18, the current Head, started in August 2017, will be changed as of end June 2022. The two Deputy Heads, are at continuously at their position throughout the evaluation period. The three Officers (2 National and 1 Liaison) are categorized as professional, and no administration officer employed, since all administrative work is done by assistant staff to the Head.

Table 18: Number of staff and consultant of ITPO Tokyo (2017-2022)

		2017	2018	2019	2020	2021	2022 (Plan)
Management	Head	Mr. Hiroshi Kuniyoshi 2017.8 ----- Mr. Yuko Yasunaga ----- NewHead					
	Deputy Head	----- Mr. Ferda Gelegen -----					
	Deputy Head	----- Mr. Hideki Murakami -----					
Number of Other Officers	Administration	0	0	0	0	0	0
	Professional	3	2	2	3	3	3
Number of Other Staff	Consultant (full time)	8	8	10	10	10	8
	Non-regular staff/consultant	5	6	7	7	8	9
Total Number of HR (including management)		19	19	22	23	24	23

Source: ITPO Tokyo

Since ITPO Tokyo staff work at three different kinds of location, Tokyo office, HQ and four African countries, it would be also important to point out the number of staff by office location, and how they are being managed. The number of staff at Tokyo office was 16 in 2017 and 18 in 2022, directly managed by Head and Deputy Heads. One Liaison Officer at HQ, started to work for ITPO Network Office since 2020, is being supervised by the project manager. The three African Advisors (Algeria, Ethiopia and Mozambique) are employed since 2013/14, added another Advisor for Senegal in 2019, are located to each country at UNIDO field offices, but reporting to one of Deputy Heads of ITPO Tokyo.

Table 19: Number of staff of ITPO Tokyo by office location (2017-2022)

		2017	2018	2019	2020	2021	2022 (Plan)
Number by Office Location	ITPO Tokyo (including management)	16	16	18	18	19	18
	UNIDO HQ	0	0	0	1	1	1
	Africa (Advisors)	3	3	4	4	4	4
Total Number of HR (including non-regular staff/consultant)		19	19	22	23	24	23

Source: ITPO Tokyo

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. Gelegen is in charge of communications with UNIDO HQs, general coordination with UN agencies, participation to Global Forum activities and ITPO Network. Mr. 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).

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 Africa and TICAD, Ms. Matsumoto for Africa, and Mr. Murakami on ad-hoc basis, for example through the African Advisory Programme.

Management

ITPO Tokyo is well managed. The evaluation team had an opportunity to attend one of the weekly meetings conducted online, on Monday, 30 May 2022. The regular meetings with all staff gathered on every Monday, is considered as one of good management practice. The meeting was chaired by the Head with participation of all staff, and the proceeding was led by the Deputy Head, Mr. Murakami, following an extensive Agenda.

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. Considering the heavy task for various activities taken with administrative burden during the 6 years of evaluation period, in particular weathering effect of COVID-19 for the last 3 years, it can be concluded that ITPO management and staff function very effectively and efficiently.

Visibility

Increasing visibility of ITPO Tokyo is of particular importance, to be known by the Japanese business community as well as authorities and potential partners of recipient countries. With initiative by the Head, ITPO Tokyo started to publish a “Partnerships” brochure in two languages, English and Japanese, to disseminate success stories. For example, its 2019 publication²² introduces outline of 14 project cases ITPO Tokyo assisted, including waste management in India, energy saving in Kenya, low carbon cooling system in South Africa and textile production (UNIQLO) in Bangladesh.

One of consultants in charge of Media and Public Relations at ITPO Tokyo, provides strategy for increasing awareness to Japanese public and business society through setting up meetings with journalists, website improvement, writing articles and currently developing utilization of SNS. The 40-year Anniversary Commemoration which took place in 2021 provided one of the opportunities to enhance presence of ITPO Tokyo.

Furthermore, the Head wrote his essay to one of newspapers²³ for industrial society almost every month, during his tenure as the Head of ITPO Tokyo, covering issues related with SDGs which is highly interested by business persons in Japan. As one of practice to further increase visibility could be issuing quarterly newsletter, as has been done by UNIDO Liaison Offices in the US, Brussels and Geneva.

C. Monitoring and evaluation systems

While the project includes a mechanism for annual reporting and an in-depth evaluation prior to completion of the project period, there seems to be limited monitoring activities during the project implementation. 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 delegates programme, seminars, workshops, incoming missions, Embassy programmes and the STePP database.

²² “Partnerships - Japanese Private Sectors and UNIDO”, ITPO Tokyo, 2019

²³ Nikkan Kogyo Shinbun (Daily Industrial News, <https://nikkan.co.jp>)

Annual Work Programmes are 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.

For the current project, the period was extended to six years, while previously it has been three years, with terminal (or joint) evaluation every three years, a plausible period to monitor and evaluate. Conducting terminal evaluation for entire six years brought some challenges for the evaluation team as well as ITPO Tokyo in presenting relevant information and data for the six-year period. Hence the monitoring system is required to be built-in, if the project period is to be set for more than three years.

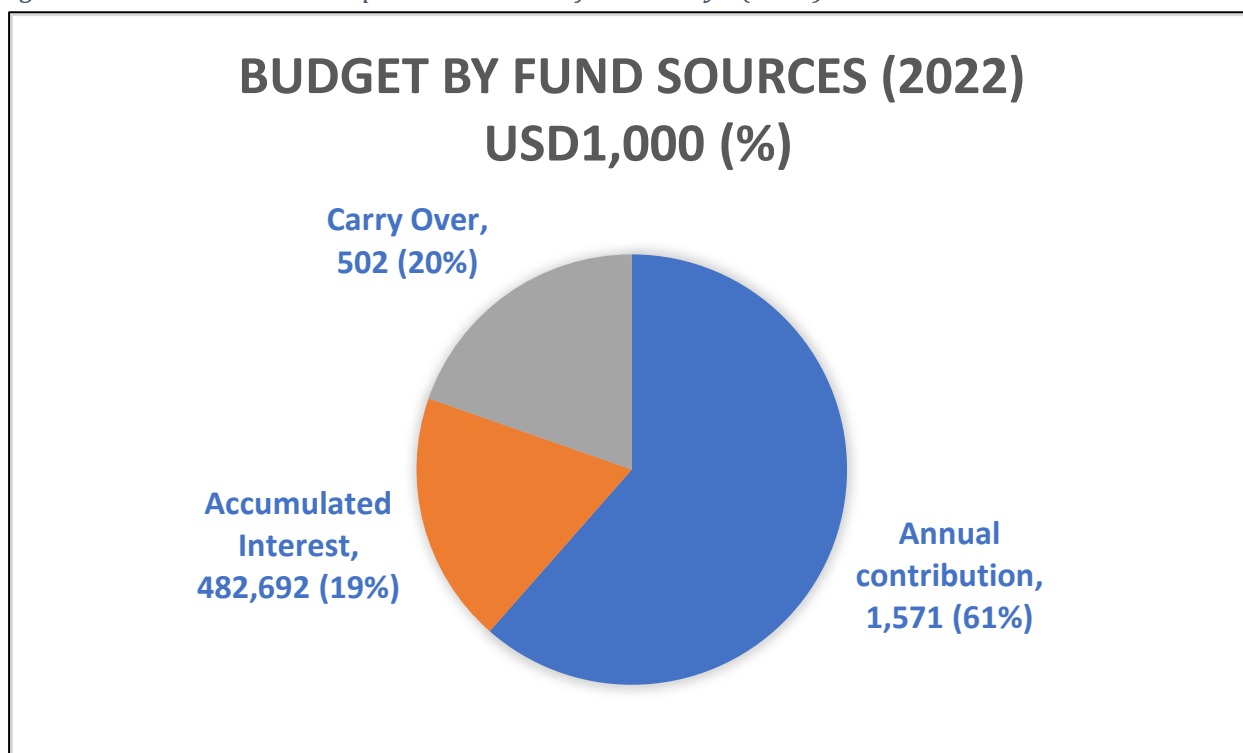
V. Sustainability

i. Financial sustainability

The revenue of ITPO Tokyo in 2022 is composed of three sources²⁴; 1) Annual contribution by METI (61%), 2) Accumulated interest fund at UNIDO HQ account (19%), and 3) Carry over from previous years (20%), as indicated by the Figure 12. Among these sources, the annual contribution from METI, being kept at the same level in the past 6 years (in JPY term), will be decreased by about 10% for 2023, from JPY190million to JPY170million. Considering recent weakening exchange rate of JPY to USD²⁵, the effect of the reduction can be more than 10%. In addition, the accumulated interest fund (AIF) has been a temporary source during 2018 to 2022, to be ended in December 2022, and no more AIF is available for 2023.

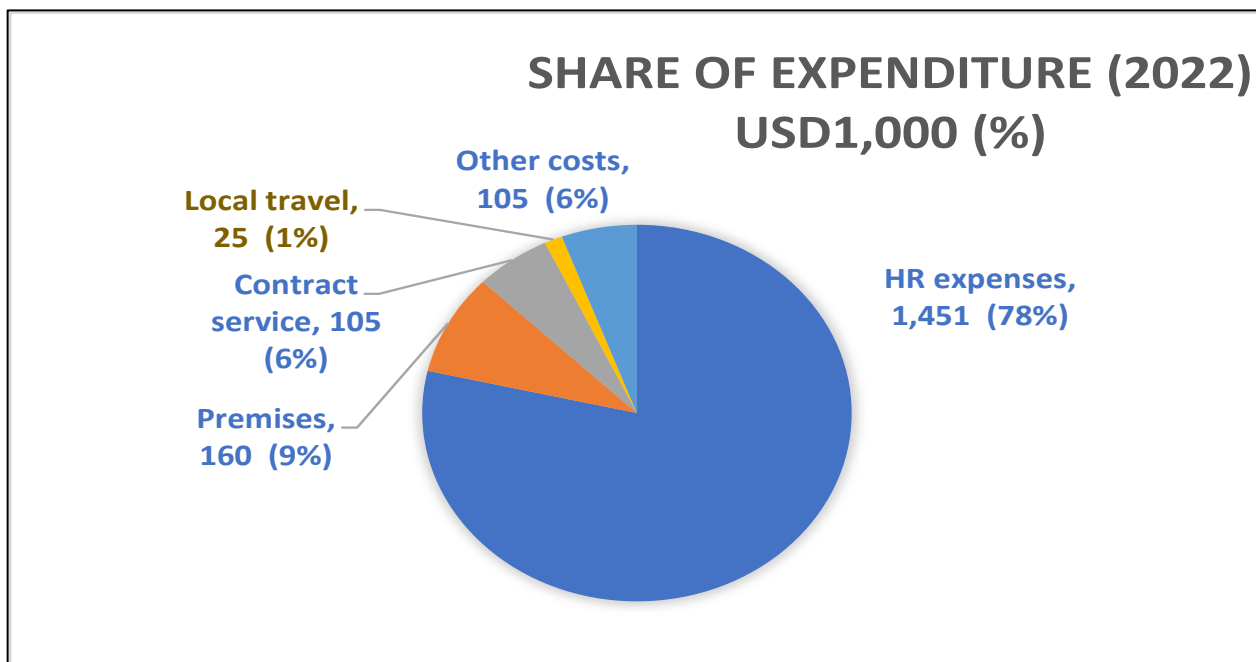
On expenditure side, the majority of financial source goes to HR expenses, for international and national staff and consultants, at 78% in 2022, and the second largest expense item is office premises at 9%, then contractual services at 6%. Due to the effects of COVID-19 travel restrictions, some direct cost items, such as travel expenses will not be used, and the expected execution rate for 2022 will be 73.5% which means 26.5% of the total budget is expected to be carried over to 2023, and partly fill-in the budget-expenditure gap for 2023.

Figure 12: Fund source and expenditure share of ITPO Tokyo (2022)



²⁴ STePP Demo Project also finances some activities, but not included.

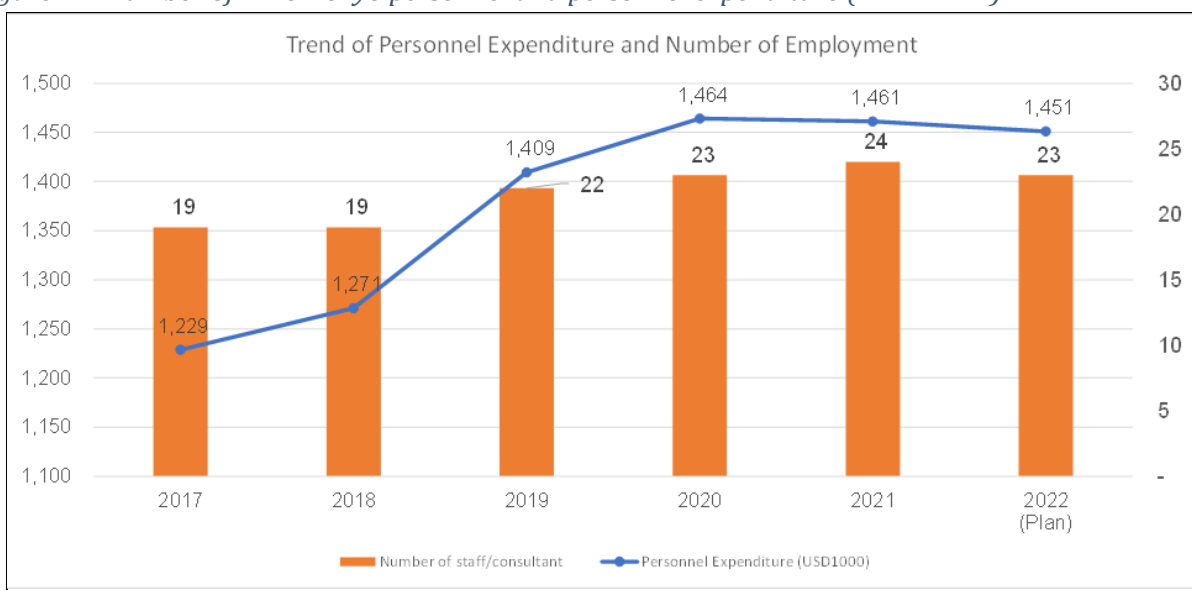
²⁵ The exchange rate is JPY135/USD on 28 June 2022, which was JPY115/USD at end of December 2021 according to MUFG Bank, almost 15% devaluation.



Source: ITPO Tokyo

During the evaluation period, from 2017 to 2022, the personnel expenses and number of staff/consultants both indicated increasing trend, as shown on the Figure 13. These increases have been supported by allocation of accumulated interest fund (AIF) after 2018, and STePP Demo Project implementation after 2020. However, at the end of December 2022, these additional sources of funds will be finished, and a restructuring of human resources at ITPO Tokyo seems inevitable, in consultation with HQ and the donor.

Figure 13: Number of ITPO Tokyo personnel and personnel expenditure (2017-2022)



Source: ITPO Tokyo

As of June 2022, the total number of employments by ITPO Tokyo, including part-time, are 23, distributed at 3 working locations, ITPO Tokyo, HQ and 4 African countries. Some of those staff/consultants are employed by different sources of funds, as listed on the Table 20. Although the sources of funds have their clear objective and task to be covered, some are working crossing over their original task, depending on the availability and needs with flexible management to maximize the

HR function. The up-coming redesign is desirable to consider their function so that core capacity of ITPO Tokyo will not be decreased to assume expected role.

Table 20: ITPO Tokyo's Employment and Fund Sources (2022)

	Annual Contribution	AIF	STePP Demo	Total
ITPO Tokyo (incl. management)	11	2	5	18
UNIDO HQ	0	1	0	1
Africa (Advisors)	3	1	0	4
Total	14	4	5	23

Source: ITPO Tokyo

ii. Options to be considered for financial sustainability

In consideration of the above-mentioned financial constraints expected to be faced by ITPO Tokyo for coming years, some measures for down-sizing or redesign of organization seems inevitable, at least for the next project period. While the evaluation report is not supposed to step into the subject of redesigning which is a complex issue with policy and financial matters to be discussed by donors, UNIDO HQ and ITPO Tokyo, some of the relevant facts and background information are to be presented in the following section, to assist policy makers for further consideration.

In consideration for redesign of ITPO Tokyo, one of variables for financial sustainability could be share of personnel cost to the total budget, which is indicated as 70% through analysis of all ITPOs in UNIDO network, while that of ITPO Tokyo increased to 80% during COVID affected period. Since a planning and implementation of redesigning might take some time, it would be plausible to position 2023 as the year for bridging to the new status quo in 2024. In this respect, if the next project period is six years, the first three years will be an opportunity with anticipation of various factors to be incorporated for sustainability.

There are three kinds of fund sources currently financing ITPO Tokyo activities with their brief background as explained below. Although the STePP Demo Project²⁶ is not covered by this evaluation, it is included in this explanation, since some part of the personnel cost of ITPO Tokyo staff assigned to STePP Demo was covered by the STePP Demo Project.

Annual special-purpose contribution

The budget committed by the Japanese Government (METI), based on the Project Document. The amount has been JPY 190 million per year during the evaluation period, from 2017 to 2022, but it will be reduced to JPY170 million for 2023. This budget is sourced by the Technical Cooperation Division of METI, from ordinary government budget for Japanese fiscal year 2022 (April 2022 to March 2023) and expected to be disbursed in December 2022, to be able to cover expenses starting January 2023.

The period (years) for the next Project Document is the subject to be agreed in line with the Project Document. In the past, the period has been three years, except for the current project for six years. The Project Document exhibits the first year's budget with breakdown, with assumption of the same budget is to be repeated for the following years, except there will be agreed alterations made.

²⁶ The Terminal Evaluation for STePP Demo Project has been conducted in March 2022.

During the evaluation period, additional funding by AIF and STePP Demo Project boosted the activities in line with the main outputs designated in the Project Document. As for 2023, although the budget amount will be decreased, the annual contribution is the core funding for ITPO, covering both investment and technology promotion activities.

Accumulated interest fund (AIF)

Since establishment of ITPO Tokyo in 1981, the annual contribution disbursed to UNIDO has been deposited to the IDF account, while its accrued interest rate has been kept in a separate account under UNIDO HQ. Since its total accumulated interest fund became more than USD 2.7 million in 2013, the Permanent Mission of Japan sent a letter to UNIDO authorizing the fund to be used for ITPO Tokyo activities.

In 2018, following the above decision, ITPO Tokyo submitted its proposal to METI for the plan to use USD 2.1 million during the current project period to cover the activities for a 5-year period, from 2018 to 2022, for the activities listed below.

- a. Expanding coverage of technology database: environmental technology data base to STePP database to cover energy, environment, agribusiness, human health and disaster management.
- b. African Advisor to be appointed in Senegal as 4th Advisor: In addition to Advisors at Algeria, Ethiopia and Mozambique, another Advisor started to work in Senegal employed by ITPO Tokyo to cover Senegal and French-speaking neighboring countries.
- c. Increasing number of Delegates Programme invited from Africa.
- d. Appointment of Liaison Officer at HQ, starting 2020, to function as focal point of ITPO Tokyo at HQ for assisting coordination.

Since the source of fund has its limit and it has been based on time-bound agreement, AIF-funded activities have to be ended by end of 2022, unless financed by other funding sources for 2023.

STePP Demo project

The project was funded by MOFA as one-shot grant assistant in providing equipment and technology for countermeasures for COVID-19 in developing countries, by Japanese companies with technology. The project has been successfully implemented by ITPO Tokyo during 2021 to 2021, assisting 10 countries in Asia and Africa, involving 13 Japanese companies. The total budget was about USD 3.5 million of which USD 3.1 million was contracting out to participating companies, and the balance is to cover overhead costs at ITPO Tokyo.

Although the project activities in installing equipment to the recipient countries are completed as of June 2022, some remaining tasks and follow-up activities related with STePP Demo project still continue up to the end of 2022, and these are covered by some consultants currently at ITPO Tokyo.

With successful implementation of the STePP Demo Project, the database and network developed are valuable assets of ITPO Tokyo, needed to be maintained and expanded for future opportunities of utilization.

Africa Advisors

Currently there are four African Advisors employed by ITPO Tokyo and assume their duties in the field to assist Japanese potential investors visiting their countries, and some Advisors cover neighboring

countries utilizing their network, linguistic skill and proximity in the region. Among the four Advisors, three of them are already at their post for almost 9 years as of June 2022, as listed below.

Table 21: African Advisors of ITPO Tokyo (2022)

Africa Advisors employed by ITPO Tokyo (as of June 2022)						
	Country (+cover)	Advisor Since	Period	Full or Part-time	Fund Source	JETRO Regional Office
1	Ethiopia (+Burundi, Rwanda, Uganda)	April 2013	9 yrs 2 mo	100%	AC	Yes
2	Mozambique	October 2013	8 yrs 8 mo	43% (average)	AC	Yes
3	Algeria	February 2014	8 yrs 4 mo	100%	AC	No
4	Senegal (+Cote d'Ivoire)	August 2019	2 yrs 10 mo	100%	AIF	No

Source: ITPO Tokyo Note AC: Annual contribution/ AIF: Accumulated interest fund

When they started in 2013, one criterion for selecting countries to locate Advisors, is the country with inadequate access by Japanese companies, e.g., there is no JETRO office²⁷ nor major Japanese company presence. Currently JETRO has its field office in 9 countries in Africa²⁸, which is available for information and services for Japanese companies. After nearly 10 years, the environment might have been changed and it might be appropriate to review the selection of countries, with updated environment and needs of Japanese companies.

iii. Sustainability of Outcomes generated

Sustainability of investment/technology promotion projects

Regarding the sustainability of investment/technology promotion project, ITPO Tokyo occasionally monitors some of the projects supported by various types of interventions such as seminars, business meetings, overseas business missions, delegate programmes and advisory services. During the evaluation period, there were 55 projects operational and concluded projects and they are subject for further monitoring for their progress. However, the ITPO Tokyo has limitation to cover and follow-up all those projects which are private business dealings in nature, by investors and partners in recipient countries.

The following cases, included in the 55 projects, can be seen with strong sustainability since those projects cover measures for local human resource development and also for solving local problems those countries are facing. (for details, see Annex 6)

- Promoting youth employment through construction equipment operation skills training (Zambia): Activities to train local construction machinery operators, by a construction machinery manufacturer.
- Manufacturing of leather products (Ethiopia): Established factory for processing locally available sheep skin for jackets and leather products to Japan.
- Medical waste incinerator for hospital (Kenya, Senegal and Madagascar): The incinerator with no smoke, suitable for local environment, will be expanded its users within each country as well as marketing for other areas of Africa.
- Solar low temperature storage system (Rwanda): Established JV, aiming for local

²⁷ JETRO is promoting overseas trade and investment of Japanese companies

²⁸ JETRO has 9 representative offices in Africa (Egypt, Kenya, Cote d'Ivoire, South Africa, Morocco, Ethiopia, Ghana, Nigeria and Mozambique), as of June 2022.

commercialization.

Sustainability as seen from companies' interest for SDGs

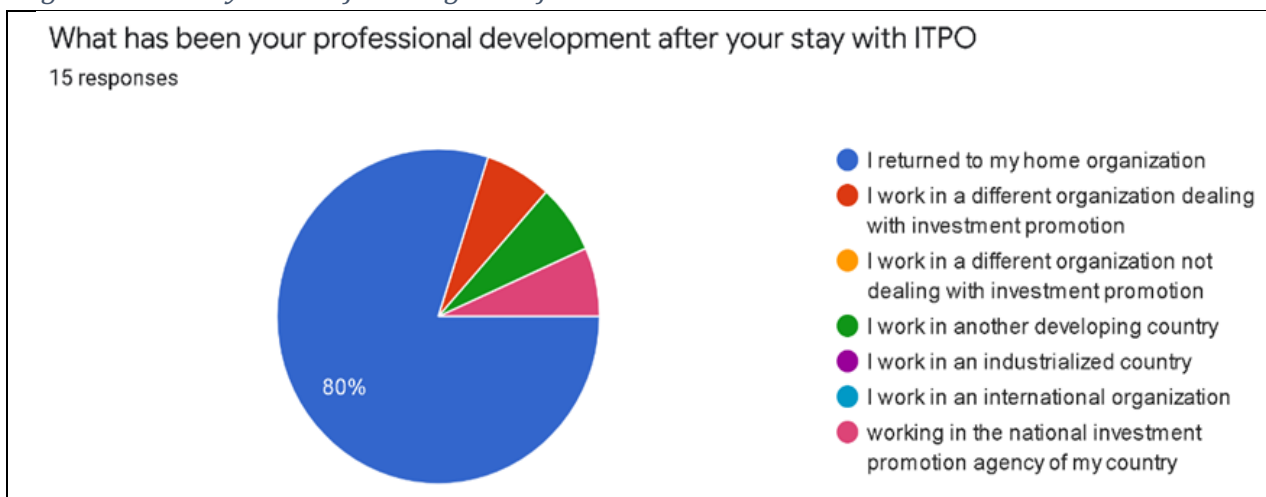
The company survey indicates high interest and commitment for contributing to the subjects in SDGs, in particularly for the following goals, from 22 responses with number and percentage.

- Goal No. 4: Quality of education (8 responses, 36%)
- Goal No. 7: Affordable and clean energy (7 responses, 32%)
- Goal No. 8: Decent work and economic growth (8 responses, 36%)
- Goal No. 9: Industry, innovation and infrastructure (11 responses, 50%)
- Goal No. 12 Responsible consumption and production (8 responses, 36%)
- Goal No. 13: Climate action (7 responses, 32%)
- Goal No. 17: Partnerships for the goal (9 responses, 41%)

Sustainability of capacity of recipient Investment Promotion Agency (IPA)

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.

Figure 14: Survey Results for Delegates After Return



Source: Evaluation team

VI. Gender, coherence and impact

i. Gender mainstreaming

Gender balance seems to be very well respected within ITPO staff. Among the staff and consultants as of May 2022, 23 in total, 12 are males and 11 are females, and 6 professional staff members are 3 males and 3 females. The remaining consultant, support and part-time staff, there are: 6 female consultant/assistants, 6 male consultant/assistants and 1 female Associate Expert. The 4 African Advisors are 3 males and 1 female.

Table 22: Gender balance ITPO Tokyo staff members (2022)

(as of June 2022)	Male	Female	Total
Management and Officers	3	3	6
Consultants and Assistants	6	7	13
Advisors (Africa)	3	1	4
Total	12	11	23

Source: ITPO Tokyo

There was no discrimination towards the work done by staff members of either gender, and the atmosphere, especially considering the open-space approach in desk allocation, created a very fruitful cooperation with everyone willing to help when needed.

As far as Delegates during the evaluation period, there were 50 delegates invited, with 36 males and 14 females, close to 30%, while that of the previous evaluation period was 31%.

Events on Gender Equality

ITPO Tokyo organized a series of gender-themed online events in 2021 in order to promote gender equality in developing countries, in collaboration with Japanese companies that promote gender equality, for two events listed below.

- a. Women's Empowerment and SDG-9: Industry, Innovation, and Infrastructure (20 May 2021)

The seminar was organized to provide a platform for collective thinking and the achievement of the SDG 9 from women's perspective and for women. This event was participated by 2 Japanese business women and ITPO Tokyo's Advisor in Senegal.

- b. Promotion of Gender Equality and Women's Economic Empowerment in Traditionally Male-dominated Industries and Occupations in Developing Countries (9 December 2021)

The online event was designed to explore how to contribute to industrial development in developing countries through the promotion of gender equality and economic empowerment of women. The panel discussion was participated by 1 Japanese corporate executive (lady), 2 HQ Experts and Head of ITPO Tokyo.

Further challenges

Although ITPO Tokyo is taking measures for gender balancing, additional efforts are needed to encourage women investors and entrepreneurs from both Japan and partner countries. A target could be set for this to ensure that action is taken and any lessons learned can be applied to future programmes. The ITPO might need its own gender strategy for this to combine gender-awareness

training with programme activities. Perhaps such training could be developed and done for Regional Advisors for UNIDO Country Offices or for Investment Promotion Agencies.

There should be up-to-date records of the number of staff who have completed the "I know gender" course.

ii.Coherence

Activity-level coherence (Internal coherence)

Since its establishment in 1981, as Investment Promotion Service (IPS) in Tokyo, ITPO Tokyo has been continuously conducting investment promotion activities through Delegate programme, seminars, business meetings, overseas missions and information delivery to potential investors in Japan, and accumulated with experience and know-how, together with network with other investment promotion organizations, such as JETRO. Faced with the emergence of Covid-19 restrictions for traveling and limitation on physical meetings, ITPO Tokyo swiftly shifted to online operations which proved resilience in continuation of promotion activities conducted.

The technology promotion activities for Japanese companies, in particular for SMEs, is consistent with Japanese government policy to support their trade and investment activities, and other bilateral organizations, e.g., JICA, are recently getting quite active due to the fact there are technologies developed in Japan, for local market, which have high potential to be adapted to developing countries' environments, and also increasing interest for global issues, such as energy, environment and human health are bringing various opportunities for technology-based companies in Japan.

Institutional-level coherence (External coherence)

UNIDO ITPO Tokyo, as an office for investment and technology promotion, also acts as de facto UNIDO representation in Japan, and being recognized as UNIDO Tokyo Office. The dual role of technical and representational functions has been carried out in a very efficient manner (support to UNIDO HQs, organizing visits of DG to Tokyo, signing of MoUs, etc.) 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.

In addition, as for private companies, UNIDO's neutrality and internationally recognized name value are important for accessibility and trust, in particular for bridging them to government level contacts in developing countries, for which Japanese companies face difficulty, particularly in case of SMEs. Furthermore, Japanese private sectors are recently showing strong interest for SDGs, as ethical norm to upgrade company image and new market for business expansion.

Country-level coherence (External coherence)

The project is well aligned to the Government of Japan's (GoJ) development priorities, strategies and action plans and with UNIDO's ongoing projects funded by with the Japanese Government. It will seek to develop linkages and synergies with other bilateral and multilateral development partners, as appropriate. It was mentioned that ITPO Tokyo is focused greatly into Africa as this is a GoJ priorities, while other Government Agencies (e.g. JETRO, JICA) focus on other parts of the world where they have invested more resources.

iii. Progress to Impact

Investment promotion

The role of ITPO Tokyo expected for investment promotion is to explore new overseas markets where no major large Japanese companies are yet to access. In other words, large companies are exploring resource-based or penetrating large markets with commercial interest by mobilizing their financial resources, where a public funded promotional support has limited role to play. On the other hand, Japanese government promotion agency, such as JETRO, is active in some developing countries based on the interest by Japanese companies including SMEs, and setting up local representative offices as a support arm of the government (METI).

Based on the above background, ITPO Tokyo is expected to support access to countries not yet explored for their potential as investment destination, neither large corporations nor JETRO, due to their remote location from Japan, small market size and other disadvantageous factors, yet deemed considered important as view point from international development. While characteristics of Japanese companies' (private sector) investment is mostly associated with technology transfer, typically manufacturing sector, there are many SMEs with potential interest for overseas markets. One must not forget the SDG development goals that are promote via these activities, such as SDG1 (no poverty), SDG5 (gender equality), SDG6 (clean water & sanitation), SDG8 (decent growth and economic growth), SDG9 (industry, innovation & infrastructure) and SDG17 (partnerships for the goals).

From these points, ITPO Tokyo's investment promotion activities with focus on Africa has been considered to be appropriate, and expected to bring impact for further investment in terms of quality, not necessarily with quantity of investment, but with jobs created and human resources trained.

Technology promotion

The impact of technology promotion can be measured by degree of dissemination of technology promoted in the target country, expansion of the market and further improvement of technology to be adjusted for the local environment, and development of local human resource. There are various barriers to overcome, e.g., language, technical knowledge, institutional capacity to receive and apply for local conditions, etc.

During the evaluation period, there were investment project cases responding to the local needs, for example, 1) Energy saving technology for tea production in Kenya, 2) Turning organic waste to fuel resources in India, and 3) Rice husk to be utilized as alternative fuel in Madagascar, Tanzania and Nigeria.

There were also cases observed in ITPO Tokyo's support activities through the STePP database which led to implementation of provision of anti-Covid-19 equipment, and remote communication system supported by the African Advisory programme. In particular, the STePP database was essential base for implementation of the STePP Demo Project, including a case of medical waste incinerators which have now attracted interest by other hospitals in the target country, for dissemination, found through an interview with Fann Hospital in Senegal.

VII. Conclusions, recommendations and lessons learned

i. Conclusions

As for the conclusion of evaluation, ITPO Tokyo has successfully achieved the three outcomes, re-stated below during the period of the last six years. Furthermore, the evaluation is required to score the ratings for the subjects under; 1) Project design, 2) Project performance, 3) Cross-cutting issues and 4) Institutional performance, and the rating and scores are presented at the end of this Chapter, while brief explanations are presented in this section.

Outcome 1	Improvement in Japanese foreign direct investment in developing countries and countries with economies in transition. KPI: Number of investment projects concluded and operational, value of investment and number of jobs created
Outcome 2	Sustainable technologies transferred to developing countries and countries with economies in transition. KPI: Number and percentages of technologies transferred, volume of investment in the transferred technologies and level of adopting technologies
Outcome 3	Improvement in investment/technology knowledge and skills. KPI: Delegates' evaluation on their knowledge, skills and networking, supported companies' evaluation on effectiveness of ITPO intervention.

A. Project design

1. Overall design

Since the current Project Document, originated in 1981 when ITPO Tokyo started, instead of focusing on investment promotion as the main activity which was the initial structure, however, putting technology promotion with the same weight as investment promotion might be more suitable for the current and future activities of ITPO Tokyo. This concept, if accepted, is to be reflected in the project design, as well as organization and management as part of project document.

2. Logical framework

The current logical framework was revised after the previous evaluation in 2016, and made concise and clear for outcome, output, activity and KPIs. However, when looked at causal relations from outputs to outcomes, while clear consistency found for Output 1 and Outcome 1 (investment promotion) and Output 2 and Outcome 2 (technology promotion), Output 3 (strategic cooperation) and Outcome 3 (capacity building) seem to be needed with improvement in their consistency.

B. Project performance

1. Relevance

A strong relevance was observed from viewpoint of developing countries, through interview with several embassies in Tokyo that have cooperated with ITPO Tokyo over the years. According to the interviews, the capacity building of Investment Promotion Agencies (IPAs) through the Delegate Programme is highly appreciated and considered increasingly relevant.

ITPO Tokyo is aligned with the Japanese ODA and investment promotion policy. In the thematic cooperation policy of Japanese government, the following points are, among others, highly relevant for ITPO Tokyo.

- Improving the business environment for overseas trade and investment;

- Supporting overseas expansion of SMEs and promoting Japanese technology transfer; and
- Improving economic and industrial infrastructure development to support trade and investment.

The alignment with UNIDO policy and direction are also confirmed, through the investment and technology promotion projects realized, 55 projects in the evaluation period, are quite relevant with ISID and SDG concept. The unique aspect of technologies owned by Japanese companies is an asset for contribution to development challenges through private sector investment.

2. Coherence

The internal coherence is well observed for long history of ITPO Tokyo with professional staff to conduct activities in efficient manner has been maintained supported by surrounding environment, as UN agency as well as in close coordination with Japanese government, foreign diplomatic circle and Japanese private sector.

The external coherence is also confirmed at two levels; institutional level, with UNIDO HQ through close consultation and collaboration, as well as country-level which is refer to donor government offices, in particular, METI, a funding ministry, also in charge of promoting international cooperation through trade and investment by Japanese private sector.

3. Effectiveness

The Project Document defines 3 Outputs that ITPO Tokyo is expected to produce, as listed below. As the conclusion, those outputs were fully met during the evaluation period, despite of the disadvantageous conditions due to COVID-19 during the latter three years of the evaluation period.

- 1) *Support services provided to potential investment partners and relevant institutions;*
- 2) *Sustainable technologies identified and promoted towards developing countries/ countries with economies in transition; and*
- 3) *Strategic cooperation with UNIDO Headquarters and within ITPO Network.*

Through implementation of activities along with the above outputs, which will lead to outcomes presented initially. The effectiveness has been reviewed each of activities listed under outputs. As a unique case observed during the evaluation period was effect of Covid-19, which could quickly overcome through application of online facilities at ITPO Tokyo.

4. Efficiency

After reviewing efficiency from several parameters, including budget allocation and execution, use of office facilities and IT application, the Evaluation Team concluded that the ITPO Tokyo has been managed with very high efficiency. The ITPO Tokyo managed its budget allocation with additional funding and corresponding expenditures well, used funds for personnel in a cost-effective manner. The ITPO Tokyo maintained an ever-increasing number of activities in its dual role as project office and UNIDO representation, is deemed as cost-effective.

Unfortunately, due to the effect of COVID-19, after 2020, the activities had to be adjusted to the new environment and conditions, but ITPO Tokyo quickly adjusted its activities by application of IT tools for online meetings, webinar and delegate programme. The high level of efficiency is expected to be continued, in coming years, with some adjustment constrained by financial resource availability.

5. Sustainability of results

As for the sustainability of investment projects, there were 55 projects operational and concluded projects during the evaluation period. Among those projects, there are cases from the 55 projects, with strong sustainability for those projects cover measures for local human resource development and also for solving local problems those countries are facing.

As for the financial sustainability of ITPO Tokyo, in view of the expected budget cut by annual contribution as well as ending of accumulated interest fund, to be faced by ITPO Tokyo for the coming years, some measures for down-sizing or redesign of organization seems inevitable. In consideration for redesign of ITPO Tokyo, one of the variables for financial sustainability could be the share of personnel cost to the total budget, which is indicated as averaging 70% through analysis of all ITPOs in UNIDO network. Since a planning and implementation of redesigning might take some time, it would be plausible to position 2023 as the year for bridging to the new status quo in 2024. In this respect, the next project period would be six years, with anticipation of various factors to be incorporated for sustainability.

6. Progress towards impact

The role of ITPO Tokyo expected for investment promotion is to explore new overseas markets where no major large Japanese companies are yet to access. On the other hand, Japanese government promotion agency, such as JETRO, is active in some developing countries based on the interest by Japanese companies, and setting up local representative offices as a support arm of the government (METI).

Based on the above background, ITPO Tokyo is expected to support access to countries not yet explored for their potential as investment destination, due to their remote location from Japan, market size and other disadvantageous factors, yet deemed considered important as view point from international development. While characteristics of Japanese companies' (private sector) investment is mostly associated with technology transfer, typically manufacturing sector, there are many SMEs with potential interest for overseas markets.

From these points, ITPO Tokyo's investment promotion activities with focus on Africa has been considered to be appropriate, and expected to bring impact for further investment in terms of quality, not necessarily with quantity of investment, but with jobs created and human resources trained.

C. Cross-cutting issues

1. Gender

Gender balance seems to be very well respected within ITPO staff. Among the staff and consultants as of May 2022, 23 in total, 12 are males and 11 are females, and 6 professional staff members are 3 males and 3 females. The remaining consultant, support and part-time staff are also well-balanced. In addition, ITPO Tokyo organized a series of gender-themed online events during the evaluation period, in order to promote gender equality in developing countries, in collaboration with Japanese companies that promote gender equality.

2. Environment and social aspects

The focus on environment has been evident in technology promotion activity. The data base (STePP) was initially started as Environment Technology Database, then later expanded to add other sectors, energy, agribusiness, human health and disaster management. The STePP data base currently register 135 technologies, and 41 technologies (30%) are environment sector. The subjects covered are

environment conservation (green) technology for industry, including waste recycling and energy saving technologies. Some of those technologies are owned by SME, and support activities by ITPO Tokyo is effectively applied to partners in developing countries.

3. Monitoring and evaluation

The monitoring activities taken at ITPO Tokyo office are mainly related with their investment and technology promotion activities, in forms of follow-up projects development, companies assisted, delegates participated, other stakeholders (embassies, associations, etc.) involved. The monitoring is also important for maintaining relationship and updating the current situation for future support possibility.

While ITPO Tokyo makes regular reporting to HQ, monitoring by HQ is limited except for the terminal evaluation in the last year of Project period. As for the current six-year Project, the interim evaluation, after the first three years, has not been conducted.

4. Management

ITPO Tokyo is a large office as being funded on project-base, with 23 staff and consultants as of June 2022, including Head and two deputies, two national officers, full time and part time consultant and assistants. In addition to Tokyo office, it has one liaison officer at HQ and four advisors in African countries. The office operation has been considered as well-managed with limited resources, for the optimal outputs and outcomes.

D. Institutional performance

1. UNIDO

Among the ITPO Network of 9 ITPOs (Bahrain, Beijing, Germany, Italy, Japan, Korea, Russia and Shanghai), ITPO Tokyo is the largest, long-established (41 years) and most active ITPO. The evaluation report of UNIDO ITPO Network indicates some challenges faced by ITPOs and its Network, including the alignment with UNIDO mandate.

ITPO Tokyo is well-administered in various aspects including alignment with HQ, partly supported by the fact Deputy to DG has been the former Head of ITPO Tokyo, and it is also important to have exchange of staff-level personnel between ITPO and HQ, for alignment and closer communication for mutually beneficial relations.

2. National counterparts

Thanks to UNIDO umbrella, ITPO Tokyo enjoy benefits in accessing national counterparts in developing countries and economies in transition, with its name with credibility. UNIDO field offices in each recipient countries play also important role in accessing respective counterparts at stages of contacting ministry-level as well as local government level. In Tokyo, ITPO Tokyo maintain close contacts with embassies in Tokyo, in particular with African countries through African Diplomatic Corp.

3. Donor

Maintaining close contacts with METI and MOFA is being covered by one of Deputy Heads as well as Head himself occasionally. In Japan, collaborative relation between government and private sector is very close and sometimes complex with existence of various quasi-government agencies, industrial associations, non-profit organizations and large companies with strong political influence. As for technological development, METI has its own industrial technology institute which support ITPO

Tokyo in screening technologies for STePP database. The donor relation can be said to be well managed by ITPO Tokyo.

ii. Recommendations

1. Consider shifting its activities more geared to technology promotion with enhanced utilization and expansion of STePP database, including assignment of an officer for the management of STePP activities covering evaluation, registration and promotion. This shift is to be also reflected in the organization and staff allocation, thus ITPO Tokyo's activities are to be more balanced with investment and technology promotion with equal level of focus. This could be entered in Outcome-2 operations.
2. As for investment promotion, focus on Africa is to be maintained, however, review of African Advisors for their selection of target countries and employment conditions are needed, considering their effectiveness and cost under the financial constraint. This could be entered in Outcome-1 operations.
3. Contribute to the efficiency and effectiveness of the whole ITPO network by sharing know-how and experiences and supporting the development of common operations and investment and technology promotion tools and methodologies. This might be entered in Output-3 operations.
4. Consider staff rotation between UNIDO HQs and Japan so that all staff members have detailed knowledge of the inner workings of UNIDO in Vienna and expedite various tasks. This can be viewed as an effective measure for HR capacity development as mentioned in a number of interviews.
5. Consider redesign of ITPO Tokyo in order to maintain its role and function in the same level of effectiveness and efficiency with constrained financial resources, as applicable, for the coming project period. Careful consideration of staff and consultant allocation is required, since the largest part of expenses is the personnel cost with the target share of 70% to the total budget. This could be entered in Outcome-1-2 operations, for efficiency and sustainability.
6. Revise the Project Document for simplification and easy-reading for donors, updated with the actual activities being implemented, in consideration of redesigning of activities and organization, including equal weight for investment promotion and technology promotion.
7. Encourage joint activities between different ITPOs to minimize resources and maximize potential impact.
8. Envisage a well-structured monitoring system including a format for monitoring reports. Under the current practice, annual reporting is properly done by ITPO Tokyo to UNIDO HQ, however, monitoring and follow-up for the reported issues are rarely done by HQ, until the terminal evaluation. When reporting on new employment, information should be segregated by gender. (Please see more in Project Coordination & Management)
9. Extend the project funding for an additional six years, in consideration for adjustment and redesign of ITPO activities as the result of constrained financial resources. It is recommended to have an

interim or mid-term evaluation in three years, in order to be able to review and adjust the project activities during the term.

10. The annual contribution amount to be decreased by 10% from 2023 would inevitably lead to reduced outputs. The Donor(s) should be aware of that and understand the degree of fulfillment and the targets need to be adjusted for the next cycle of the project.
11. Consider support for strengthening technology promotion activities through the STePP database, which attracted other donor's interest for further utilization with additional funding, as experienced by the STePP Demo Project.
12. Consider allocating an Associate Expert to support ITPO Tokyo's activities for the post of ITPO Tokyo or HQ.

iii. Lessons learned

1. ITPO Tokyo was established in 1981, with its long history of activities, the office has accumulated experience and know-how, nevertheless, the effort is constantly required to adjust to the environment including HQ and donors with good understanding of the value of services ITPO Tokyo provides. Therefore, ITPO Tokyo is now required to redesign its activities to changing environment with optimal allocation of human resources.
2. As for evaluators, six-year period is challenging without interim evaluation done at the middle point, since it is possible to have the changes in surrounding situation and environment quite largely.
3. UNIDO's 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. Although many activities can be done online and remote, it was proved still essential to have physical meetings and visits for some of ITPO Tokyo's promotion activities which was also proved during the evaluation exercises. ITPO Tokyo shall consider thoroughly which activities shall be held physically based on 1) needs of the recipient governments, 2) demand of the Japanese private sectors, and 3) requests of the Donors and partners.

Project evaluation criteria rating and scores.

Index	Evaluation criteria	Rating	Score
A	Project Design		
1	Overall Design	MS	4
2	Logical Framework	S	5
B	Project Performance		
1	Relevance	HS	6
2	Coherence	S	5
3	Effectiveness	HS	6
4	Efficiency	S	5
5	Sustainability of Results	MS	4
6	Progress towards impact	MS	4
C	Cross-cutting Criteria		
1	Gender	MS	4
2	Environmental and Social Aspects	S	5
3	Monitoring and evaluation: M&E Design M&E Implementation	MS	4
4	Results-Based Management	MS	4
D	Institutional Performance		
1	UNIDO	S	5
2	National Counterparts	HS	6
3	Donor	S	5
	Overall Assessment - Achievement of objectives and results	S	5

Ratings: HS- Highly Satisfactory (6); S-Satisfactory (5); MS-Moderately Satisfactory (4); MU-Moderately Unsatisfactory (3); U-Unsatisfactory (2); HU-Highly Unsatisfactory (1)

ANNEXES

Annex 1: Project Logical Framework

Annex 2: Delegate survey results

Annex 3: Company survey results

Annex 4: Relevant ITPO data

Annex 5: List of operational and concluded projects

Annex 6: List of documents reviewed and persons interviewed

Annex 1: Project logical framework

Project Logical Framework

Results					
Outcome	Output	Activity	KPI' s / Indicators	Means of Verification	Assumptions
Development Goal/Impact: Developing countries benefit from increased investment projects and transfer of sustainable technology from Japan through private sector cooperation.			<ul style="list-style-type: none"> - # of companies utilizing services of assisted intermediary providers - # of employment opportunities created <p><i>**Targets are identified each year in the Annual Work Programme</i></p>	ITPO monitoring system Progress reports ITPO website	All activities generated depend on the availability of funding and resources available. Reporting of activities is primarily the responsibility of the ITPO staff.
Outcomes:					
1. Improvement in Japanese foreign direct investment in developing countries and countries with economies in transition			# of investment projects concluded # of investment projects in operational Value of investment generated in projects implemented and in operation (USD) # of additional jobs created	ITPO monitoring system Company survey	- Reporting of activities is primarily the responsibility of the ITPO staff.
2. Sustainable technologies transferred to developing countries and countries with economies in transition			# of technologies transferred % of promoted technologies actually transferred Volume of investment in the transferred technology mobilized Extent to which mechanisms are adopted for technologies transfer (score 0-5)	- ITPO monitoring system	- Reporting of activities is primarily the responsibility of the ITPO staff.
3. Improvement in investment/technology knowledge and skills			<ul style="list-style-type: none"> - % 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 (at the end of training programme)	- Reporting of activities is primarily the responsibility of the ITPO staff.

Results					
Outcome	Output	Activity	KPI' s / Indicators	Means of Verification	Assumptions
			<ul style="list-style-type: none"> - % 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"> • Established new contacts with companies & institutions • Screened & identified suitable projects to promoters • Found suitable partners • Negotiated investment opportunities - % of institutions directly supported by the ITPO state that: <ul style="list-style-type: none"> a. ITPO has been 'effective' or 'very effective' as a partner b. Their capacity has been enhanced 	Training participant/ Delegate survey (every several years) Supported institution survey	
	Output 1: Support services provided to investors from Japan and developing countries/economies in transition. 1.1 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; 1.2 Disseminate information on investment climate and investment opportunities through ITPO website, newsletters, quarterly magazines and other communication media targeting potential investors in Japan; 1.3 Organize yearly delegate programme and host delegates from developing countries/countries with economies in transition 1.4 Organize and or participate in business/industrial exhibitions in order to accelerate development of contacts between the delegates and potential investors efficiently; 1.5 Develop and maintain working relations with local enterprises, business/industrial associations, and financial institutions 1.6 Provide advisory services to Japanese investors in selected African countries			ITPO progress reports Workshop reports - Media reports	- Japanese investors will be interested in investing in developing countries/ countries with economies in transition

Results					
Outcome	Output	Activity	KPI' s / Indicators	Means of Verification	Assumptions
1.7 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			- # of investment seminars/fora/ missions organized		
1.8 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.			- # of meetings arranged		
1.9 Provide policy advice to developing countries/countries with economies in transition based on Japan's experience in investment policy-making			- # of delegates hosted		
			- # of investment opportunities identified/promoted		
			- # of training workshops completed		
			<i>**Targets are identified each year in the Annual Work Programme</i>		
Output 2: Sustainable technologies identified and promoted towards developing countries/countries with economies in transition					
2.1 Establish a database of local suppliers of sustainable technologies and know/how and verify usefulness for application in developing countries			- # of technologies identified and promoted	- ITPO progress reports	- Japanese institutions and technology suppliers will be interested in investing/ promoting their technologies in developing countries/ countries with economies in transition
2.2 Provide information and advice to interested parties in Japan and in developing countries/economies in transition regarding opportunities for transfer of technology and knowhow			- # of study tours organized	- Workshop reports	
2.3 Organize seminars/workshops, and/or study tours to promote sustainable technologies to potential beneficiaries			- # technology fairs/ meetings organized	- Media reports	
2.4 Participate in and/or contribute to national and international technology fairs with business delegations, including the organization of B2B meetings					
			<i>**Targets are identified each year in the Annual Work Programme</i>		

Results					
Outcome	Output	Activity	KPI' s / Indicators	Means of Verification	Assumptions
	Output 3: Strategic cooperation with ITPO Network	3.1 Continuously liaise with other ITPOs to share investment and technology transfer opportunities from developing countries 3.2 Contribute to joint initiatives (TC projects and global fora) with UNIDO HQs (technical departments and UNIDO Institute) 3.3 Contribute to advocacy, communication and other joint activities of the ITPO Network 3.4 Contribute to ITPO Network's international and regional B2B and Global Fora events and to yearly ITPO Heads Meeting	<ul style="list-style-type: none"> - # of ITPO Heads Meeting and other Network related initiatives - # of joint activities with UNIDO's Headquarters - # of UNIDO Headquarters missions supported - # of promotional activities - # of events attended or organized <p><i>**Targets are identified each year in the Annual Work Programme</i></p>	<ul style="list-style-type: none"> - ITPO progress reports - Media Report 	
	Project Management and Monitoring		- # of ITPO meetings	- ITPO meeting minutes	
	Evaluation		- Evaluation contract	- Evaluation report	

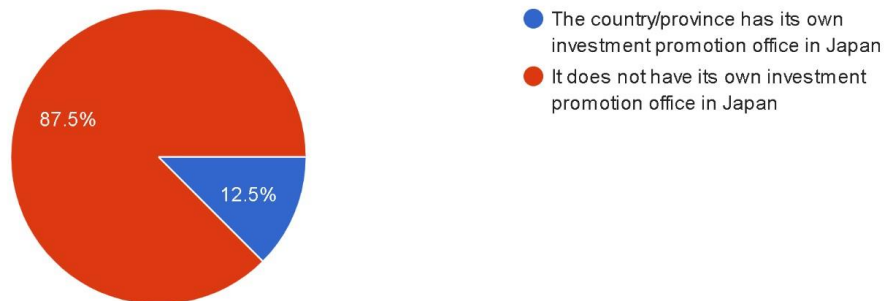
Annex 2: Delegate survey results

Questionnaire Survey for Delegates participated ITPO Tokyo (2017-2022)

- Questionnaires distributed: 55
- Replied: 16
- Period: May to June 2022
- Results: see figures below

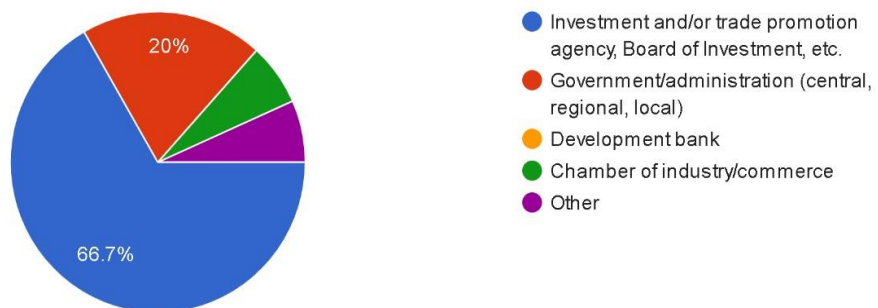
Q1

Promotion office in Japan
16 responses



Q2

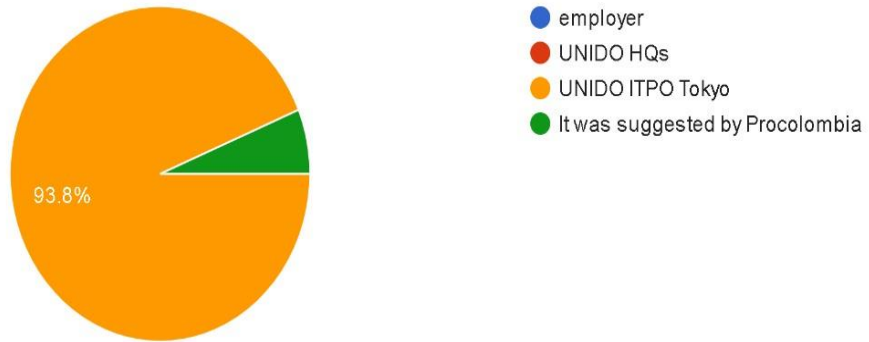
Organization from which recruited as delegate is
15 responses



Q3

Programme/recruitment initiated by

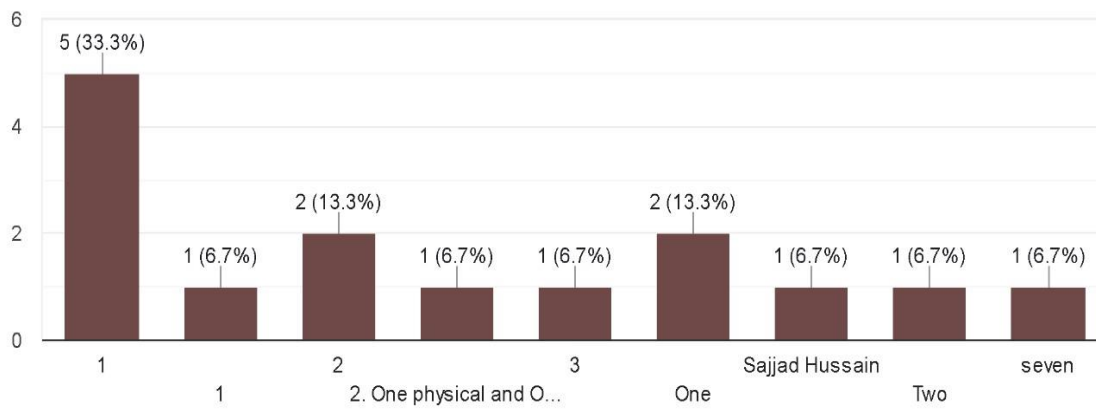
16 responses



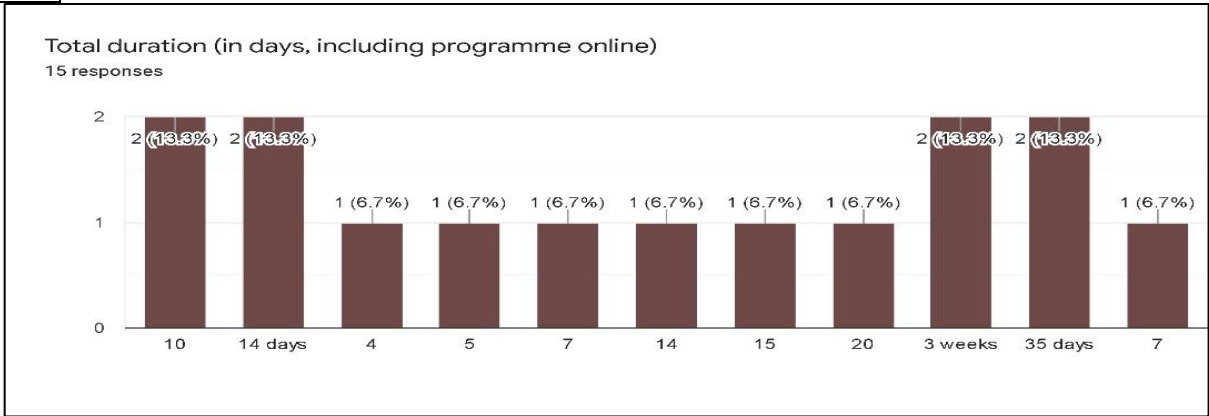
Q4

Number of delegate programme attended during the last 6 years (physical/online)

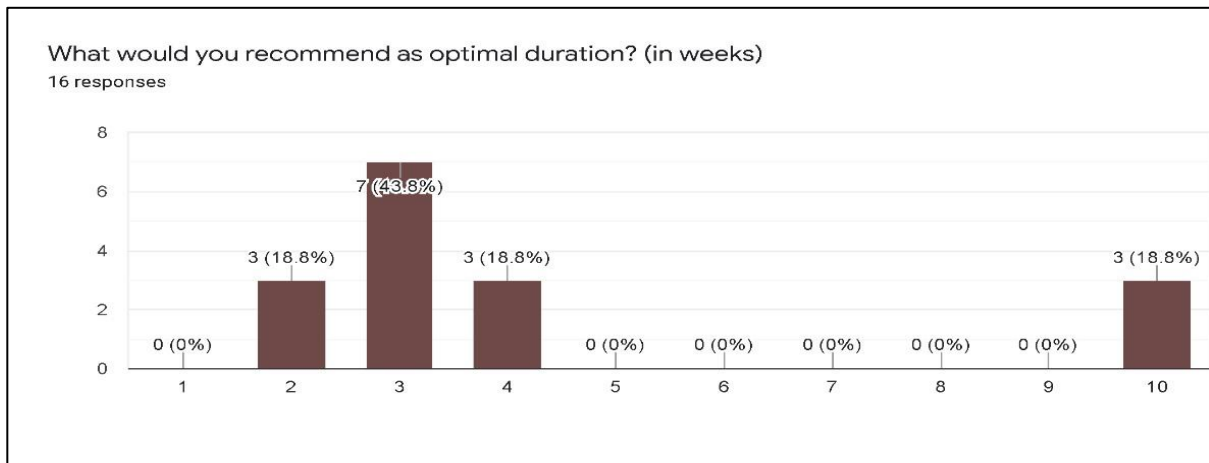
15 responses



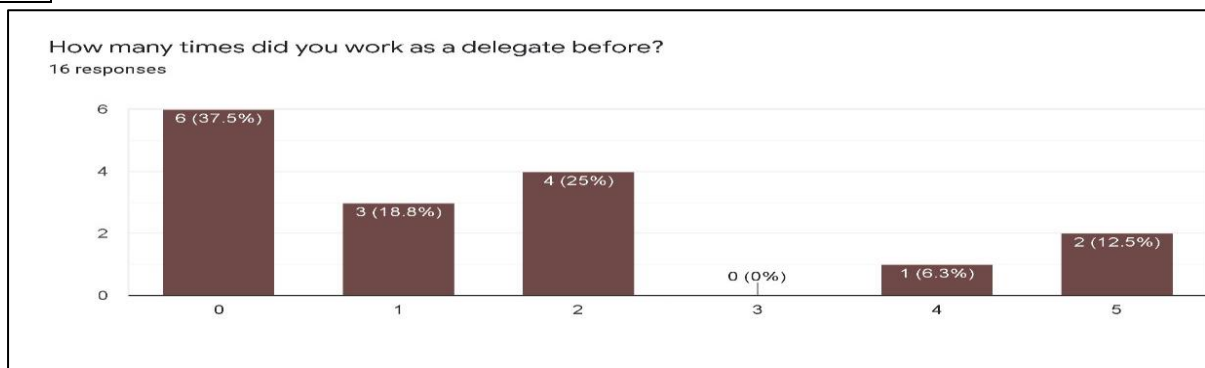
Q5



Q6

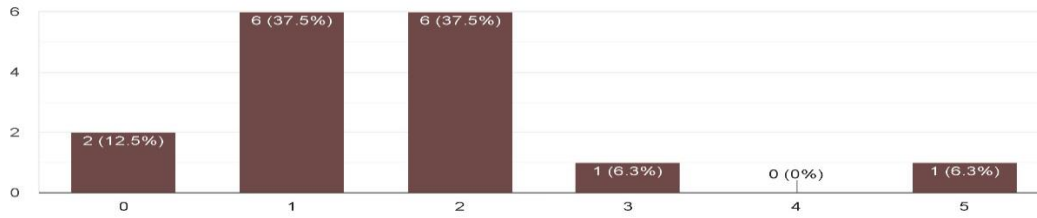


Q7



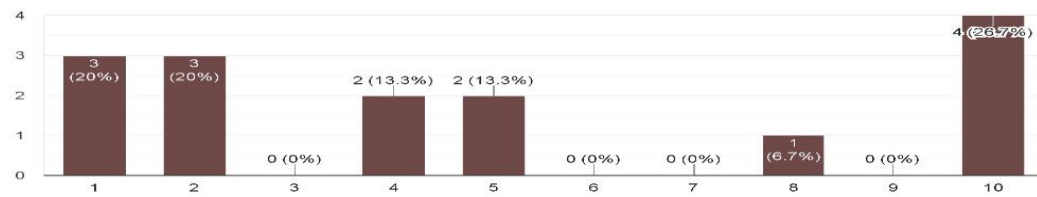
Q8

How many times other staff (excluding yourself) of your organization worked as delegate(s) at UNIDO ITPO Japan
16 responses



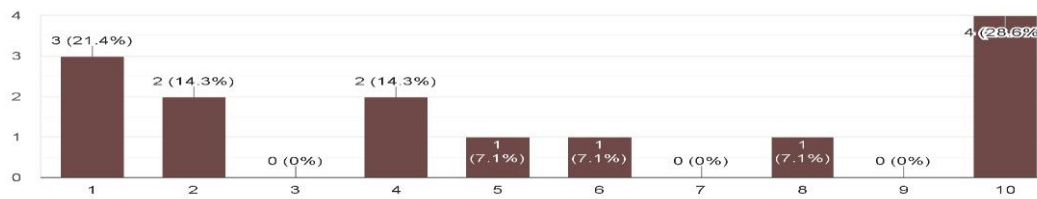
Q9

How many projects did you bring along from home?
15 responses

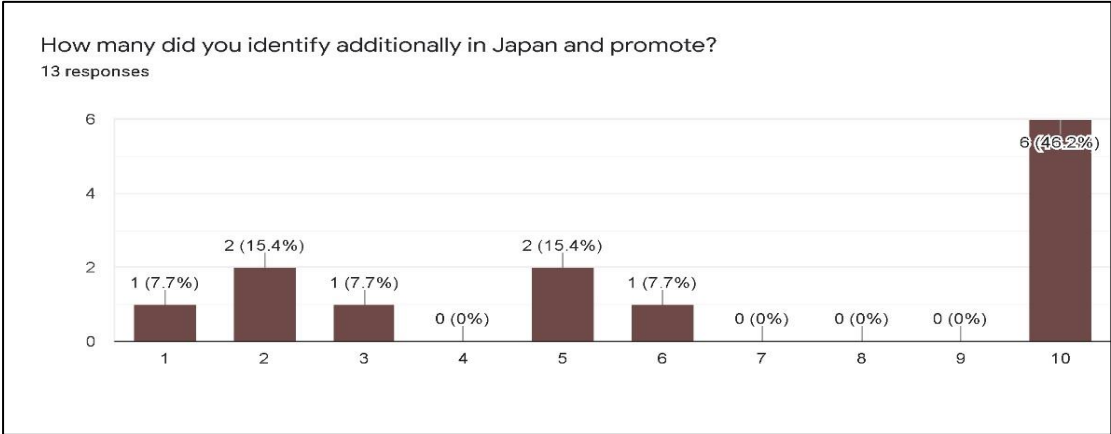


Q10

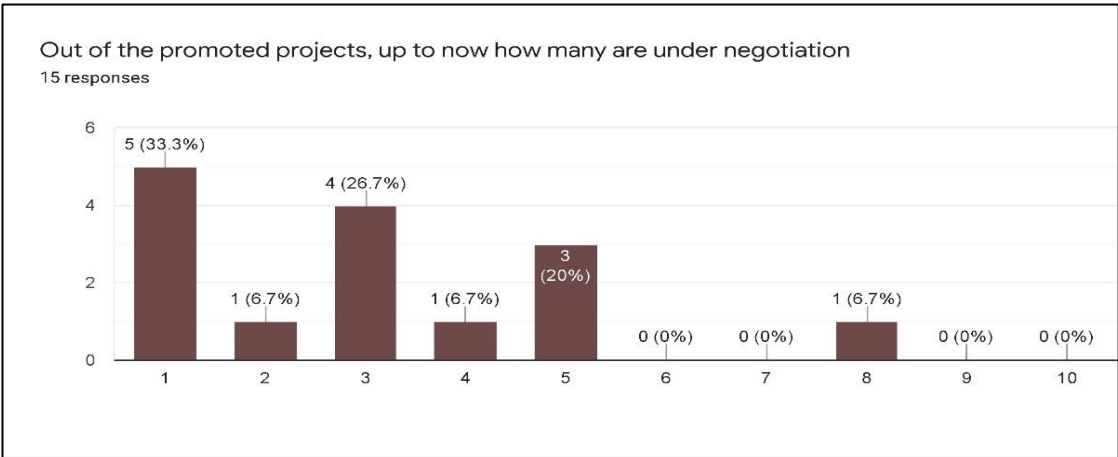
How many of them did you promote in Japan?
14 responses



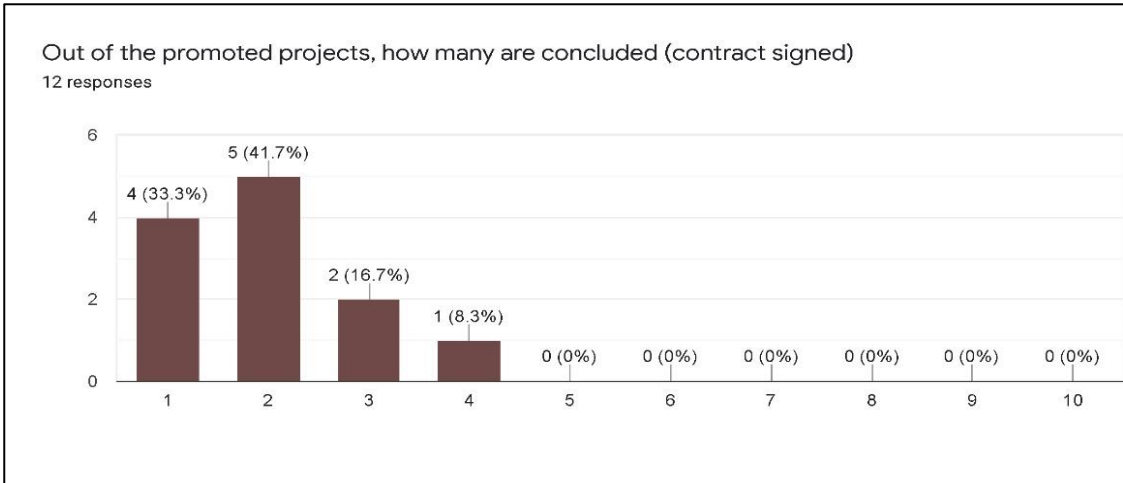
Q11



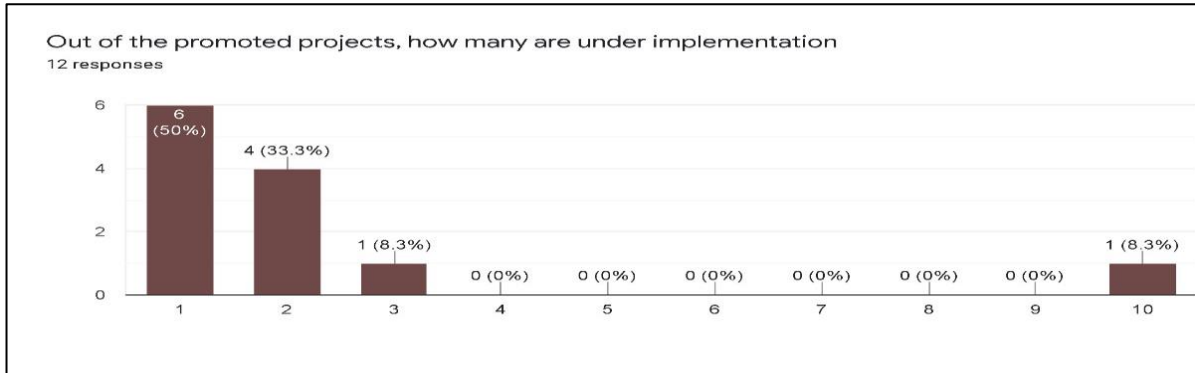
Q12-1



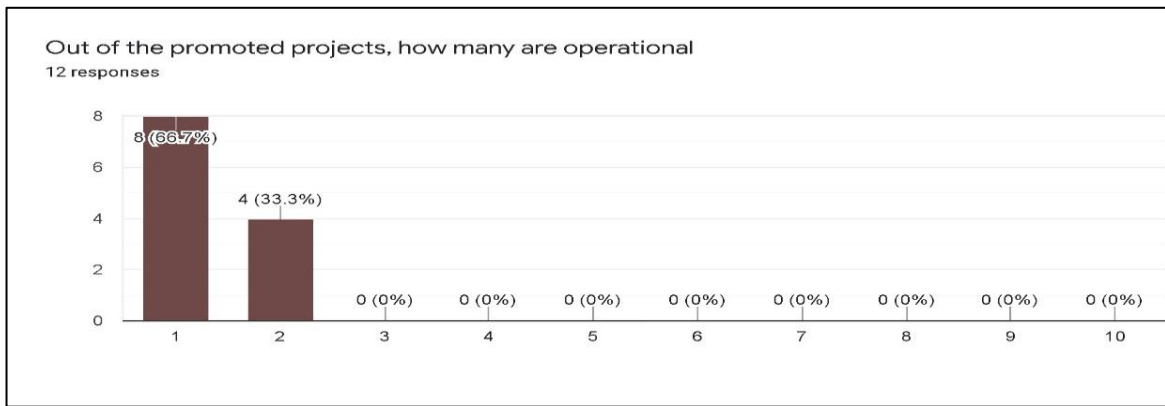
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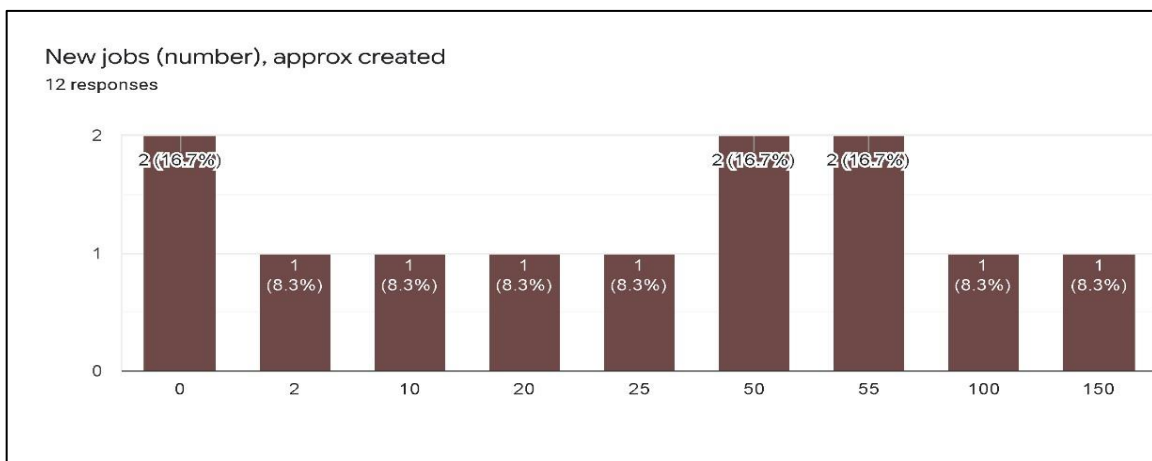
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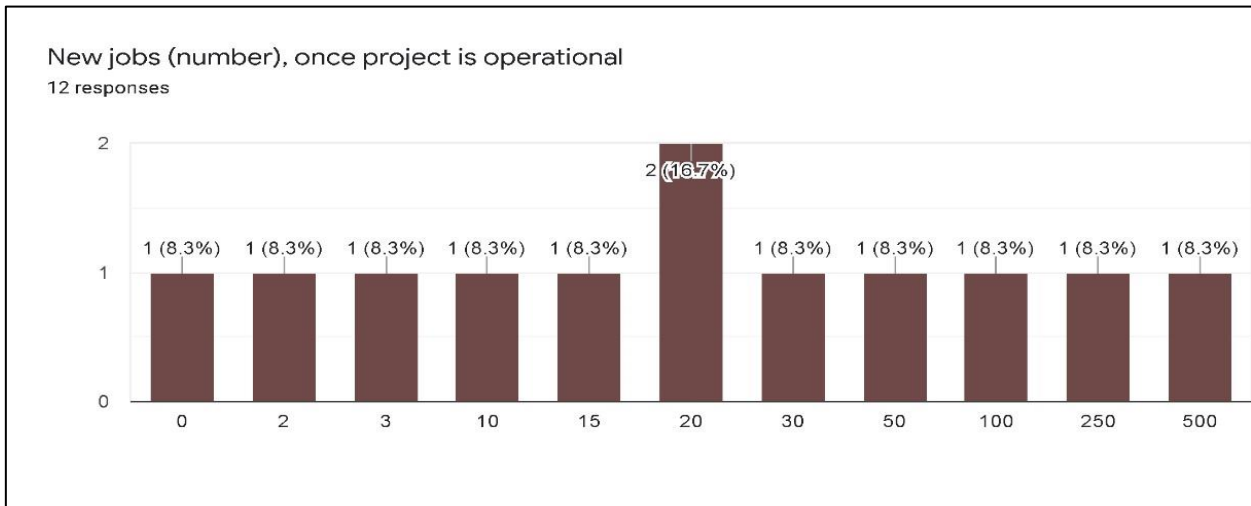
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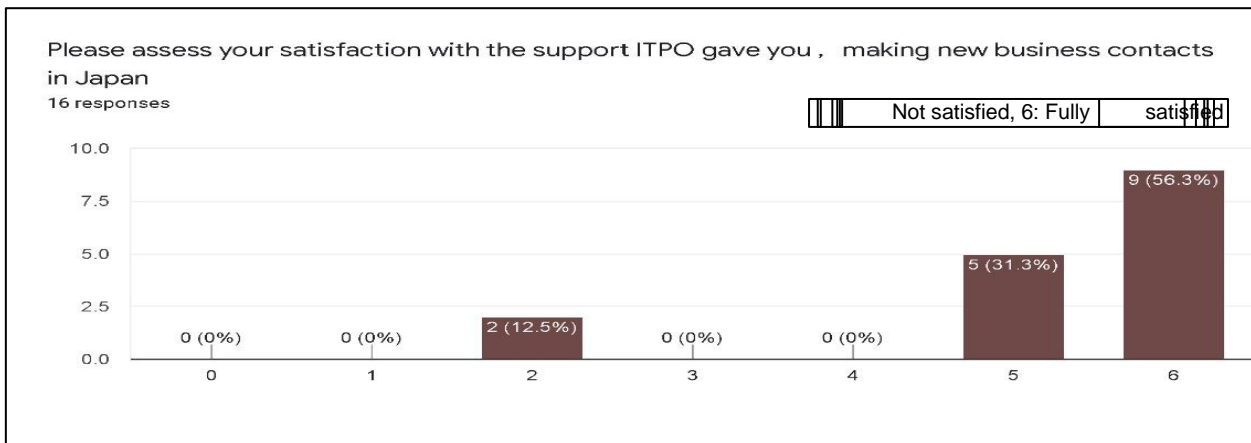
Q12-5



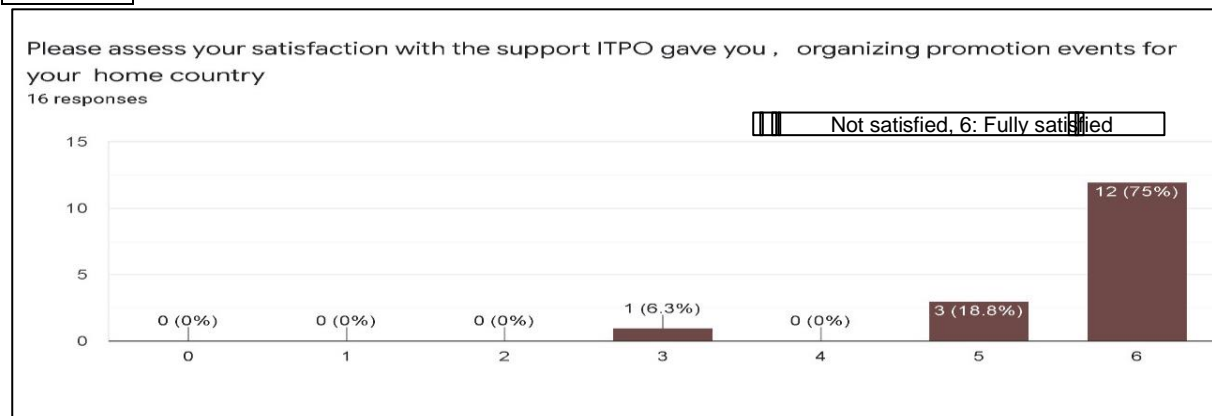
Q14-1



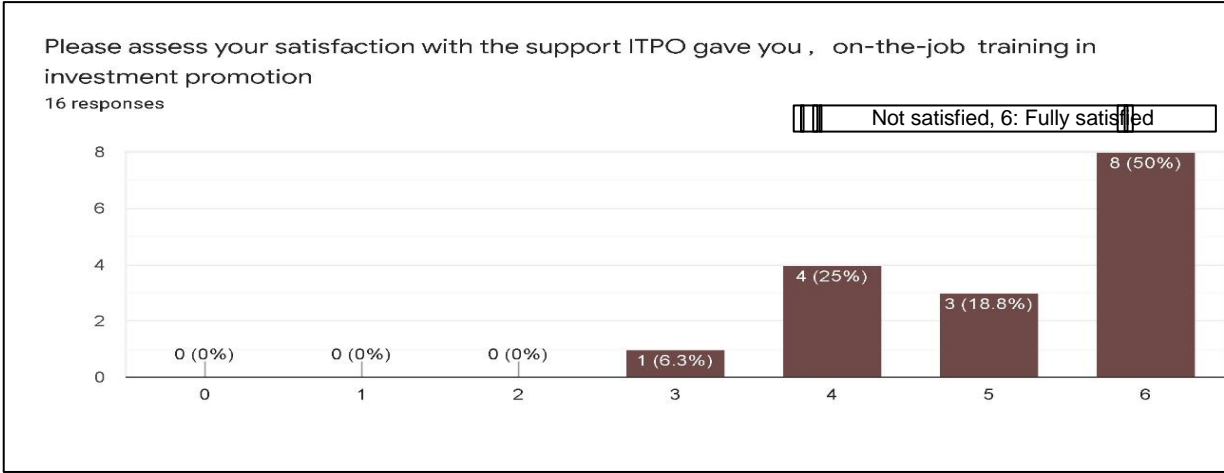
Q15-1



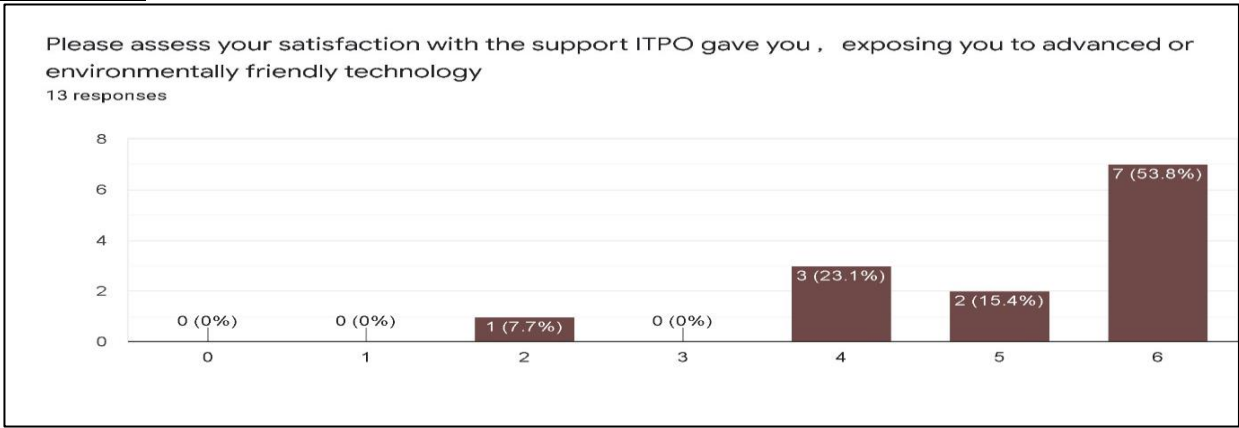
Q15-2



Q15-3

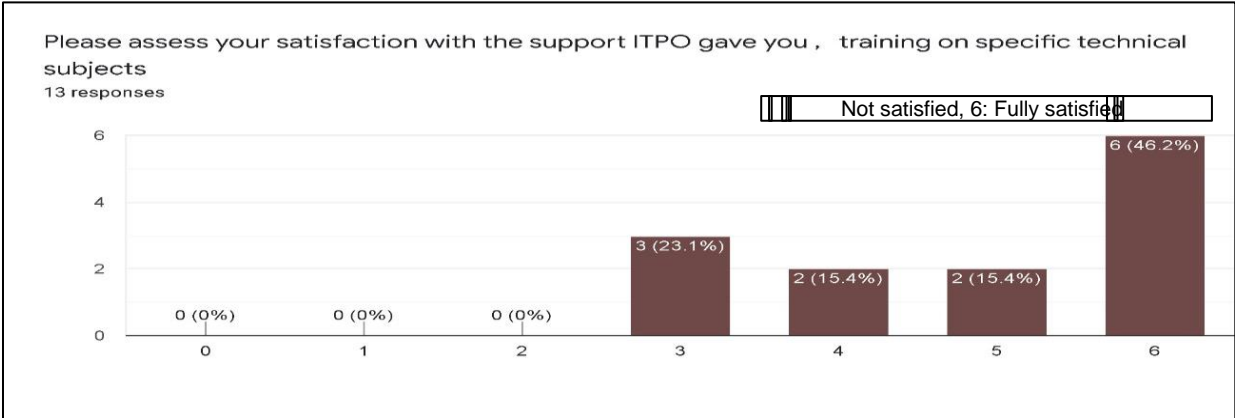


Q15-4

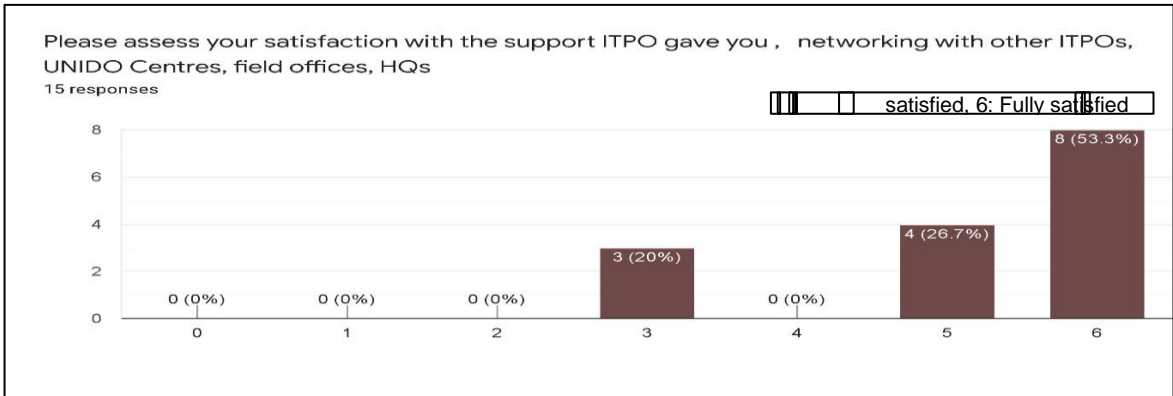


Not satisfied, 6: Fully satisfied

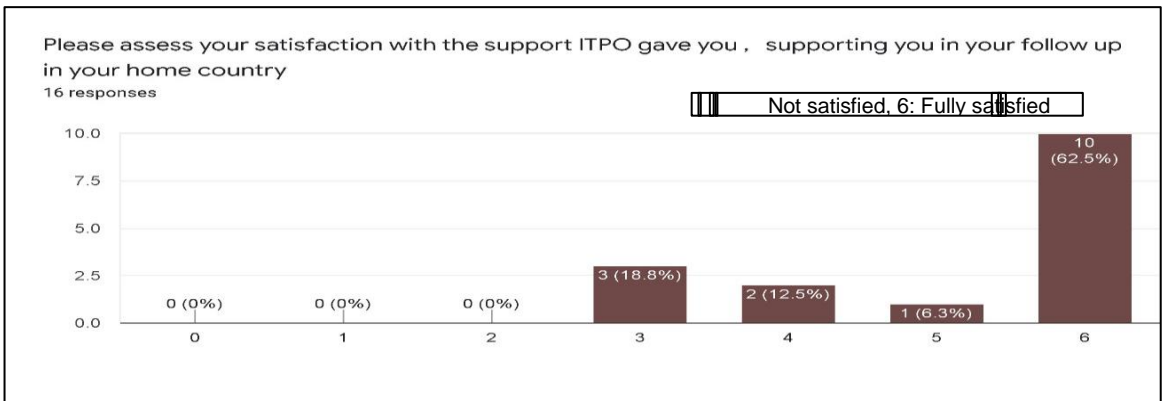
Q15-5



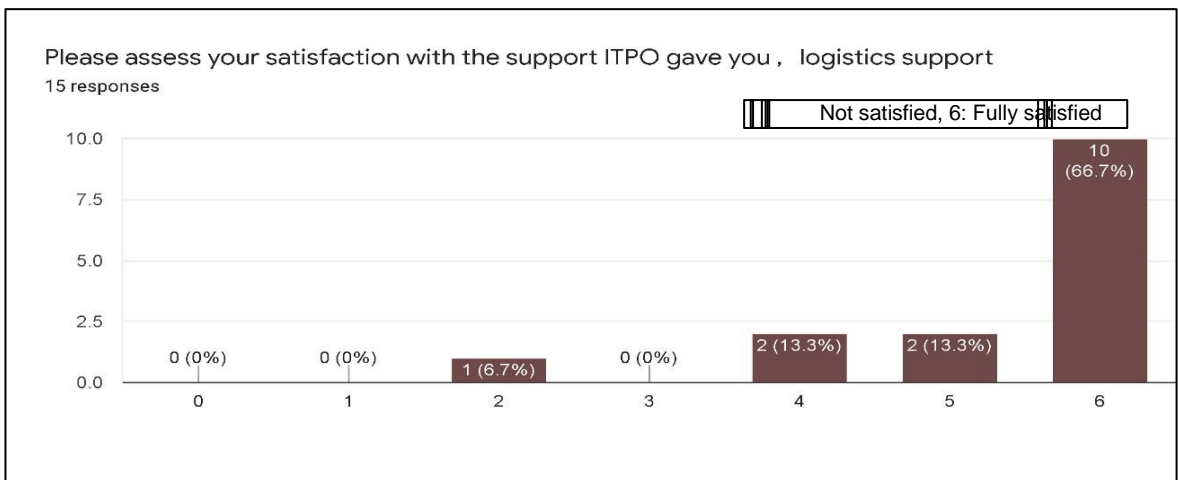
Q15-6



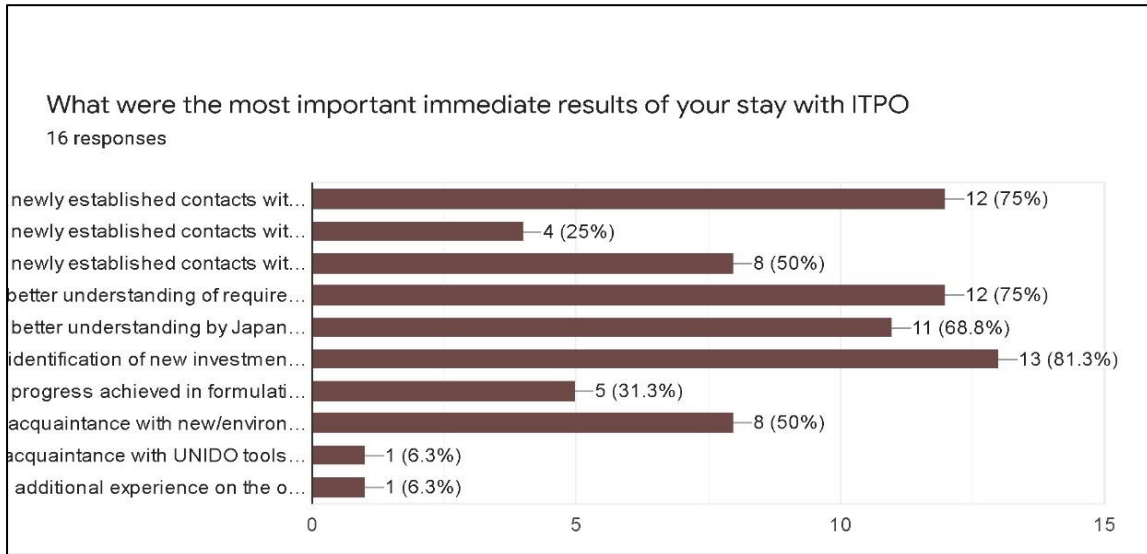
Q15-7



Q15-8



Q16



■	newly established contacts with companies in Japan
■	newly established contacts with ITP-related institutions in Japan
■	newly established contacts with the UNIDO network
■	better understanding of requirements and concerns of Japanese companies to do business in your home country/state/province
■	better understanding by Japanese companies and organizations of investment conditions in your country/state/province
■	identification of new investment or trade possibilities/projects
■	progress achieved in formulation or negotiations of on-going or new projects
■	acquaintance with new/environment friendly technology
■	acquaintance with UNIDO tools and methodologies (such as COMFAR)
■	others (pls specify):

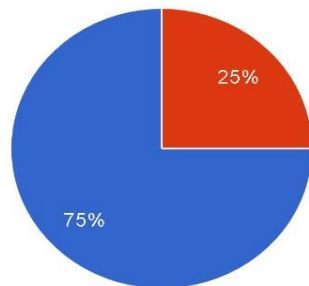
Q17



Q18

When back to your home organization or other organization dealing with investment promotion, did you undertake any of the following

16 responses



- following up/maintaining contacts with Japanese organizations/ firms
- passing on to colleagues acquired knowledge of new technologies (e.g. environment)
- passing on to colleagues new promotional techniques and tools
- modifying or proposing modification of internal organization

Q19

Your Delegate report includes Recommendations. Pls indicate/explain which ones have been implemented or are under implementation:

8 responses

My home organization has adopted our report writing format, the after-care service and problem solving techniques for investors.

All 4 recommendations were taken into account

None

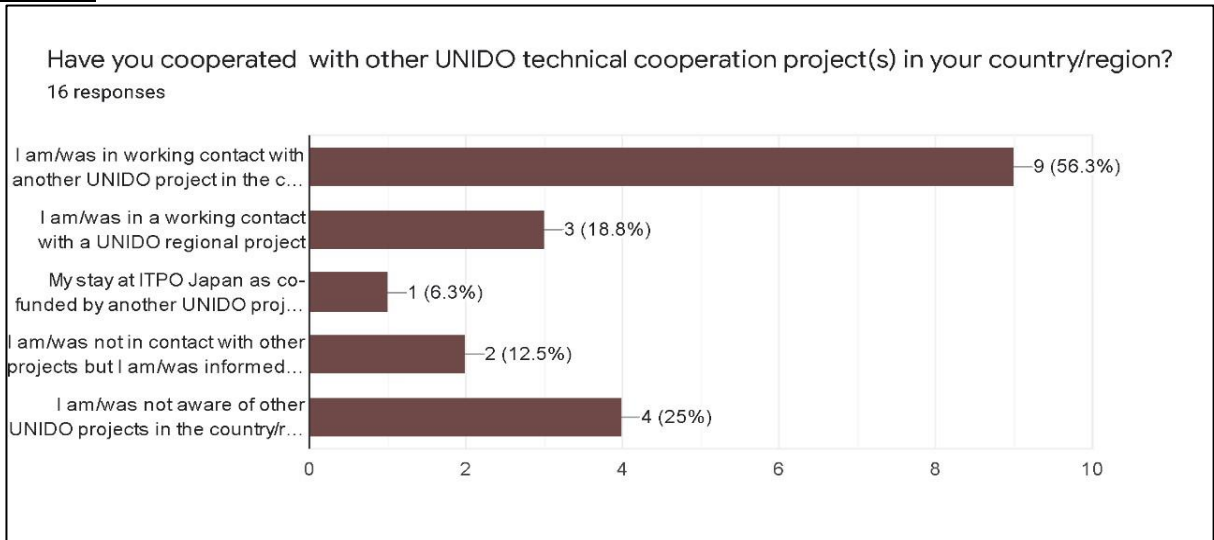
Environmental compliance of industries

Report writing, aftercare approach, e-customer service, dealing with investors challenges and concerns

Cooperation in training of Japanese new products and environmental friendly technology between Japanese firm and our organization

The recommendation to continue collaboration with the UNIDO office in my home country on the SDG Investor maps is ongoing. The support on follow up to business leads generated from the program is also ongoing. I think my institution will also continue to use the delegate program to target some businesses in Japan.

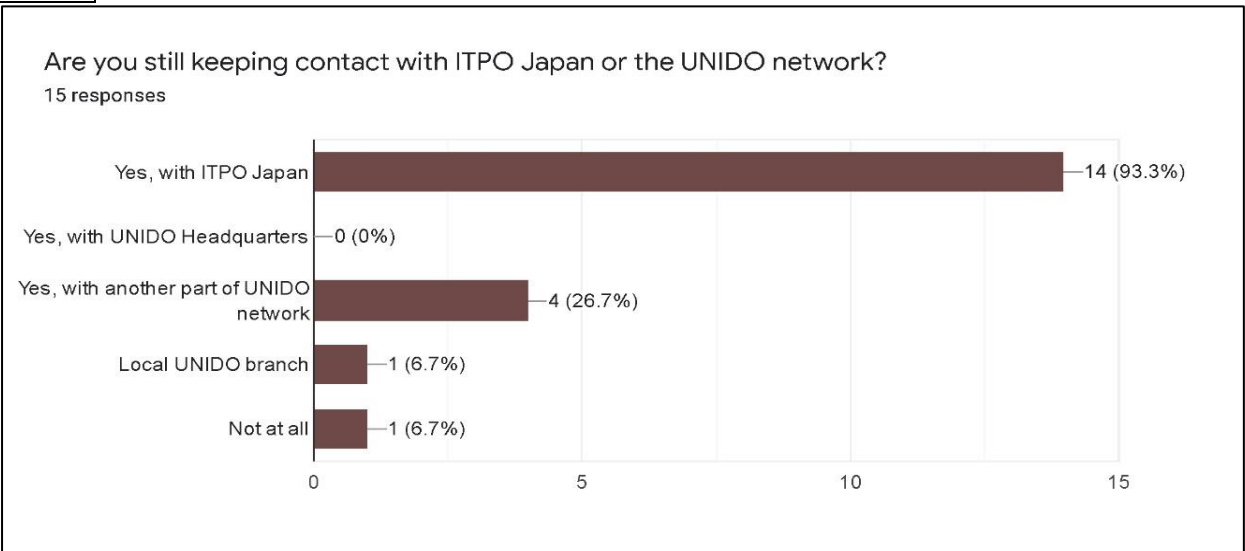
Q20



(reference)

- ✓ I am/was in working contact with another UNIDO project in the country (Pls specify)
- ✓ I am/was in a working contact with a UNIDO regional project (pls specify)
- ✓ My stay at ITPO Tokyo was co-funded by another UNIDO project
- ✓ I am/was not in contact with other projects but I am/was informed about them
- ✓ I am/was not aware of other UNIDO projects in the country/region

Q21



Q21

Did Covid-19 Pandemic brought impact to your activity as the delegate to UNIDO ITPO Tokyo? (pls describe below)

11 responses

The programme had to be 100% virtual.

Yes. It was another person who participated in the delegate program, which was virtual this time. The virtual program has its own limitations concerning face to face interactions and hands on experience in promotion and facilitation.

Yes. As travel was not possible at the time, the whole program was online/ virtual

We still don't know about the UNIDO policy after Covid-19 pandemic and military coup. Many Japanese firms and companies are withdrawn their investment form the ongoing project.

Yes, I was supposed to come back to UNIDO ITPO Tokyo for a follow-up programme as well as another delegate programme

COVID 19 prevented delegates from attending 2020 delegate programme physically

Yes Covid 19 Pandemic could not allow holding a physical delegate programme in 2022

Q22

What is your opinion about the UNIDO ITPO Japan compared with similar national or regional investment and technology promotion agencies? (pls describe)

14 responses

UNIDO ITPO Tokyo is highly effective

No

They are very professional and have excellent contacts in Japan.

UNIDO ITPO Japan has a targeted approach to promotion of Japanese companies.

Competent agency with strong networking

Its an excellent programme but the covid -19 restrictions has confined the programme to online arrangement which is too limiting

An excellent professional team, providing the support necessary for the delegate to succeed.

I found UNIDO ITPO like a partner for the objectives of the organization

No clear policy of UNIDO after coup

Q23

We would appreciate any suggestion on possible ways to improve the Delegates programme

12 responses

More duration, consistency of the same delegate

Continue with the Delegates Program in the future

- Adequate prior information on companies to be promoted for better facilitation and business matchmaking.
- Managing expectations of Japanese companies since ITPO Japan has been working with the delegate countries over time.

More opened contacts with companies in Japan

Delegates programme should completely shift from online arrangement, now that covid -19 infection rates are going low. online delegates programme are too limiting. Physical programme should fully open.

Compared to a physical program, the virtual delegate program enabled access to more resource persons from the home country to enrich the seminar program and in some cases the one-to-one discussions. A hybrid model, I think, will help future delegates also get the best of both worlds.

Q24

It would be great to have an introduction about culture and the steps which should be done in the programme

No suggestion to improve the Delegate programme at the moment because we consider only that how to restore the democracy.

Thank you

Subsequent programmes should be conducted physically

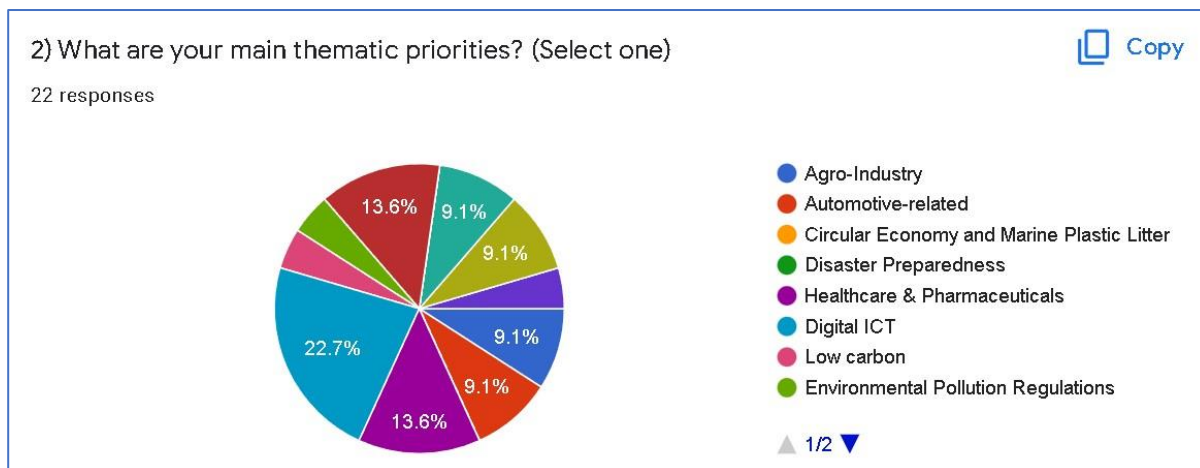
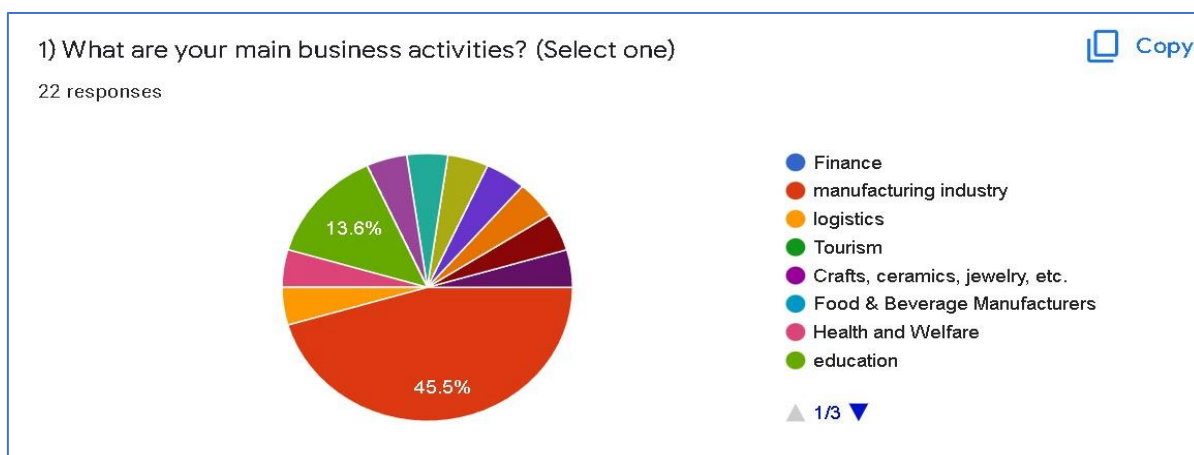
With the establishment of Japan Desk Officers in most IPAs in Africa, such delegates programme should be sustained to deepened the relationship between the two countries

It is suggested that UNIDO ITPO Japan my invite officers of Pakistan BOI to its other programme

Annex 3: Company survey results

Questionnaire Survey for companies received services of ITPO Tokyo (2017-2022)

- Questionnaires distributed: 80 (Japanese companies)
- Replied: 22
- Period: May to June 2022
- Results: see figures below



3) What are your main products and services? (Examples: water purifiers, packaging machines, consulting services, etc.)

22 responses

- IT & Network
- Coding Bootcamp, LMS
- automobile
- Industrial printer
- On-site, development, sales, and management support and service
- Environmental Improvement Technology
- Pumps, blowers, filtration machines
- Water purifier
- pump

4) From which countries and regions does your main sales come from? (Select one)

 Copy

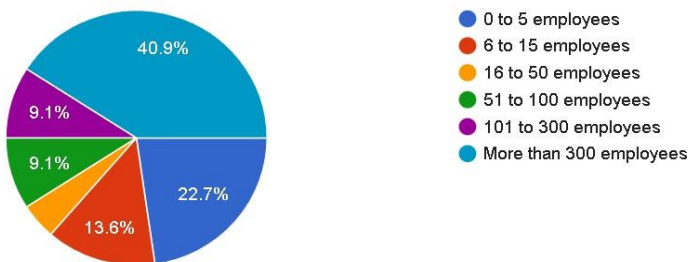
21 responses



5) Please tell us the size (number of employees) of your company at the time you started contacting UNIDO ITPO. (Select one)

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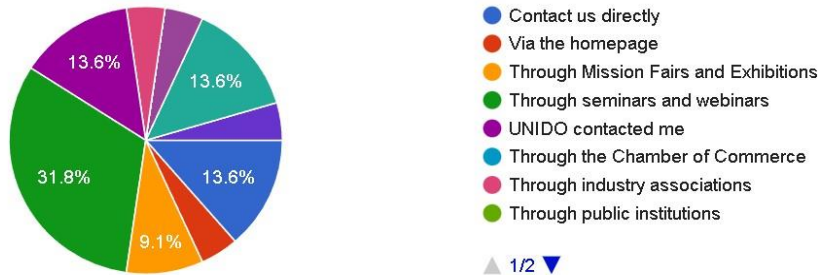
22 responses



6) When you first contacted UNIDO ITPO, what was the impetus for your visit? (Select one)

Copy

22 responses



▲ 1/2 ▼

7) What was the original purpose of contacting UNIDO ITPO? (Select one)

Copy

22 responses

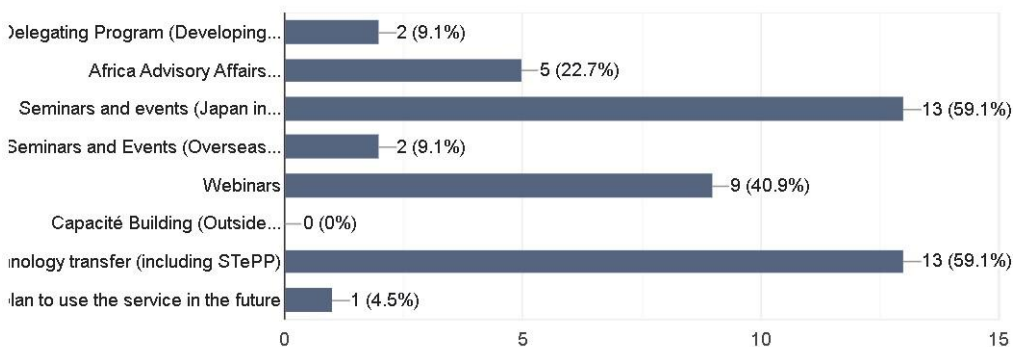


▲ 1/2 ▼

8) Select a service from UNIDO Tokyo that you have used in your company (you can select more than one)

Copy

22 responses



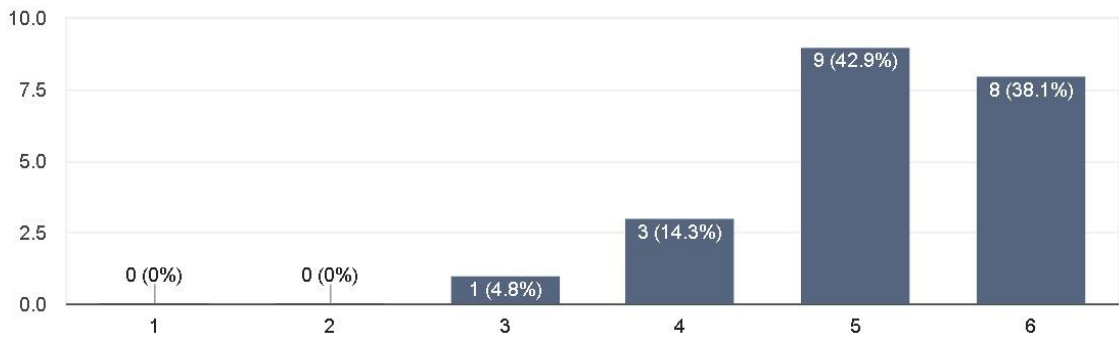
(reference)

✓	Delegate Programme (meeting with investment promotion offices in developing countries)
✓	Advisory Services in Africa (Algeria, Ethiopia, Mozambique, Senegal, etc.)
✓	Seminars and Events – fairs/exhibitions in Japan
✓	Seminars and Events – online seminars
✓	Capacity Building (receiving diplomats/foreign officials for site visit, etc.)
✓	Technology Transfer (including STePP)

9) Please rate the quality of the services you used at UNIDO Tokyo Office from 6 (high satisfaction) to 1 (dissatisfaction). If you don't have an opinion, or if you don't have anything that applies to you, skip the question.



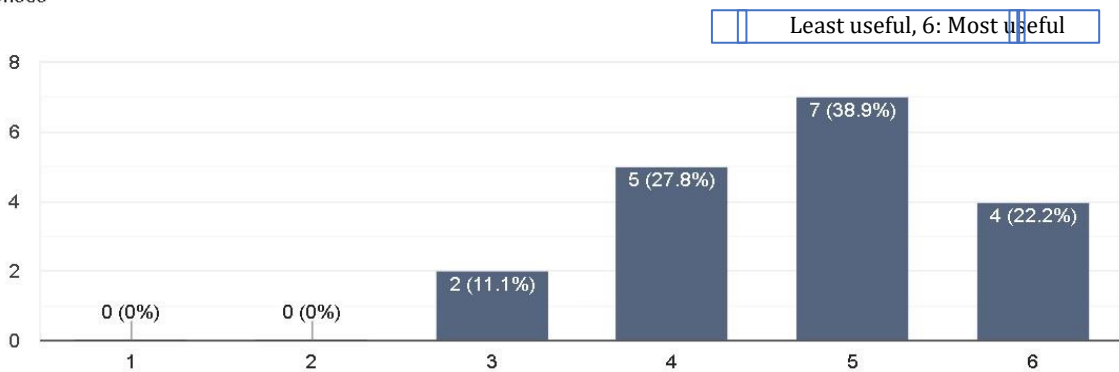
21 responses



10) Was the information on the UNIDO Tokyo Office website helpful? If you don't have an opinion, or if there are no elements that apply to you, please skip the question.



18 responses

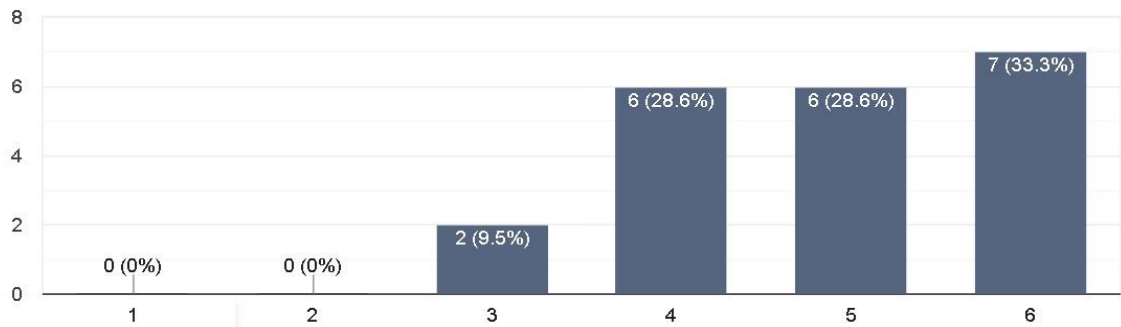


11) Was the information provided by UNIDO Tokyo useful? If you don't have an opinion, or if there are no elements that apply to you, please skip the question.



21 responses

Least useful, 6: Most useful

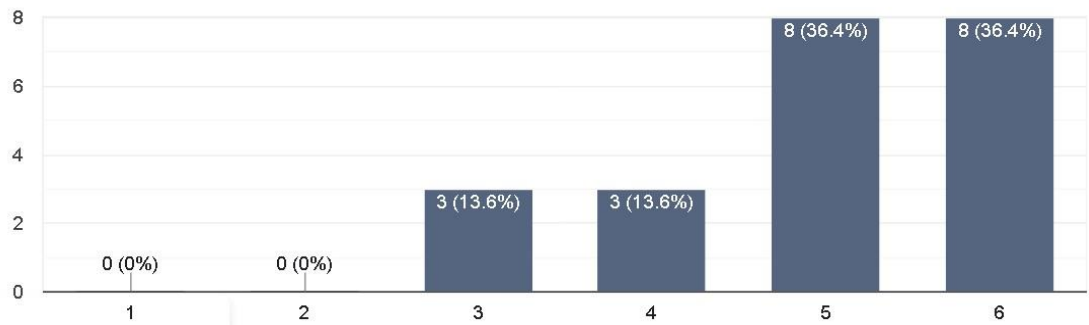


12) Did the services of UNIDO ITPO Tokyo address your needs? If you don't have an opinion, or if there are no elements that apply to you, please skip the question.



22 responses

Least useful, 6: Most useful

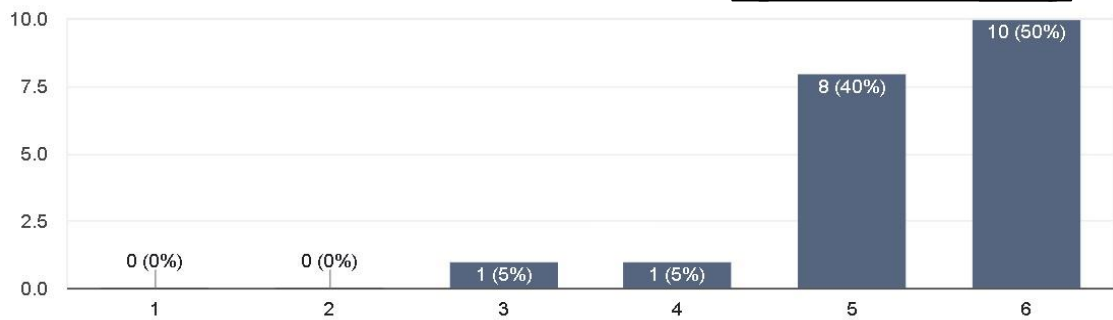


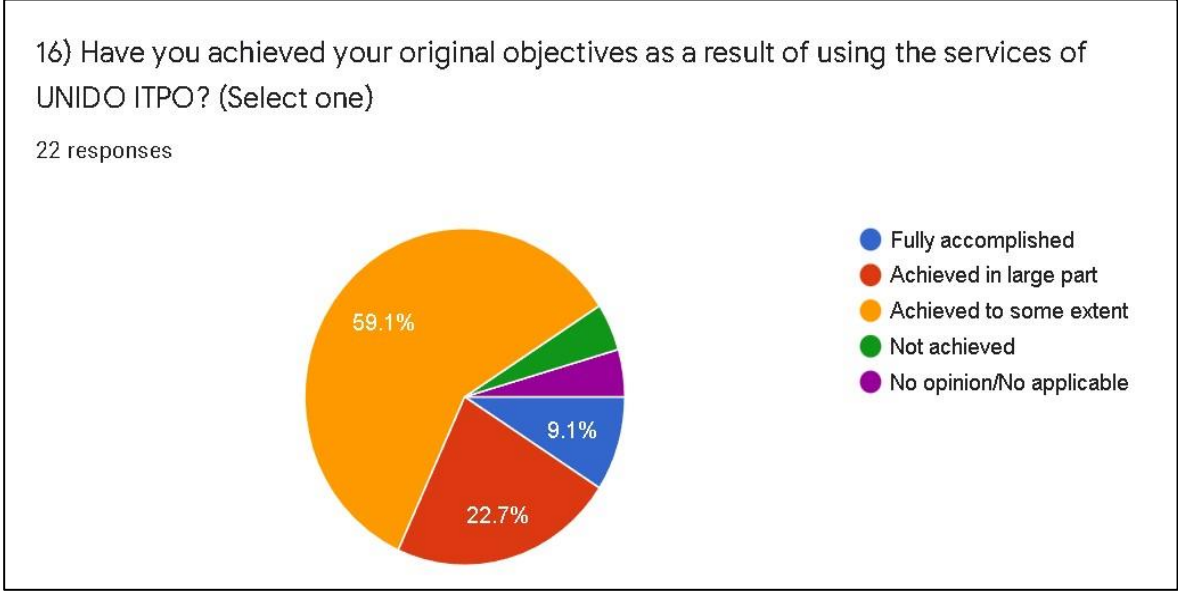
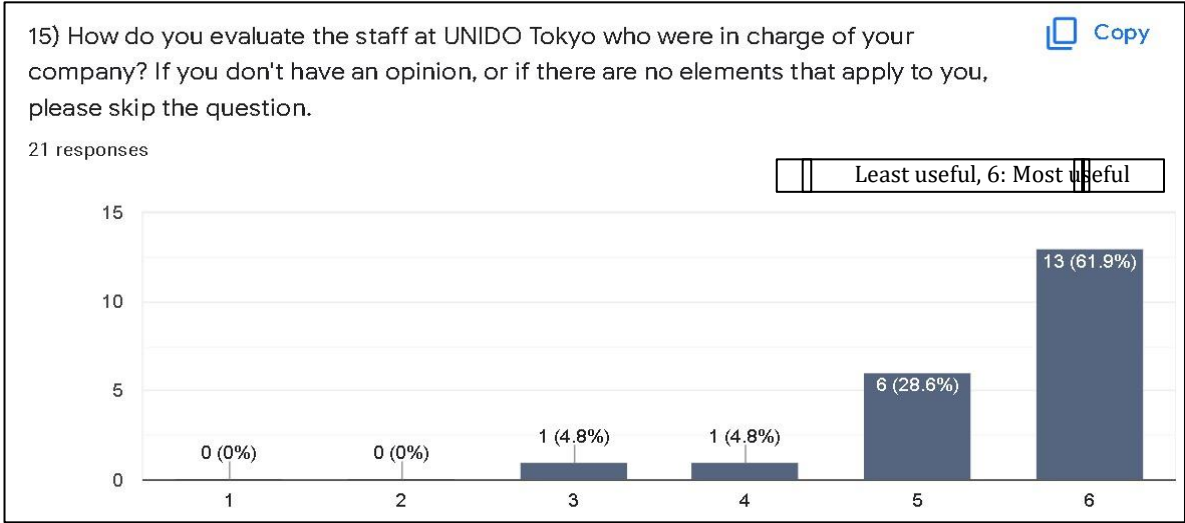
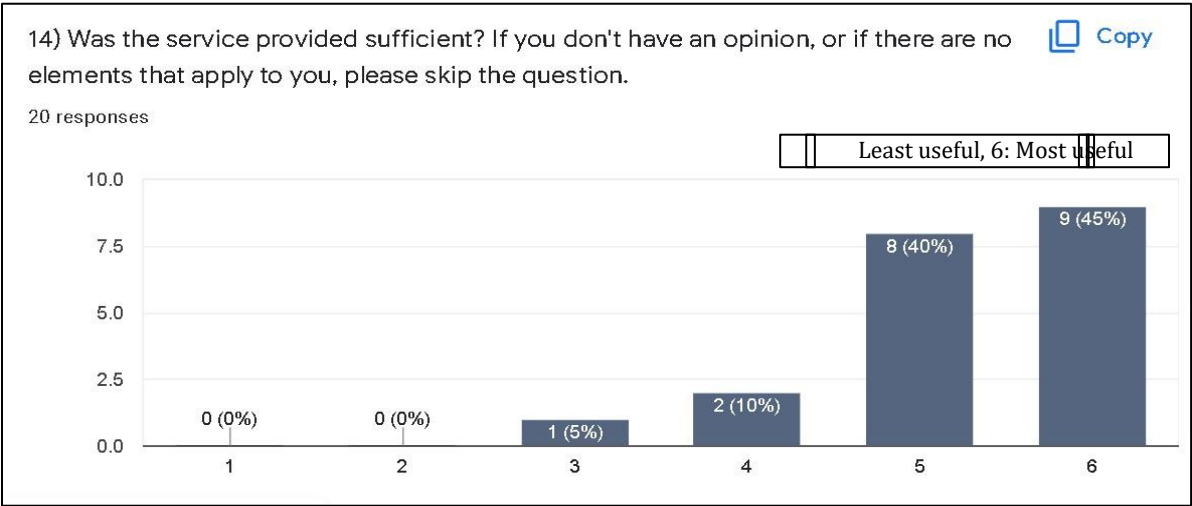
13) Did UNIDO Tokyo respond to your request in a timely manner? If you don't have an opinion, or if there are no elements that apply to you, please skip the question.



20 responses

Least useful, 6: Most useful

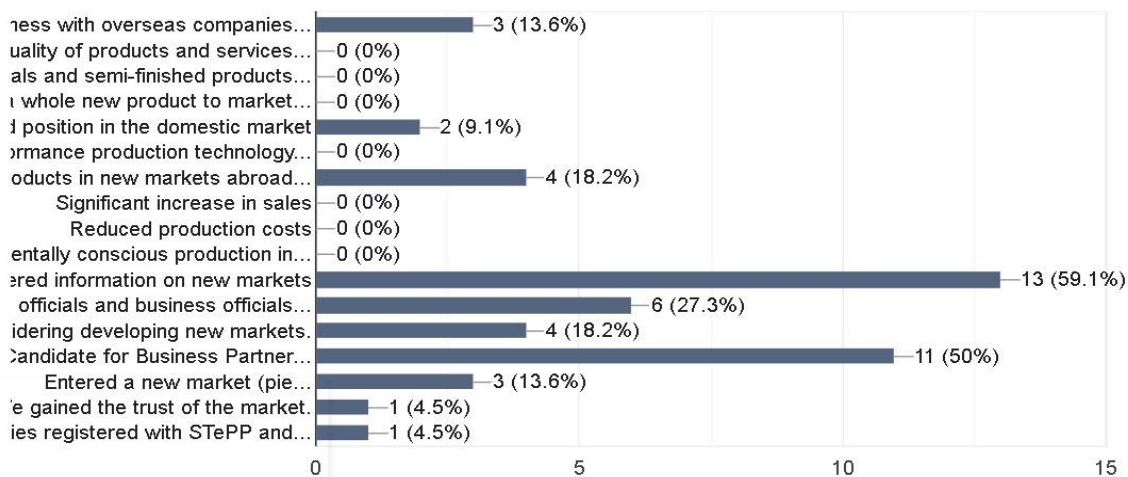




17) What has your business gained from the support of UNIDO ITPO? (Multiple selections allowed)

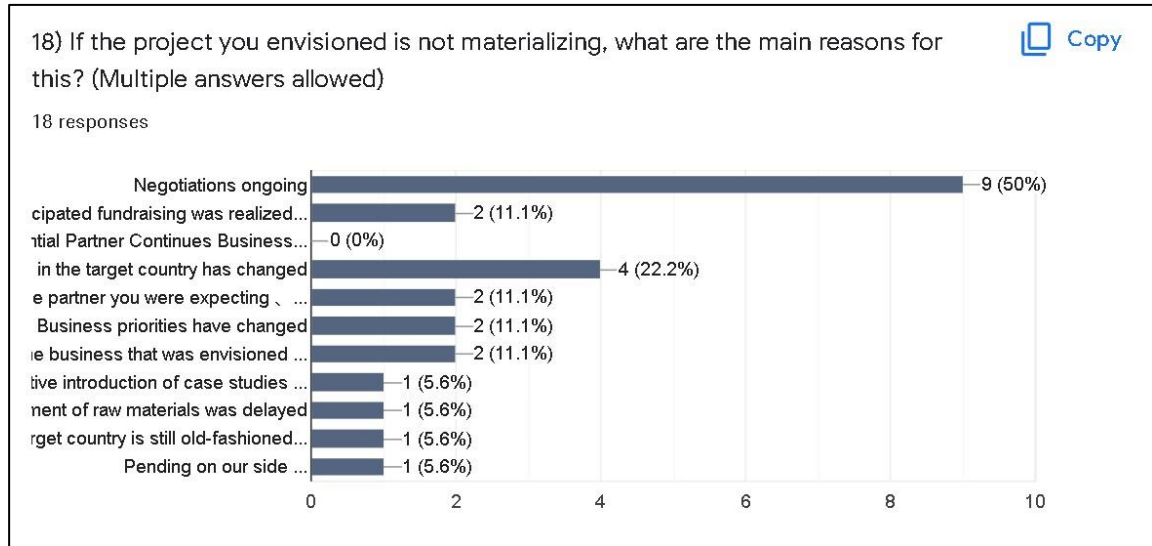


22 responses



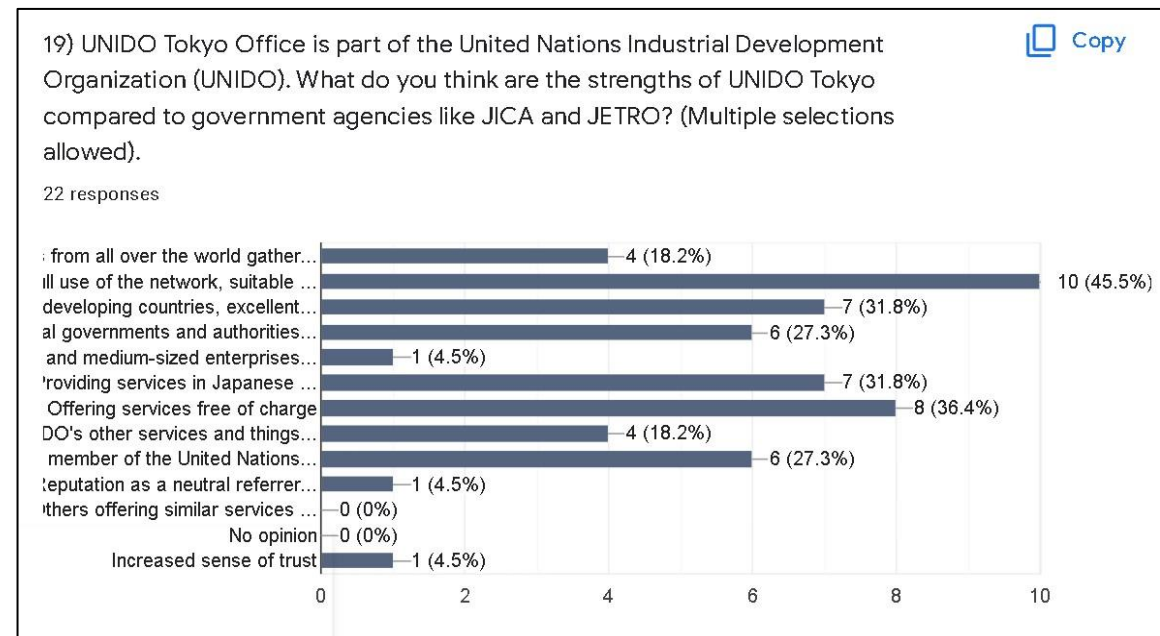
(reference)

<input checked="" type="checkbox"/>	We have established a stable business partnership with a company abroad
<input checked="" type="checkbox"/>	Our products and/or services are now of better quality
<input checked="" type="checkbox"/>	We have now better access to raw materials and semi-manufactured goods
<input checked="" type="checkbox"/>	We have introduced totally new products on the market
<input checked="" type="checkbox"/>	We have improved our position on our domestic market
<input checked="" type="checkbox"/>	We have introduced a more performing production technology
<input checked="" type="checkbox"/>	We are now selling our products on new markets abroad
<input checked="" type="checkbox"/>	Our turnover increased significantly
<input checked="" type="checkbox"/>	We have decreased our production cost
<input checked="" type="checkbox"/>	Our production is now more environmental friendly
<input checked="" type="checkbox"/>	We gathered information on new markets
<input checked="" type="checkbox"/>	We have made connections to government and business officials
<input checked="" type="checkbox"/>	We have started studying new market opportunities
<input checked="" type="checkbox"/>	We have met potential business partners and/or developed new business agreements
<input checked="" type="checkbox"/>	We entered a new market (including pilot projects)



(reference)

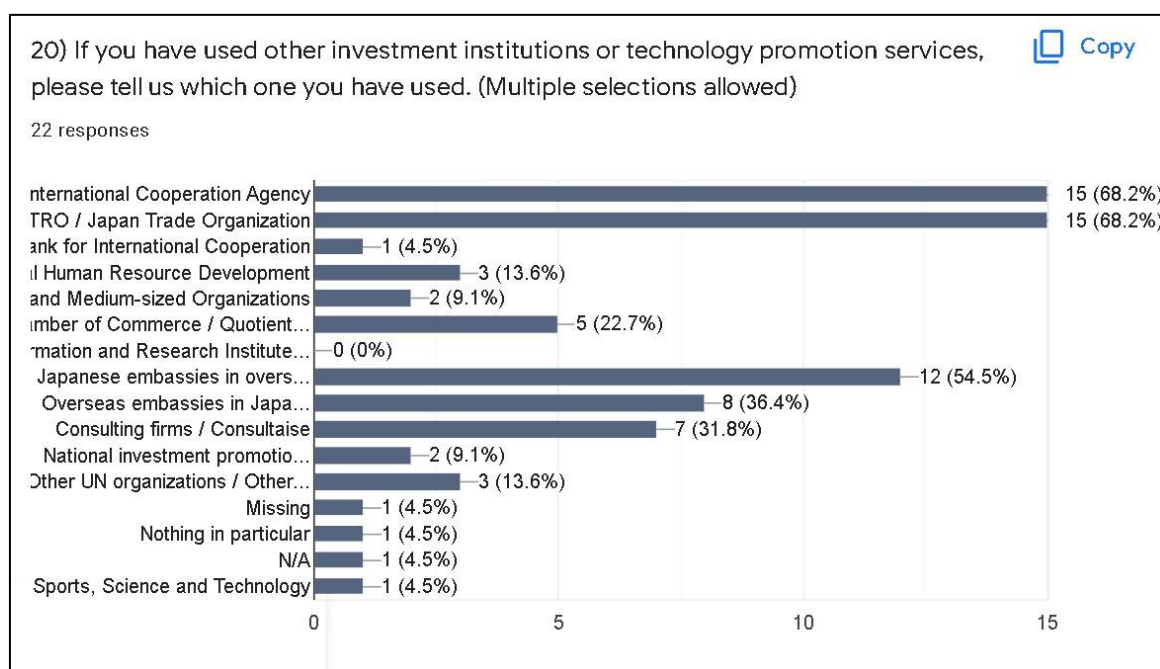
■	Negotiations are still on-going
■	The envisaged financial arrangement did not materialize
■	The identified potential partner renounced to the business
■	The conditions in the target country changed
■	The envisaged partner was not suitable for the business we want to conclude
■	Our priorities have changed
■	The business turned out to be different from what we had in mind, and we are not interested in it



(reference)

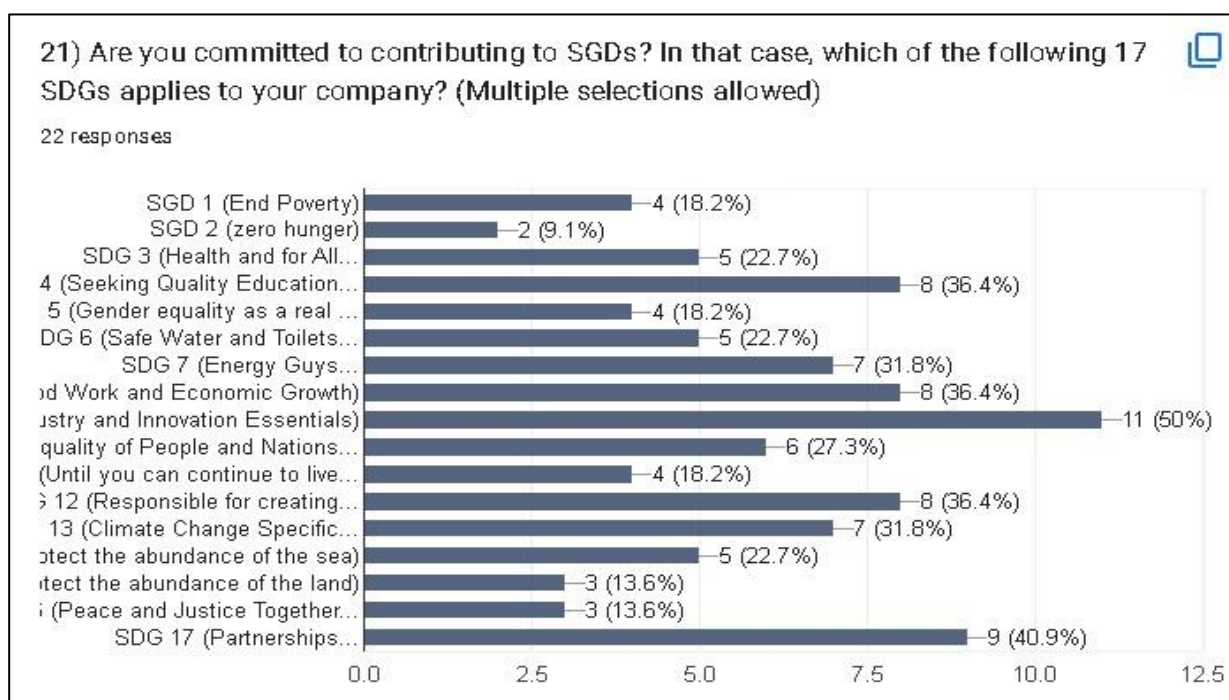
■	mobilises competencies from a world-wide pool of qualified experts
---	--

■	identifies suitable business partners using its world-wide network
■	has particularly good business contacts in developing countries
■	has particularly good contacts with local government and/or authorities
■	offers services that are specifically tailored for SMEs
■	offers services in Japanese
■	offers its services for free
■	provides access to other services and competencies of UNIDO
■	has a good reputation as a member of the UN
■	has a good reputation as a 'honest broker'
■	does not have any added value in relation to other agencies providing similar services
■	I do not have an opinion on that



(reference)

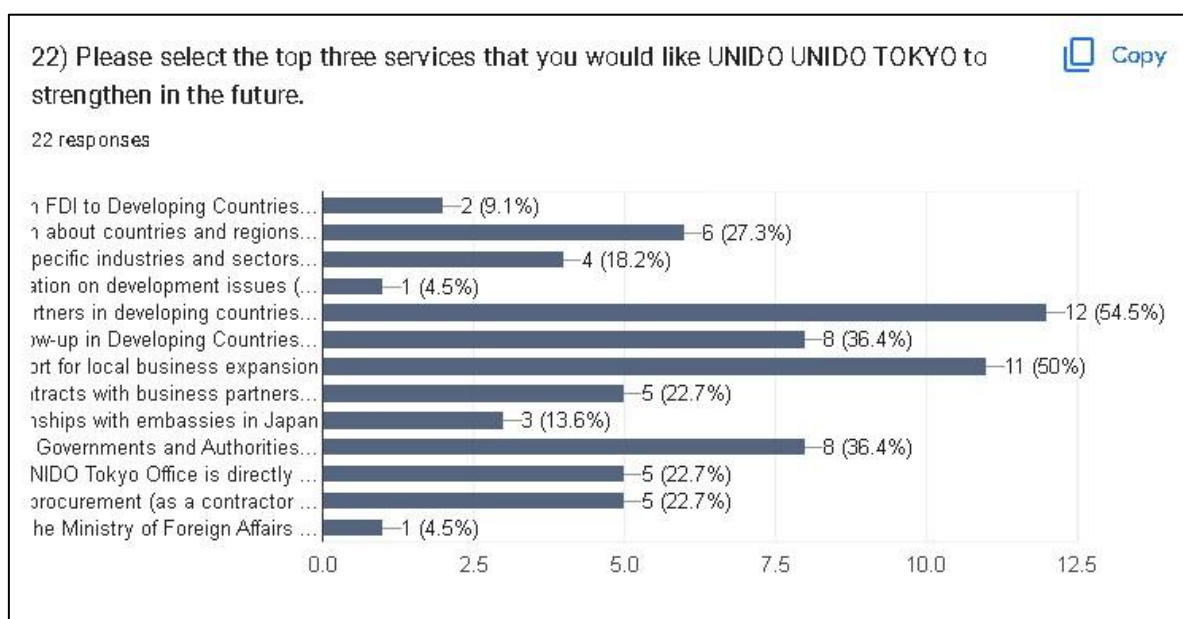
■	Japan International Cooperation Agency (JICA)
■	Japan External Trade Organization (JETRO)
■	Japan Bank for International Cooperation (JBIC)
■	Association for Overseas Technical Scholarship (AOTS)
■	Small and Medium-size Organization
■	Chamber of Commerce
■	Information and Research Institute
■	Japanese embassies in oversea countries
■	Overseas embassies in Japan
■	Consulting firms
■	National investment promotion agencies in oversea countries
■	Other UN organizations



(reference)

■	SGD 1 (no poverty)
■	SGD 2 (zero hunger)
■	SGD 3 (Good Health and Well-Being)

■	SDG 4 (Quality Education)
■	SDG 5 (Gender Equality)
■	SDG 6 (Clean Water & Sanitation)
■	SDG 7 (Affordable & Clean Energy)
■	SDG 8 (Decent Work & Economic Growth)
■	SDG 9 (Industry, Innovation & Infrastructure)
■	SDG 10 (Reduced Inequalities)
■	SDG 11 (Sustainable Cities & Communities)
■	SDG 12 (Responsible Consumption & Production)
■	SDG 13 (Climate Action)
■	SDG 14 (Life Below Water)
■	SDG 15 (Life on Land)
■	SDG 16 (Peace, Justice and Strong Institutions)
■	SDG 17 (Partnerships for the Goals)



(reference)

■	Providing information on FDIs in developing countries
■	Providing general information about countries/regions
■	Providing market information on specific industries/sectors

■	Providing information on development issues (such as gender, youth development)
■	Assisting with finding business partners in developing countries
■	Assisting in following up with business in developing countries
■	Assisting in expanding business in the region
■	Assisting in making contract with business partners
■	Connecting with Embassies in Japan
■	Connecting with local government/authorities
■	UNIDO to directly involve in establishing business in developing countries (including UNIDO to purchase equipment)
■	Assisting in UN procurement (sell equipment to UN as a vendor)

23) If you have any comments or suggestions about the services offered by UNIDO ITPO, please feel free to contact us. (up to 1,000 characters)

9 responses

I would like to produce people who can play an active role by widely expanding IT education and vocational training opportunities to emerging countries in Japan. Please let me know if there is a framework of the United Nations that you think you can work with.

Support for the appeal of products and services, including active introduction of case studies

We are always very grateful for your appropriate advice and guidance. Thank you very much.

Nothing in particular

If UNIDO is unable to proceed with the project on its own, it may cooperate with other UN agencies (e.g. UNDP, UNHCR, UNICEF, WFO, FAO, etc.), introduce UN agencies that may be in charge, mediate, etc. Strengthen support projects for Japanese companies (separate from UNIDO itself), which are mainly ITPO.

He took care of Algeria, where there is little information. Since there is no information in the country, your information was useful.

Thank you very much for your support. I think that it is not a general form of a company to judge investment based on the various materials that are obtained after first of all there is a project, rather than investment. Therefore, we hope to strengthen the place of matching between the governments of developing countries and companies for the purpose of project formation. If there is no project, I don't think it will lead to investment promotion.

As a result of being listed on UNIDO's STePP, inquiries from overseas have increased. In addition, in overseas transactions, this posting is one of the boosts in terms of reliability, and it leads to the start of business in Taiwan, Hong Kong, Poland and other countries. In the future, we would like to be able to connect inquiries from STePP to continuous business, and it would be very helpful to have a service that can obtain accurate local marketing information at that time.

I would like STePP to be recognized more widely.

Annex 4: Relevant ITPO data

Summary of UNIDO ITPO Tokyo Activities (2017-2022)

		2017	2018	2019	2020	2021	2022 (Plan)	TOTAL OF 6 YEARS
Delegate Program	Invited Delegates	14	14	10	3	6	8	55
	Business Meetings	212	280	193	31	64	100	880
	Seminars	8	14	13	3	5	10	53
	Participants to Seminars	853	965	684	601	865	900	4,868
Technology Transfer (STePP)	New Technologies Registered	8	21	25	23	9	15	101
	Total Registered Technologies	54	75	95	118	126	140	133
	Total Number Companies	47	65	83	101	109	130	115
Seminars, Events & Exhibitions	Seminar/Events Held	40	46	67	37	42	45	277
	Participants to Seminar/Event	4,171	6,180	6,180	5,724	6,142	6,000	34,397
	Number of Exhibitions	2	5	3	2	2	3	17

		2017	2018	2019	2020	2021	2022 (Plan)	TOTAL OF 6 YEARS
	Participants to Exhibitions	1,150	1,848	1,345	693	726	1,000	6,762
Capacity Building	Embassy Programmes	5	5	4	1	2	3	20
	Site Visit/ Incoming Missions	9	1	2	1	1	2	16
Activities Overseas	Overseas Missions (ITPO Tokyo Staff)	8	9	16	1	3	5	42
	Overseas Business Missions	1	3	0	0	0	1	5
	Number of Africa Advisors	3	3	4	4	4	4	4
	Companies Assisted by Advisors	45	126	78	83	63	0	395

Note 1) 1)2)1)

Notes

1) Current numbers as of May 23, 2022

2) Includes missions by Advisors from Africa to Japan or to other African countries for events.

3)

Summary of UNIDO ITPO Tokyo Organization (2017-2022)

		2017	2018	2019	2020	2021	2022 (Plan)
Management	Head	Dr. Hiroshi Kuniyoshi	2017.8----- Dr. Yuko Yasunaga ----- -----2022.6				
	Deputy Head	----- Mr. Ferda Gelegen -----					
	Deputy Head	----- Mr. Hideki Murakami -----					
Number of	Administration	0	0	0	0	0	0
National Officer	Professional	3	2	2	3	3	3
Number of	Consultant (full time)	8	8	10	10	10	8
Other Staff	Non-regular staff/consultant	5	6	7	7	8	9
Total Number of HR (including management)		19	19	22	23	24	23
		2017	2018	2019	2020	2021	2022 (Plan)
Number by Office Location	ITPO Tokyo (including management)	16	16	18	18	19	18
	UNIDO HQ	0	0	0	1	1	1
	Africa (Advisors)	3	3	4	4	4	4

		2017	2018	2019	2020	2021	2022 (Plan)
Total Number of HR (including non-regular staff/consultant)		19	19	22	23	24	23

Summary of UNIDO ITPO Tokyo: Finance (2017-2022)

		2017	2018	2019	2020	2021	2022 (Plan)	TOTAL OF 6 YEARS
Revenue (*excluding 10% programme support cost)	METI Contribution	1,532,085	1,591,077	1,530,863	1,586,838	1,660,041	1,571,106	9,472,010
	Carry-over from the previous year	609,893	394,315	269,700	200,675	441,000	502,000	2,417,583
	Other Contribution	-	-	-	-	-	-	-
	HQ Accumulated Fund		219,405	438,811	438,811	438,811	438,811	1,974,649
	Total Revenue	2,141,978	2,204,797	2,239,374	2,226,323	2,539,852	2,511,917	13,864,242
Expenditure	Personnel Expenditure	1,228,743	1,271,038	1,409,337	1,464,071	1,461,115	1,450,970	8,285,274
	Other Fixed Cost	156,030	164,249	171,933	162,333	149,505	160,000	964,049
	Operation Expenditure	264,164	373,467	311,657	129,416	124,063	160,000	1,362,768
	Other Expenditure	98,725	91,514	128,374	102,281	63,363	75,000	559,257

		2017	2018	2019	2020	2021	2022 (Plan)	TOTAL OF 6 YEARS
	Total Expenditure	1,747,663	1,900,267	2,021,301	1,858,102	1,798,045	1,845,970	11,171,348
Balance	Revenue - Expenditure	394,315	304,530	218,073	368,222	741,807	665,947	2,692,894

Note 3)4) 5)6)

Notes

4) International experts (BL1100); national experts & admin staff (BL1600)

5) Premises (BL4300)

6) Project travel (BL1500); staff travel (BL1600); subcontracts (BL2100); in-service training and conferences (BL3000); international meetings (BL3500)

7) Equipment (BL4500); miscellaneous (BL5100)

UNIDO ITPO Tokyo Budget Summary 2017-2022

DESCRIPTION		2017	2018	2019	2020	2021	2022*	TOTAL
BUDGET								
Fund Allocation	JPY	190,000,000	190,000,000	190,000,000	190,000,000	190,000,000	190,000,000	1,140,000,000
	USD	1,685,294	1,750,184	1,683,949	1,745,521	1,826,045	1,728,217	10,419,210
10% Support Cost	USD	-153,209	-159,107	-153,086	-158,684	-166,004	-157,111	-947,201
Subtotal 1 (A)	USD	1,532,085	1,591,077	1,530,863	1,586,837	1,660,041	1,571,106	9,472,009
Accumulated Interest	USD	-	241,346	482,692	482,692	482,692	482,692	2,172,114

DESCRIPTION		2017	2018	2019	2020	2021	2022*	TOTAL
10% Support Cost	USD	-	-21,941	-43,881	-43,881	-43,881	-43,881	-197,465
Subtotal 2 (B)	USD	0	219,405	438,811	438,811	438,811	438,811	1,974,649
Carry Over (C)	USD	609,893	394,315	269,700	200,675	441,000	502,000	2,417,583
TOTAL Budget received (A) + (B) + (C)	USD	2,141,978	2,204,797	2,239,374	2,226,323	2,539,852	2,511,917	13,864,241

*2022 Estimated. Source: For 2017, 2018 - Budget plan 2017-2022 generated in 2018 / For 2019, 2020, 2021, 2022 - Annual work programme

UNIDO ITPO Tokyo Expenditure Summary 2017-2022

DESCRIPTION		2017	2018	2019	2020	2021	2022*	TOTAL
EXPENDITURES								
Contractual Services	USD	54,604	71,974	50,762	100,626	105,021	105,000	487,987
Equipment	USD	1,529	5,806	39,804	37,454	5,669	10,000	100,263
International Consultants/Staff	USD	646,499	662,555	703,241	829,479	810,144	800,000	4,451,918
International Meetings	USD	23,379	27,591	32,734	1,192	2,427	5,000	92,321
Local travel	USD	128,220	192,135	164,220	26,178	9,890	25,000	545,644

DESCRIPTION		2017	2018	2019	2020	2021	2022*	TOTAL
National Consult./Staff	USD	582,244	608,483	706,096	634,593	650,971	650,970	3,833,356
Other Direct Costs	USD	97,196	85,708	88,570	64,827	57,694	65,000	458,994
Premises	USD	156,030	164,249	171,933	162,333	149,505	160,000	964,049
Staff Travel	USD	8,616	19,698	6,883	0.00	0.00	5,000	40,198
Train/Fellowship/Study Tour	USD	49,346	62,070	57,059	1,420	6,724	20,000	196,618
TOTAL Expenditures	USD	1,747,663	1,900,267	2,021,301	1,858,102	1,798,045	1,845,970	11,171,348
BALANCE	USD	394,315	304,530	218,073	368,221	741,807	665,947	2,692,894
Execution Ratio	%	81.6%	86.2%	90.3%	83.5%	70.8%	73.5%	80.6%

*2022 Estimated. Source: Grant 2000003552_ID 160239_delivery report (actual), SAP

ITPO HR Cost Ratio to Total Annual Expenditure (2017-2022)

Tokyo (USD)	2017	2018	2019	2020	2021	2022.5
HR Cost Total	1,228,743	1,271,038	1,409,337	1,464,071	1,461,115	884,593
Total Expenditure	1,747,663	1,900,267	2,021,301	1,858,102	1,798,045	1,109,056
Ratio	70.3%	66.9%	69.7%	78.8%	81.3%	79.8%
Germany (EUR)	2017	2018	2019	2020	2021	2022.5
HR Cost Total	119,721	315,106	509,871	1,208,903	980,041	592,917
Total Expenditure	171,595	439,351	758,841	2,333,658	1,611,868	961,687
Ratio	69.8%	71.7%	67.2%	63.3%	60.8%	61.7%
Bahrain (USD)	2017	2018	2019	2020	2021	2022.5
HR Cost Total	709,705	857,959	978,166	1,299,925	808,538	471,371
Total Expenditure	1,110,983	1,126,493	1,307,840	1,490,016	1,024,056	677,244
Ratio	63.9%	76.2%	74.8%	87.2%	79.0%	69.6%
Italy (EUR)	2017	2018	2019	2020	2021	2022.5
HR Cost Total	402,723	400,152	511,585	429,102	372,799	204,510
Total Expenditure	575,848	551,740	706,619	586,788	463,673	279,749

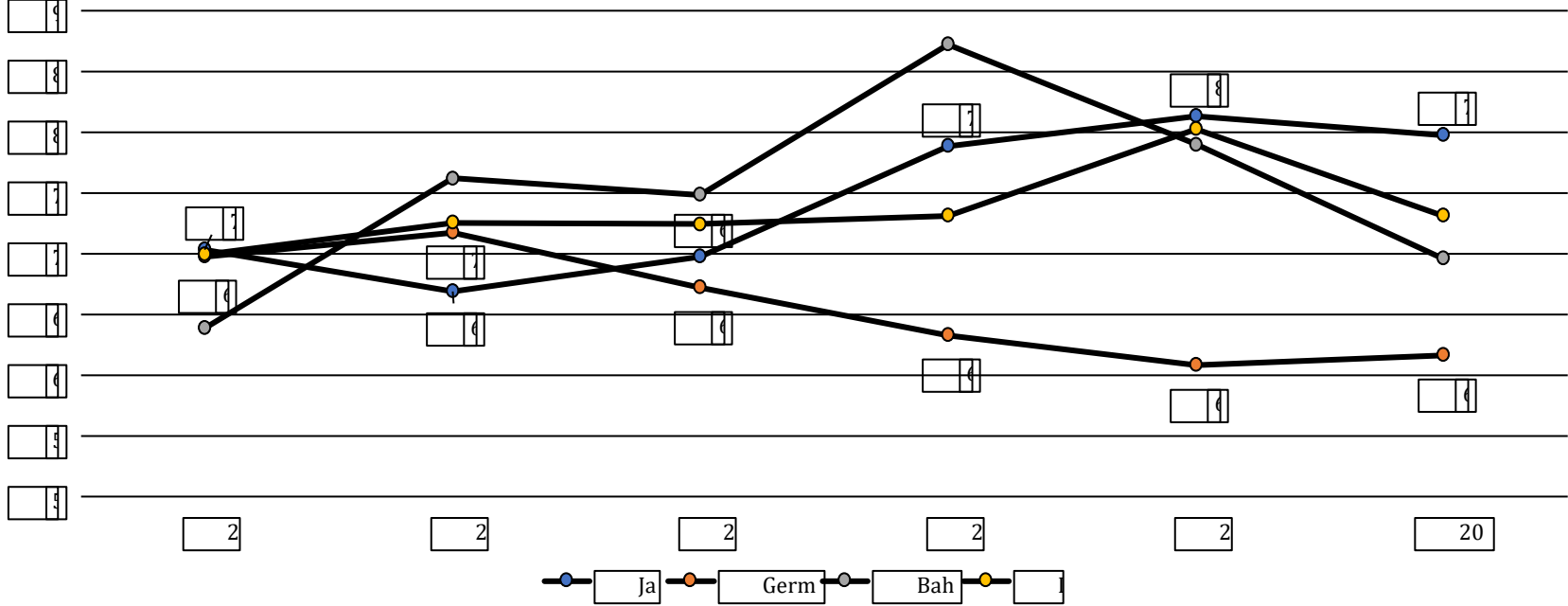
Tokyo (USD)	2017	2018	2019	2020	2021	2022.5
Ratio	69.9%	72.5%	72.4%	73.1%	80.2%	73.1%

Source: Summarized based on data provided by UNIDO HQ (SAP data)

I	TPO HR Cost Ratio to Total Annual Expenditure (2017-2022)						Average	
	2017	2018	2019	2020	2021	2022.5	6yrs (2017-2022)	3yrs (2017-2019)
Japan	70.3%	66.9%	69.7%	78.8%	81.3%	79.8%	74.5%	69.0%
Germany	69.8%	71.7%	67.2%	63.3%	60.8%	61.7%	65.7%	69.6%
Bahrain	63.9%	76.2%	74.8%	87.2%	79.0%	69.6%	75.1%	71.6%
Italy	69.9%	72.5%	72.4%	73.1%	80.2%	73.1%	73.5%	71.6%

Source: Summarized based on data provided by UNIDO HQ (SAP data)

ITPO HR Cost Ratio to Total Annual Expenditure (2017-2022)



Summary of Accumulated Interest Fund Utilized (in USD)

			2013 Outstanding*	2017	2018	2019	2020	2021	2022 (Plan)	TOTAL OF 6 YEARS
Budget Approved (A)**				0	241,346	482,692	482,692	482,692	482,692	2,172,114
No.	Cost Item	Budget Line								
1	Int'l. Staff/Consult.	1100		—	0	0	150,000	150,000	150,000	450,000
2	Travel	1500		—	8,189	54,869	6,780	1,751	37,126	108,715
3	Staff Travel (HQ)	1600		—	0	0	0	0	5,288	5,288
4	Nat'l Staff/Consult.	1700		—	79,114	222,880	242,856	222,377	217,826	985,053
5	Contracting	2100		—	17,573	34,897	15,450	99,934	93,908	261,762
6	Train/Fellow/Study	3000		—	8,136	39,659	30,542	0	11,906	90,243
7	Int'l. Meetings	3500		—	0	33,845	0	0	6,720	40,565
8	Equipment	4500		—	0	218	8,832	3,805	921	13,776
9	Miscellaneous	5100		—	4,524	30,172	8,800	12,420	15,769	71,685
TOTAL Expenditures (B)				0	117,536	416,540	463,260	490,287	539,464	2,027,087
BALANCE (A) - (B)				0	123,810	66,152	19,432	-7,595	-56,772	145,027

Balance with Total Outstanding		2,763,495	2,763,495	2,645,959	2,229,419	1,766,159	1,275,872	736,408	736,408
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Note

* Letter by Permanent Mission of Japan to UNIDO (Donor Partnership and UNDG Collaboration Unit), dated 25 March 2013, requested to transfer for it to be utilized for ITPO Tokyo activities, for the total outstanding amount of USD 2,763,495. ** E-mail communication, 10 July 2018, by METI (TCD) to ITPO Tokyo for approving allocation of USD 2,413,495, for the designated specific activities for 2017-2022 (6 years), while the actual allocated amount was finally reduced to USD 2,172,114, after adjusting the 6 months delay in starting activity of African Advisor in Senegal.

Reference: STePP Demo Budget and Expenditure

DESCRIPTION		2020	2021	2022 (*1)	TOTAL
BUDGET					
Budget Received	USD	3,934,545			3,934,545
13% Support Cost	USD	-452,647			-452,647
Subtotal 1 (A)	USD	3,481,898			3,481,898
Carry Over (B)	USD		1,937,811	278,089	n/a
TOTAL Budget received (A) + (B)	USD	3,481,898			3,481,898
EXPENDITURES					
Contractual Services	USD	1,430,834	1,492,904	145,000	3,068,738
Equipment	USD	419	2,484	2,000	4,903
International Consultants/Staff	USD	38,494	60,822	7,000	106,316
International Meetings	USD	0	2,755	8,000	10,755
Local travel	USD	420	2,064	34,000	36,485
National Consult./Staff	USD	72,318	89,310	60,000	221,629
Other Direct Costs	USD	1,602	8,697	15,089	25,389
Premises	USD	0		2,000	2,000
Staff Travel	USD	0	0	3,000	3,000
Train/Fellowship/Study Tour	USD	0	685	2,000	2,685
TOTAL Expenditures	USD	1,544,087	1,659,721	278,089	3,481,898
BALANCE	USD	1,937,811	278,089	0	0

*2*3

Source: Budget: Project Document_Grant 2000004381

Expenditures: Grant 2000004381_ID 200108_delivery report (actual), SAP

*1 2022 Estimated

*2 Includes: Ms. Nahomi Nishio (HQ/full-time), Ms. Miho Suzuki (Tokyo/part-time), Ms. Radhika Natwani (HQ, part time), Ms. Dorothy Lucks (HQ, part time), Mr. Demosthenes Doumenis (HQ, part time) *3 Includes: Ms. Yukiko Fukuyama (Tokyo/full-time), Ms. Azusa Matsumoto (Tokyo/cost-shared with ITPO Tokyo), Mr. Masahiko Goto (Tokyo/cost-shared with ITPO Tokyo),

Mr. Ryota Nishiyama (Tokyo/cost-shared with ITPO Tokyo), Mr. Kosuke Kuroda (Tokyo/cost shared with ITPO Tokyo), Ms. Rosemary Lubembe (Kenya/full-time)

Summary of African Advisor Cost and Performance (in USD)

Name of Advisor (Age)	Tadesse SEGNI (57)	Country:	ETHIOPIA (+BURUNDI, RWANDA, UGANDA)			Period:	April 2013 - present	
		2017*	2018*	2019*	2020*	2021	2022 (Plan)	TOTAL OF 6 YEARS
Expenses	Salary and Remunerations	65,432	65,432	53,552	54,116	37,992	37,896	314,420
	Travel Expenses	6,936	14,701	18,528	0	1,127	918	42,210
	Other Costs	6,352	3,225	970	3,774	0	601	14,922
	Total	78,720	83,358	73,051	57,890	39,119	39,414	371,552

* including lump sum travel

								AVERAGE OF 6 YEARS
Employment Condition	Full-time (fill-in 100%)	100%	100%	100%	100%	100%	100%	100%
	Part-time (fill-in percentage)							
								Total
Main Output, Achievement or Outcome	No. of Jap. Cos. Assisted	50	70	30	50	20	50	270
	No. of Meetings (Stakeholders)	164	285	186	206	130	100	1,071
	No. of Delegate/Seminars	5	6	5	5	2	2	25

Achievement/Outcome (1)	Advisor supported Fujifilm to set up a regional sales office in Ethiopia in its medical business and facilitated the establishment of Ethiopian Gastro-Intestinal Diagnostic Training Center in Addis Ababa (USD 500,000) (2017).	
Achievement/Outcome (2)	Advisor supported LIXIL to find a local production partner for its innovative SATO toilets, together with the delegate of Ethiopia Investment Commission (USD 100,000) (2018).	
Achievement/Outcome (3)	Advisor supported HIROKI for its leather production local factory and the company succeeded in business license extension (USD 500,000); Advisor attended TICAD7 and mobilized 3 Ethiopian companies (Walia Steel, Yanet, and Perago) to take part in 30 B2Bs with Japanese companies at TICAD7; Advisor also separately met and advised 16 Japanese companies at TICAD7 (2019).	
Achievement/Outcome (4)	Together with delegate of Rwanda ICT Chamber, Advisor supported Rocket Battery and Cold Storage Japan to conclude a JV with Rwanda enterprises in its cold chain business (USD 3,000,000) (2020)	
Achievement/Outcome (5)	Advisor helped Fumin (STePP registered company) find a local partner company in Ethiopia to conduct its pilot demonstration of the soil amelioration technology (2021).	

Summary of African Advisor Cost and Performance (in USD)

Name of Advisor (Age)	Nandio DURAO (38)	Country:	MOZAMBIQUE		Period:	October 2013 - present		
		2017	2018	2019	2020	2021	2022 (Plan)	TOTAL OF 6 YEARS
Expenses	Salary and Remunerations	24,106	24,106	24,196	8,125	9,986	9,977	100,496
	Travel Expenses	0	1,431	5,345	709	2,273	0	9,757
	Other Costs	0	2,780	0	0	0	0	2,780
	Total	24,106	28,316	29,541	8,834	12,259	9,977	113,033
								AVERAGE OF 6 YEARS
Employment Condition	Full-time (fill-in 100%)							
	Part-time (fill-in percentage)	62%	62%	62%	21%	25%	25%	42.8%

							Total	
Main Output, Achievement or Outcome	No. of Jap. Cos. Assisted	7	19	20	10	13	10	79
	No. of Meetings (Stakeholders)	92	64	88	50	64	50	408
	No. of Delegate/Seminars	1	3	2	1	0	2	9
	Achievement/Outcome (1)	Advisor assisted Iwane Laboratories, a mobile mapping company from Japan, to organize an infrastructure seminar (together with JICA), and also provided consultation on how to open a local office, and held periodic monthly meeting with the Embassy of Japan (2017)						
	Achievement/Outcome (2)	Advisor provided support to NEC, Mitsui & Co., Kansai Paint, Yokogawa Electric, Fujita Corp., Mayekawa Corp., Nishimura Medical Corp., Sumitomo Banking Corp. on Mozambique market and business opportunities, policies, rules and regulations (2018-2019)						
	Achievement/Outcome (3)	Advisor took part in TICAD7 in Yokohama and successfully mobilized 2 companies from Mozambique (Tatos Botao and Zero Investimentos S.A.) to take part in 20 B2Bs with Japanese companies at TICAD7; Advisor also separately met and advised 10 Japanese companies at TICAD7 (2019).						
	Achievement/Outcome (4)	Advisor facilitated Mitsui O.S.K. Lines for its business establishment (USD 500,000) in Mozambique by providing relevant information and supporting administrative procedures and the company eventually established the local office (2020); Advisor held a Webinar and presented 170 Japanese investors on the COVID business environment in Mozambique (2020)						
Achievement/Outcome (5)	Advisor facilitated Ebara Corporation's entry into Mozambique market by introducing 3 local distributors for Ebara's pump technology products. The distributors started trial sales (2021-2022)							

Summary of African Advisor Cost and Performance (in USD)

Name of Advisor (Age)	Lies KERRAR (54)		Country:	ALGERIA		Period:	February 2014 - present	
		2017	2018	2019	2020	2021	2022 (Plan)	TOTAL OF 6 YEARS
Expenses	Salary and Remunerations*	22,028	25,641	25,210	24,000	22,222	21,212	140,313
	Travel Expenses	0	9,302	11,966	0	0	0	21,268
	Other Costs	0	0	0	0	0	0	0
	Total	22,028	34,943	37,176	24,000	22,222	21,212	161,581

* Local currency DZD basis

								AVERAGE OF 6 YEARS
Employment Condition	Full-time (fill-in 100%)	100%	100%	100%	100%	100%	100%	100%
	Part-time (fill-in percentage)							
								Total
Main Output, Achievement or Outcome	No. of Jap. Cos. Assisted	6	10	30	11	10	10	77
	No. of Meetings (Stakeholders)	70	84	125	61	55	50	445
	No. of Delegate/Seminars	1	2	3	1	1	2	10
	Achievement/Outcome (1)	Advisor provided assistance to Hitachi Chemicals, JCIF, JETRO Paris, Embassy of Japan, and to the organization of the "Japan Business Day" event in Algiers to promote investments from Japan (2017).						

	Achievement/Outcome (2)	Advisor successfully participated and briefed business and economic developments at the Algeria Investment Environment Seminar in Tokyo, in cooperation with JICA and UNIDO, attracting 150 participants, and also started to serve as JICA's focal point in Algeria for logistics support (2018).	
	Achievement/Outcome (3)	Advisor took part in TICAD7 in Yokohama, successfully mobilized 1 company from Algeria (Bomare Group) to take part in B2Bs with 15 Japanese companies at TICAD7; Advisor also separately met and advised 10 Japanese companies at TICAD7. It was reported that Bomare Group concluded a business partnership with a Japanese company following TICAD7 (2019).	
	Achievement/Outcome (4)	Advisor supported Suzuki Corporation (SPA ELSECOM) on their investment in Algeria to manufacture compact vehicles, by providing advice for trouble shooting on their local partnership and automotive related national regulations and licensing (2019-2020).	
	Achievement/Outcome (5)	Advisor supported ENEOS Corp. to search business opportunities in Hydroelectric power generation; JICA incoming missions to Algeria; Monthly meetings with Embassy of Japan for economic and business updates; Held the online high level Algeria Business and Economic seminar, with 140 participants (2021).	

Summary of African Advisor Cost and Performance (in USD)

Name of Advisor (Age)	Aissatou NDIAYE (50)		Country:	SENEGAL (+ COTE d'IVOIRE)		Period:	August 2019 - present	
		2017	2018	2019**	2020	2021	2022*** (Plan)	TOTAL OF 4 YEARS
Expenses	Salary and Remunerations*	0	0	16,025	38,459	38,546	46,345	139,375
	Travel Expenses	0	0	6,247	0	2,957	0	9,204
	Other Costs	0	0	6,886	1,859	1,790	855	11,390
	Total	0	0	29,158	40,318	43,293	47,200	159,969

* Local currency XOF basis ** (Aug-Dec 2019) *** In country fee adjustment

Name of Advisor (Age)	Aissatou NDIAYE (50)	Country:	SENEGAL (+ COTE d'IVOIRE)		Period:	August 2019 - present			
		2017	2018	2019**	2020	2021	2022*** (Plan)	AVERAGE OF 4YEARS	
Employment Condition	Full-time (fill-in 100%)	-	-	100%	100%	100%	100%	100%	
	Part-time (fill-in percentage)								
									Total
Main Output, Achievement or Outcome	No. of Jap. Cos. Assisted	0	0	30	20	45	40	135	
	No. of Meetings (Stakeholders)	0	0	104	153	164	100	521	
	No. of Delegate/Seminars	0	0	1	2	3	2	8	
	Achievement/Outcome (1)	Advisor took part in TICAD7 in Yokohama and successfully mobilized 2 companies from Senegal (Sasise and Platform Tech) to take part in 16 B2Bs with Japanese companies at TICAD7; Advisor also separately met and advised 14 Japanese companies at TICAD7 (2019).							
	Achievement/Outcome (2)	Advisor regularly held meetings with First Secretary of Japanese Embassy to exchange information on JapanSenegal business opportunities, and held a webinar to update investors on the COVID-19 business environment in Senegal, with 170 Japanese participants (2020).							
	Achievement/Outcome (3)	Advisor supported Sucrecube Japon to establish a local subsidiary in Senegal by concluding an MOU with Sandiara City in its TUMIQUI Smart Kit business (USD 500,000) (2020).							
	Achievement/Outcome (4)	Advisor facilitated Terios Tec (STePP registered company) to find a local partner to successfully conduct the technology demonstration of its hypochlorous acid water generation technology (USD 160,000) (2021).							
Achievement/Outcome (5)	Advisor is assisting Dive Into Code Co., Ebara Corp., NEC Corp., IDCJ (for new JICA survey), and coordinated upcoming online delegate programme and investment webinar for Cote d'Ivoire in Japan, after taking a business mission to Abidjan and meeting with public and private sector officials there (2021-2022).								

Personnel working for ITPO Tokyo (2017-2022)

Name of persons	Function	Period employed
OFFICERS		
Mr. Hiroshi Kuniyoshi	Head	01/2016 – 04/2017
Mr. Yuko Yasunaga	Head	08/2017 – 06/2022
Mr. Mehmet Ferda Gelegen	Deputy Head (Operations)	01/2013 – Present
	Officer-in-Charge	04/2017 – 07/2017 01/2012 – 05/2012
	National Officer	01/1997 – 12/2011
Mr. Hideki Murakami	Deputy Head (Donor relations)	01/2013 – Present
Ms. Yoshie Fujiyama	Associate Expert (HQ)	01/2020 – Present
	Associate Expert	07/2015 – 06/2016
Ms. Nahomi Nishio	Officer (Following STePP Demo at HQ)*	06/2020 – 05/2021
Ms. Ikue Toshinaga	National Officer	03/1989 – Present
Ms. Maki Imazu	National Officer	09/2021 – Present 06/2012 – 12/2018
	National Expert	01/2009 – 05/2012
EXPERTS/CONSULTANTS		
Ms. Yukiko Fukuyama	Associate Expert	07/2020 – Present
	Associate Expert (HQ)	04/2017 – 03/2018
Mr. Kosuke Kuroda	Consultant (Part-time)	01/2014 – Present
Mr. Masayuki Sagisaka	Consultant STePP (Part time)	01/2019 – Present
Mr. Yuta Hirose	Consultant STePP under subcontract**(Part time)	05/2014 – Present
Mr. Ryota Nishiyama	Consultant Media/Communications (Part time)	10/2020 – Present
Ms. Naoko Tochibayashi	Consultant Media under subcontract**(Part time)	09/2015 – 06/2018
Ms. Ayako Nakayama	Consultant Media (Part-time)	10/2018 – 04/2021

Name of persons	Function	Period employed
Mr. Kenji Okuma	Consultant Environment/STePP (Part time)	04/2013 – 10/2019
ASSISTANTS		
Mr. Masahiko Goto	Assistant STePP	01/2019 – Present
Ms. Azusa Matsumoto	Assistant STePP Demo/Africa	06/2020 – Present
Ms. Fusae Uenaka	Assistant (Part-time)	01/2014 – Present
Ms. Hiromi Murakami	Assistant (Accounting/Procurement)	04/2021 – Present
Ms. Misato Horiguchi	Assistant	07/2014 – Present
Ms. Tomoko Ishii	Assistant (Part-time since 2021)	03/2016 – Present
Ms. Miho Suzuki	Assistant STePP (Part time)	04/2021 – Present
Mr. Keisuke Takamatsu	Assistant	04/2022 – Present
Ms. Minako Shigematsu	Assistant	09/2014 – 06/2019
	Associate Expert	07/2019 – 12/2020

ANNEX 5 ITPO Tokyo Data

Name of persons	Function	Period employed
Ms. Naomi Ochiai	Assistant (Accounting)	02/2000 – 06/2021
Mr. Shunsuke Fujiwara	Assistant	01/2019 – 06/2019
Mr. Sudo Hajime	Assistant (STePP/LCET)	07/2016 – 12/2019
Ms. Hitomi Tachiiri	Assistant (TICAD7)	06/2019 – 12/2019
Ms. Yoshie Tonohara	Assistant	07/2016 – 06/2017

Name of persons	Function	Period employed
Ms. Reina Maeda	Assistant	04/2017 – 03/2019
Ms. Yuki Onozaki	Assistant	07/2019 – 12/2021
ADVISORS		
Mr. Tadesse Segni	Advisor/Ethiopia – Burundi, Rwanda, Uganda	04/2013 – Present
Mr. Nadio Durao	Advisor/Mozambique	10/2013 – Present
Mr. Lies Kerrar	Advisor/Algeria	02/2014 – Present
Ms. Aissatou Ndiaye	Advisor/Senegal – incl. French speaking West Africa	08/2019 – Present

* STePP Demo Assistance from HQ

** Company subcontract

Major administrative changes

Subject	Where/Who	Period	Comments
Office premises	ITPO	2017 – Present	Added Head's office on UNU 8th Floor, 3 meeting rooms + 1 storage room on 7 th Floor
Change of Head	ITPO	2017 – Present	Mr. Yasunaga took over from Mr. Kuniyoshi
Website renewal	ITPO	2019 – Present	Updated website originally introduced in 2014
PC replacement	ITPO	2019 – Present	All PCs used at ITPO replaced
Environmental Technology Database/STePP	ITPO	2019 – Present	Environmental Technology Database was upgraded to STePP
Telework	ITPO/Home	2020 – Present	Introduced

Subject	Where/Who	Period	Comments
arrangements due to COVID-19			teleworking/staggered/flexible working arrangements (1,2 or 3 days per week office attendance)
Mobile/telework equipment purchase	ITPO	2020 – Present	Purchased mobile PCs, mobile smart phones, telework equipment for all staff (headsets, Wi-Fi, etc.)
STePP Demo Project	ITPO/HQ	2020 – Present A5-15	A new USD 4 mil. Project awarded to ITPO Tokyo as an additional and separate project to

Annex 5: List of operational and concluded projects

UNIDO ITPO Tokyo - Success Cases (2017 - 2022): Operational Projects listed in Annual Reports									
#	Country	Project Title (Programme/Activity)	Japanese Company	Local Counterpart	Signed Date (Japan year)	Amount (US\$)	Jobs Created	Description	Technology Transfer Field
1	Zambia	Promoting Youth Employment through Construction Equipment Operating Skills Training (Cooperation with UNIDO HQ)	Hitachi Construction Machinery Co.	Kitwe Vocational Training Centre (KVTC)	2021-2026	3,800,000	150	Activities to train local construction machinery operators started in Lusaka, the capital of Zambia.	Construction machinery
2	Kenya	Establishing Medical Waste Incinerator at Hospitals (STePP Demo)	Kinsei Sangyo Co., Ltd.	Ministry of Industrialization, Trade and Enterprise Development (MoITED), Nairobi Metropolitan Services, Mutuini Sub-Regional Hospital	2020-2021	280,000	N/A (see Column I for number of trainees)	UNIDO implemented a waste management system at Mutuini Sub-Regional Hospital in Nairobi, 57 engineers and operators were trained.	Medical waste incineration technology

UNIDO ITPO Tokyo - Success Cases (2017 - 2022): Operational Projects listed in Annual Reports									
#	Country	Project Title (Programme/Activity)	Japanese Company	Local Counterpart	Signed Date (Japan year)	Amount (US\$)	Jobs Created	Description	Technology Transfer Field
3	Viet Nam	Hypochlorous acid water equipment establishment in hospitals and foodprocessing (STePP Demo)	AGC Inc.	DCSElab, Ho Chi Minh City University of Technology, University of Danang, Hospital in Da Nang and Food Factory in Ho Chi Minh	2020-2021	210,000	N/A (see Column I for number of stakeholders impacted)	UNIDO installed equipment that produces hypochlorous acid water in a medical facility and in a food-processing factory. The training took place online, and was carried out to ensure proper management, operations, and maintenance, as well as sustainable behavioral practices. 218 health care workers and 198 food-processing company workers benefitted from the project.	Disinfectant technology

UNIDO ITPO Tokyo - Success Cases (2017 - 2022): Operational Projects listed in Annual Reports									
#	Country	Project Title (Programme/Activity)	Japanese Company	Local Counterpart	Signed Date (Japan year)	Amount (US\$)	Jobs Created	Description	Technology Transfer Field
4	Bangladesh	Mold Manufacturing (Delegate Programme)	IMS Inc.	Local Plastic Product Manufacturing Company, N. Mohammad	2020-2021	N/A	N/A	Concluded an advisory contract with a local plastic product manufacturer and considering to establish local office in Bangladesh.	Mold manufacturing technology
5	Turkey	Solar Power Plant (Delegate Programme/Business Mission)	Loop Inc.	Turkey Izmir Development Agency (IZKA)	2018-2020	10,000,000	50	Loop Inc. established "JAPAN ENERGY Fund (JEF)", a decarbonized energy fund specializing in overseas, with ENECHANGE Ltd. and decided to invest in a solar power generation business in Denizli Province, Turkey.	Solar power operation technology and know how

UNIDO ITPO Tokyo - Success Cases (2017 - 2022): Operational Projects listed in Annual Reports									
#	Country	Project Title (Programme/Activity)	Japanese Company	Local Counterpart	Signed Date (Japan year)	Amount (US\$)	Jobs Created	Description	Technology Transfer Field
6	Uganda	Equipment Operator Training (Cooperation with UNIDO HQ/Advisor Ethiopia/Uganda)	Komatsu Ltd.	Ugandan Ministry of Local Government, the Ministry of Finance and Economic Development, Ministry of Education and Sports	2019-2022	2,400,000	100	Establish a training centre for operators of construction equipment in Luwero, Uganda. the training centre will train at least 50 MoWT instructors, 360 MoWT and local district government operators, and over 80 young Ugandans seeking employment.	Construction equipment
7	Rwanda	Solar Storage System (Delegate Programme)	Rocket Battery Co., Cold Storage Japan Ltd.	Rwanda ICT Chamber	2019-2021	3,000,000	300	Established a JV with a Rwandan company (Kivu Cold Group). Aiming for local commercialization, they are planning to start verification after manufacturing a prototype.	Solar low temperature storage system

UNIDO ITPO Tokyo - Success Cases (2017 - 2022): Operational Projects listed in Annual Reports									
#	Country	Project Title (Programme/Activity)	Japanese Company	Local Counterpart	Signed Date (Japan year)	Amount (US\$)	Jobs Created	Description	Technology Transfer Field
8	Ethiopia	Soil Conditioner (STePP/Advisor in Senegal)	Fumin Co., Ltd.	Yanet Trading PLC, Ethiopian Ministry of Agriculture, Ethiopian Agricultural Transformation Agency (EATA)	2018-2021	N/A	N/A	Concluded an MOU with a local company, Yanet Trading PLC. A pilot demonstration test using MR-X, a soil conditioner derived from marine unicellular diatoms, and an agricultural plot owned by EATA will be conducted.	Soil conditioner technology
9	Mozambique	Logistics Services Establishment (Delegate Programme/Advisor in Ethiopia)	Mitsui O.S.K. Lines, Ltd.	UNIDO ITPO Tokyo Advisor in Mozambique	2019-2020	500,000	10	Established a representative office in the capital Maputo as a logistics enhancement base for the South African and Mozambique markets.	Logistics services business

UNIDO ITPO Tokyo - Success Cases (2017 - 2022): Operational Projects listed in Annual Reports									
#	Country	Project Title (Programme/Activity)	Japanese Company	Local Counterpart	Signed Date (Japan year)	Amount (US\$)	Jobs Created	Description	Technology Transfer Field
10	Senegal	Electricity and Internet Supply in non Electrified Areas (Delegate Programme/Advisor in Senegal)	SUCRECUBE Japon Inc.	Sandiara City, UNIDO ITPO Tokyo Advisor in Senegal	2019-2020	500,000	30	Signed an MOU with a local partner (Sandiara City). Established a local corporation in the special economic zone of Sandiara City.	Electricity / Communication Supply
11	Ethiopia	Manufacturing of Leather Products (Delegate Programme/Advisor in Ethiopia)	Hiroki Co., Ltd.	Ethiopia Investment Committee, UNIDO ITPO Tokyo's Advisor in Ethiopia	2013-2020	500,000	30	Established its factory in Oromia, Ethiopia, and started exporting its locally made leather jackets to Japan.	Manufacture of luxury sheep leather products
12	Uzbekistan	Establishing Water Manufacturing in Rural Areas (Delegate	Kaori International Japan, Ltd.	Local public and private sector officials	2019-2020	50,000	10	Concluded an MOU with a local company regarding the construction of	Water business (medical water/

UNIDO ITPO Tokyo - Success Cases (2017 - 2022): Operational Projects listed in Annual Reports									
#	Country	Project Title (Programme/Activity)	Japanese Company	Local Counterpart	Signed Date (Japan year)	Amount (US\$)	Jobs Created	Description	Technology Transfer Field
		Programme)						a water manufacturing plant.	drinking water)
13	India	Waste Recycling (STePP/Business Mission)	SHINKO TECNOS CO.,LTD.	A local power company	2018-2019	100,000	10	Delivered a hydrolyzer to a local power company.	Waste recycling technology
14	Kenya	Energy Efficient Blowers (Cooperation with UNIDO HQ LCCR Project)	Taiyo Electric Co., Ltd.	KIAMOKAMA Tea Factory	2017-2018	400,000	10	Introduced eco-friendly drying and withering technology, four units of a fan motor and inverter panels with a speed control system were introduced in 2018, and additional 80 units will be installed in this factory. Technical	Energy efficient tea leaf drying & ventilation technology

UNIDO ITPO Tokyo - Success Cases (2017 - 2022): Operational Projects listed in Annual Reports									
#	Country	Project Title (Programme/Activity)	Japanese Company	Local Counterpart	Signed Date (Japan year)	Amount (US\$)	Jobs Created	Description	Technology Transfer Field
								training for KIAMOKAMA technicians was also given.	
15	Bangladesh	Pet Products (B2B Business Matching)	DoggyMan H. A. Co., Ltd.	Local partners: Mr. Shahidul Islam Fakir Mr. Shofiq Fakir Mr. Mahfuzul Karim	2017-2018	120,000	100	Established a joint venture with a local partner.	Pet products manufacturing
16	Madagascar, Tanzania, Nigeria	Waste to Fuel Technology (STePP)	TROMSO Co., Ltd.	PRO SAVA Association and local governments in Africa	2016-2018	300,000	20	Delivered three units of Grind Mill to a local company in Madagascar. Business negotiations in Tanzania and Nigeria have also been completed.	Rice husk solid fuel manufacturing technology

UNIDO ITPO Tokyo - Success Cases (2017 - 2022): Operational Projects listed in Annual Reports									
#	Country	Project Title (Programme/Activity)	Japanese Company	Local Counterpart	Signed Date (Japan year)	Amount (US\$)	Jobs Created	Description	Technology Transfer Field
17	Ethiopia	Portable Latrine (Toilet) (Delegate Programme/Advisor in Ethiopia)	LIXIL Corporation	Selected local partner company in 2018	2017-2018	100,000	10	LIXIL has shipped SATO toilets to more than 25 developing countries, mainly Asia and Africa, targeting to improve access to basic sanitation for 100 million people by 2020.	Portable latrine technology and know how
18	Ethiopia	Medical Equipment (UNIDO Delegate Programme)	FUJIFILM Corporation	Addis Ababa St. Paul Millennium Hospital	2014-2017	500,000	10	Established "Ethiopia Gastrointestinal Diagnosis Training Center", opened a local office related to medical device sales, created matching with local partners	Medical equipment technology

UNIDO ITPO Tokyo - Success Cases (2017 - 2022): Operational Projects listed in Annual Reports									
#	Country	Project Title (Programme/Activity)	Japanese Company	Local Counterpart	Signed Date (Japan year)	Amount (US\$)	Jobs Created	Description	Technology Transfer Field
								and hired local staff.	
19	Turkey	Feeding Bottle Manufacturing (Delegate Programme & Seminars/Business Mission)	Pigeon Corporation (Lansinoh)	Turkey Izmir Development Agency (IZKA)	2013-2017	5,000,000	50	Construction of local factory under Lansinoh brand. Construction started in 2015, and operations started in January 2017 in the Izmir-Aegean Free Zone.	Milking devices, feeding bottles
20	South Africa	Low Carbon Cooling Systems (Cooperation with UNIDO HQ LCCR Project)	Mayekawa Mfg. Co., Ltd.	SirFruit Co., Ltd. (Beverage Company)	2019-2020	400,000	10	Signed a technical partnership with a South African beverage company in 2017 to transfer the technology used in fruit	Energy efficient cooling technology

UNIDO ITPO Tokyo - Success Cases (2017 - 2022): Operational Projects listed in Annual Reports									
#	Country	Project Title (Programme/Activity)	Japanese Company	Local Counterpart	Signed Date (Japan year)	Amount (US\$)	Jobs Created	Description	Technology Transfer Field
								juice manufacturing.	
					Total	28,160,000	900		

UNIDO ITPO Tokyo - Success Cases (2017 - 2022): Operational Projects (new projects)									
#	Country	Project Title (Programme/Activity)	Japanese Company	Local Counterpart	Signed Date (Japan year)	Amount (US\$)	Jobs Created	Description	Technology Transfer Field
1	Bangladesh	Production of garment accessories (Delegate Programme/B2Bs)	Sankei Co., Ltd.	N/A	2022-2023	420,000	N/A	Plan to install new machinery/equipment to produce elastic tapes for garment industry to the existing plant (expansion/product diversification project)	Elastic tape manufacturing technology

UNIDO ITPO Tokyo - Success Cases (2017 - 2022): Operational Projects (new projects)									
#	Country	Project Title (Programme/Activity)	Japanese Company	Local Counterpart	Signed Date (Japan year)	Amount (US\$)	Jobs Created	Description	Technology Transfer Field
2	Ethiopia	Joint business and investment in Ethiopia in the coffee and honey sector (Advisory Programme)	Raise World Co. Ltd.	Local partner company	2017-2022	100,000	25	Raise World Co. Ltd., identified a local partner and started exporting Ethiopian coffee.	Agribusiness
3	Ethiopia	Selling medical diagnosis device in Ethiopia (Advisory Programme)	Lequio Power Technology	ITPO Tokyo Advisor	2020-2022	250,000	20	Lequio Power Technology concluded a project to start selling medical diagnosis device in Ethiopia in 2018. The ITPO Tokyo Advisor introduced a local distributor and supported to get the necessary approval from relevant Ministries. This process was a bit delayed due to the change in the leadership of the nation and that of the regulatory agency (FDA - Ethiopia). The process has been	Health/Medical Equipment

UNIDO ITPO Tokyo - Success Cases (2017 - 2022): Operational Projects (new projects)									
#	Country	Project Title (Programme/Activity)	Japanese Company	Local Counterpart	Signed Date (Japan year)	Amount (US\$)	Jobs Created	Description	Technology Transfer Field
								temporally suspended due to COVID-9 pandemic.	
4	Ethiopia	Contract of a dealership agreement (Delegate Programme and Advisory Programme)	GS Yuasa	Local distributor in Ethiopia	2018-2021	150,000	20	GS Yuasa has entered into a dealership agreement with local distributor in Ethiopia and its GS Yuasa Auto Battery was distributed and sold in Ethiopian Market.	Manufacturing
5	Ethiopia	Opening of Ethiopian Branch Office (Delegate Programme & Advisory Programme)	JUKI Japan	N/A	2018-2021	50,000	5	JUKI Japan has opened its Ethiopian Branch and supplied the Ethiopian Market with latest Industrial sewing machine for the Textile and leather sector in the country.	Manufacturing
6	Mauritius	Establishment of a company in Mauritius to undertake CSR activities (Delegate Programme)	Mitsui O.S.K. Lines, Ltd	Delegate from Mauritius EDB	2018-2020	150,000	5	Mitsui O.S.K. Lines, Ltd agreed to set up a company in Mauritius to initially undertake CSR activities. Mitsui	Logistics/Transportation

UNIDO ITPO Tokyo - Success Cases (2017 - 2022): Operational Projects (new projects)									
#	Country	Project Title (Programme/Activity)	Japanese Company	Local Counterpart	Signed Date (Japan year)	Amount (US\$)	Jobs Created	Description	Technology Transfer Field
								O.S.K Lines has explored Logistics and other business activities in a second phase.	
7	Mozambique	Contract of an authorized distributor agreement in Mozambique (Advisory Programme)	Ebara Pumps	Casa do Agricultor	2019-2022	100,000	5	Ebara Pumps reached an agreement with Mozambican company Casa do Agricultor to become its authorized distributor in Mozambique.	Manufacturing
8	Nigeria	Delivery of rice husk briquette machines in Nigeria, Initial user training (STEPP)	Tromso Co., Ltd.	Local companies	2019-2022	200,000	5	Tromso Co., Ltd. delivered seven rice husk briquette machines in Nigeria and initial user training will be provided by Tromso once COVID-19 settles; the technology is introduced on ITPO Tokyo's STEPP. 7	Energy/Water treatment

UNIDO ITPO Tokyo - Success Cases (2017 - 2022): Operational Projects (new projects)									
#	Country	Project Title (Programme/Activity)	Japanese Company	Local Counterpart	Signed Date (Japan year)	Amount (US\$)	Jobs Created	Description	Technology Transfer Field
								machines were delivered.	
9	Uganda	Set up of an office in Uganda, Business consulting (Delegate Programme)	The Japan-Uganda Social Economic Development Association	Uganda delegate	2018-2022	50,000	5	The Japan-Uganda Social Economic Development Association set up an office in Uganda to conduct business consultancy service. The Uganda delegate assisted to run the office.	Consulting
10	Turkey	Setting up of local branch office in Izmir, Turkey (Delegate Programme)	Gakken Co., Ltd.	Investment Office	2019-2022	500,000	5	Gakken Co., Ltd. has entered the Turkish market to provide STEM curriculum and course materials to Turkish private schools. The operation is expected to be expanded.	Education
					Total	1,550,000A6-3	95		

UNIDO ITPO Tokyo - Success Cases (2017 - 2022): Concluded Projects									
#	Country	Project Title (Programme/Activity)	Japanese Company	Local Counterpart	Signed Date (Japan year)	Amount (US\$)	Jobs Created	Description	Technology Transfer Field
1	Bangladesh	Integrated service for garment inspection and shipment (Delegate Programme)	Konoike Transport Co., Ltd.	PQC and Kuwahara	2019-2020	120,000	20	Established a joint venture company INREX Bangladesh, Ltd. to provide integrated high-quality service of inspection, repairing and shipping/delivery to garment exporters in Bangladesh	Inspection/repairing /logistics knowhow
2	Ethiopia	Production of rose water (Advisory Programme)	Amino Company Ltd.	Local rose farm, ITPO Tokyo Advisor	2018-2022	50,000	20	Amino Company Ltd. (a flower business SME) has finalized its deal with local rose farm to produce rose water.	Agribusiness
3	Ethiopia	Medical diagnostic device business (Advisory Programme)	Lequio Power Technology	ITPO Tokyo Advisor in Ethiopia	2017-2020	250,000	10	Lequio Power Technology has started medical diagnostic device business registration in Ethiopia.	Health/Medical Equipment
4	Ethiopia	Development of technical capabilities of local firms /their business partners (Advisory Programme)	ITOCHU	Local textile and apparel plants	2018-2021	200,000	5	ITOCHU has agreed to buy apparel from two local textile and apparel plants in Ethiopia, making its efforts to develop the technical capabilities of the local firms /their business partners.	Energy/Textile

UNIDO ITPO Tokyo - Success Cases (2017 - 2022): Concluded Projects									
#	Country	Project Title (Programme/Activity)	Japanese Company	Local Counterpart	Signed Date (Japan year)	Amount (US\$)	Jobs Created	Description	Technology Transfer Field
5	Kenya	Establishment of the representation office in Kenya (Delegate Programme)	Ebara Corporation	Delegate from KenInvest	2016-2019	250,000	5	Ebara Corporation has decided to establish a representative office in Kenya.	Manufacturing
6	Rwanda	Establishment of a JV for local production (Delegate Programme)	Cold Storage and Rocket Battery Inc.	Local Rwandan company	2017-2021	150,000	5	Cold Storage and Rocket Battery Inc. has established a JV with a Rwandan company for local production, and the corresponding MoU is being signed soon.	Investment
7	Algeria	Issuance of operating license of the automotive factory from the government of Algeria (Advisory Programme)	Suzuki Motors	ITPO Tokyo Advisor	2017-2020	1,000,000	100	Suzuki Motors built a factory in Algeria. The project was launched in 2016. However the company had not received an operating license from the government of Algeria. The ITPO Tokyo advisor assisted the company.	Automotive
8	Ethiopia	Set up of a local office and business (Advisory Programme)	PQC	Local producers in Mekele	2018-2019	250,000	25	PQC, third party inspection company for garments, has decided to set up their office in Ethiopia in 2018. PQC plans to work with	Consulting

UNIDO ITPO Tokyo - Success Cases (2017 - 2022): Concluded Projects									
#	Country	Project Title (Programme/Activity)	Japanese Company	Local Counterpart	Signed Date (Japan year)	Amount (US\$)	Jobs Created	Description	Technology Transfer Field
								ITOCHU and provide inspection services	
9	Ethiopia	Contract of a dealership agreement (Advisory Programme)	Rohto Pharmaceutical Co., Ltd.	Ethiopian Pharmaceutical import and distribution company	2018-2020	250,000	10	Rohto Pharmaceutical Co., Ltd. has already entered into a dealership agreement with Ethiopian Pharmaceutical import and distribution company and has already introduced its eye care and skin care products in Ethiopian market.	Health/Pharmaceutical
10	Ethiopia	Construction of a dairy processing factory (Advisory Programme)	Food for the Future Co. Ltd	Local contractors, ITPO Tokyo Advisor	2019-2022	500,000	50	The company has signed land lease contract, secured construction permit, and currently building the plant.	Food processing
11	Kenya	Operational facility, including work permit issuance. (Delegate Programme)	Saraya Co., Ltd	Delegate from KenInvest	2017-2019	100,000	10	A representative of Saraya Co., Ltd. finally received a work permit with support by ITPO Tokyo delegate from KenInvest.	Health
12	Mauritius	Opening the representation office in Tokyo	Mauritius EDB	ITPO Tokyo	2018-2019	50,000 A6-4	2	Mauritius EDB opened their representation office in Tokyo with the support of ITPO Tokyo	Government

UNIDO ITPO Tokyo - Success Cases (2017 - 2022): Concluded Projects									
#	Country	Project Title (Programme/Activity)	Japanese Company	Local Counterpart	Signed Date (Japan year)	Amount (US\$)	Jobs Created	Description	Technology Transfer Field
		(Delegate Programme)						which assisted them in finding premises and hiring local staff.	
13	Rwanda	Offshore development of software to Rwanda (Delegate Programme)	Rexvirt Communications	Delegate from ICT Chamber	2017-2019	50,000	5	Rexvirt Communications, Japanese company engaged in offshore development of software is operational in Rwanda	ICT
14	Ethiopia	Closure administration in Ethiopia (Advisory Programme)	Hiroki Addis	ITPO Tokyo Advisor	2018-2020	N/A	N/A	Hiroki Addis has decided to close their business in Ethiopia and the liquidation process was supported.	Manufacturing
15	Algeria	Establishing partnership on renewable energy projects	Sumitomo Group	Bomare Co., Ltd.	2019-2022	500,000	50	Bomare Co., Ltd. of Algeria entered into business with the Sumitomo Group to cooperate on solar and green hydrogen projects.	Energy
					Total	3,720,000	317		

UNIDO ITPO Tokyo - Success Cases (2017 - 2022) STePP Demo Projects (Operational)

#	Country	Project Title (Programme/Activity)	Japanese Company	Local Counterpart	Signed Date (Japan year)	Amount (US\$)	Jobs Created	Description	Technology Transfer Field
1	Madagascar / Senegal	Establishing Medical Waste Incinerator at Hospitals (STePP Demo)	Chuwa Industrial Co., Ltd.	Ministry of Public Health; University Hospital Joseph Raseta Befelatanana	2020-2021	282,961	N/A (see Column I for number of trainees)	UNIDO established 2 units of medical waste incinerators in Madagascar and Senegal. 9 engineers and 43 operators and healthcare providers were trained in total.	Incinerator for Medical Waste
2	India / Kenya / Mongolia	Applying photocatalytic coating with antibacterial effect at hospitals (STePP Demo)	Marusyo Sangyo Co., Ltd.	KENYA: Ministry of Industrialization, Trade and Enterprise Development (MoITED); Jumuia Hospital; Nyathuna Sub-country Hospital; AAIC Partners Africa Ltd. MONGOLIA: State Second General Hospital; National Center of Communicable Diseases; First Central Hospital of Mongolia; Tana Lab Co., Ltd. INDIA: National Institute of Tuberculosis and Respiratory Diseases; Rajiv Gandhi Government General Hospital; Pandit Dindayal Upadhyay Medical College	2020-2021	160,325	N/A (see Column I for number of trainees)	UNIDO applied photocatalytic coating with antibacterial effects in three countries (India, Kenya and Mongolia). 29 engineers were trained for the coating. In addition, 270 medical workers participated in general hygiene training.	Photocatalytic Coating with Antibacterial Effect

#	Country	Project Title (Programme/Activity)	Japanese Company	Local Counterpart	Signed Date (Japan year)	Amount (US\$)	Jobs Created	Description	Technology Transfer Field
				Hospital; Allair Solutions Pvt Ltd.					
3	Uganda	Mass production of alcohol hand sanitizers and hand-hygiene instructions (STePP Demo)	Saraya Co., Ltd.	Saraya Manufacturing (U) Ltd.; Mengo Hospital; Uganda Cancer Institute; Uganda Heart Institute; Naguru General Hospital; Lubaga Hospital; Medipal International Hospital; Doctor's Hospital Seguku; Bethany Women's Hospital	2020-2021	169,529	N/A (see Column I for number of trainees)	UNIDO installed a manufacturing technology for the mass production of alcohol-based sanitizers to improve sanitation in the health care and food industries. 314 medical workers were trained in hygiene practices.	Alcohol-Based Hand Sanitizer
4	Kenya	Installation of mobile PCR inspection system (STePP Demo)	TSP Inc. Taiyo	Ministry of Industrialization, Trade and Enterprise Development; Machakos County; Machakos County Referral Hospital; Kangundo Level 4 Hospital	2020-2021	282,359	N/A (see Column I for number of trainees)	UNIDO installed a mobile PCR testing laboratory that can be towed to remote areas. The mobile lab provides complete protection to medical staff. 20 medical workers were trained for operation.	Mobile PCR Inspection System
5	Indonesia	Technology transfer and local production of hypochlorous acid water (STePP Demo)	Solar Wind Technology Inc.	Indonesian University of Education (Universitas Pendidikan Indonesia)	2020-2021	277,528	N/A (see Column I for number of trainees)	UNIDO implemented a project to set up local production of aqueous hypochlorous acid for use at hospitals and public facilities. 7 local operators were trained, and 8,500	Hypochlorous Acid Disinfectant

#	Country	Project Title (Programme/Activity)	Japanese Company	Local Counterpart	Signed Date (Japan year)	Amount (US\$)	Jobs Created	Description	Technology Transfer Field
								people benefitted from the product.	
6	Nigeria	Installing blood gas analyzer at hospitals (STePP Demo)	Techno Medica Co., Ltd.	Association Medical Laboratory Scientists in Nigeria; Nigerian Medical Association; Guild of Medical Laboratory Directors of Nigeria; National Hospital, Abuja; Federal Medical Center Ebute Metta, Lagos; Aminu Kano Teachers Hospital, Kano	2020-2021	227,791	N/A (see Column I for number of trainees)	UNIDO installed 3 blood gas analyzers that can detect various blood parameters at 3 hospitals. 20 engineers and 52 medical staffs were trained in total.	Blood Analyzer Gas
7	Viet Nam	Installation of water purification system with rice husk-activated carbon (STePP Demo)	Tromso Co., Ltd.	Soc Trang Province Centre for Rural Water Supply and Sanitation; CONG TY TNHH SAN XUAT THUONG MAI DICH VU HIKARU; S-TAIL ecp Inc.	2020-2021	226,635	N/A (see Column I for number of trainees)	UNIDO installed water purifying device with rice husk-activated carbon to prevent water borne infectious diseases. 11 engineers and operators were trained.	Water Purification System
8	Morocco	Establishing water treatment system in a remote village (STePP Demo)	Hinode Sangyo Co., Ltd.	Ministry of Interior; Ministry of Economy and Finance; Tazart Commune; Douar Boughanim Village	2020-2022	277,528	N/A (see Column I for number of trainees)	UNIDO installed wastewater treatment system using microbubble to a remote village in Morocco. Construction workers and operators were trained (numbers to be confirmed).	Wastewater Treatment System

#	Country	Project Title (Programme/Activity)	Japanese Company	Local Counterpart	Signed Date (Japan year)	Amount (US\$)	Jobs Created	Description	Technology Transfer Field
9	India	Installing water regeneration system (STePP Demo)	JTOP Co., Ltd.	Sojitz India Private Ltd.; SBSEnviro Aqua Concepts Pvt. Ltd	2020-2021	172,660	N/A (see Column I for number of trainees)	UNIDO implemented a water regeneration system to assist in securing safe water for daily use. At least 13 operators were trained (number to be confirmed).	Water Regeneration System
10	Senegal	Installing hypochlorous acid water generator (STePP Demo)	Terios-Tec Co., Ltd.	Biotechnology Equipment, Dakar	2020-2022	162,864	N/A (see Column I for number of trainees)	UNIDO installed acidic hypochlorous water generators and trained people on the manufacturing and utilization of the product. At least 5 healthcare providers were trained (number to be confirmed).	hypochlorous Acid Water Generator
					Total	2,240,180	0		

Note: STePP Demo projects are 12, however 2 cases (Kinsei Sangyo in Kenya and AGC in Vietnam) are listed in the Success list of projects reported to the donor.

Annex 6: List of documents reviewed and persons interviewed

Annex 6.1: List of Documents reviewed

Main document

Project document (SAP ID 160239)

Exchange of Notes (11 December 2013)

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

Fact Sheet on ITPO Tokyo (2017 -2022)

Annual Work Programme (2017 - 2022)

Reports

Annual Reports 2017, 2018, 2019, 2020, 2021

Financial data

Budget and Expenditure Summary 2017 - 2022

Summary of Accumulated Interest Fund 2018 -2022

STePP Demo Project Budget and Expenditure 2020 -2022

UNIDO ITPO data and information 2017-2022

Operational and Concluded Projects

List of Seminars and Events

List of Delegate Programme

List of MOU Signed

STePP Database List

Activities/Programmes with HQ and Field Offices

Work Assignment and Organizational Chart

Management Meeting Summary

Publications (UNIDO-Japan Cooperation (STePP Demo), Partnership (Japanese Private Sectors and UNIDO), Africa-Japan Partnership Promotion, etc.)

Annex 6.2: List of Persons Interviewed

ITPO Tokyo

Date	Name	Title (Function)
6/6/2022	Mr. Yuko Yasunaga	Head
17/5/2022	Mr. Ferda Gelegen	Deputy Head – Operations
19/5/2022	Mr. Hideki Murakami	Deputy Head – Donor Relations
18/5/2022	Ms. Ikue Toshinaga	National Officer (Asia)
19/5/2022	Ms. Maki Imazu	National Officer (Africa)
17/5/2022	Ms. Yukiko Fukuyama	Associate Expert
18/5/2022	Mr. Kosuke Kuroda	Consultant on Investment and Technology (StePP Demo team leader)
20/5/2022	Mr. Ryota Nishiyama	Media and Public Relations Consultant
20/5/2022	Mr. Masahiko Goto	Programme Assistant (STePP Demo & StePP Registration)
19/5/2022	Mr. Nandio Durao	African Advisor for Mozambique
23/5/2022	Mr. Lies Kerrar	African Advisor for Algeria
25/5/2022	Ms. Aissatou Ndiaye	African Advisor in Senegal
14/6/2022	Mr. Tadesse Segni	African Advisor in Ethiopia

UNIDO HQ (online)

Date	Name	Title/Division/Department
26/5/2022	Mr. Hiroshi Kuniyoshi	Deputy to the Director General
14/6/2022	Mr. Bernardo Calzadilla Sarmiento	Managing Director, Directorate of Digitalization, Technology and Agri-Business, and Director, DTI
16/5/2022	Ms. Adot Killemeier-Oleche	Senior Research and Industrial Policy Officer
23/5/2022	Mr. Weixi Gong	Chief, Investment and Technology Promotion Division, DTI (ITP Network Coordinator)

Date	Name	Title/Division/Department
13/6/2022	Ms Matilda Muweme	Senior Programme Officer, Regional Coordination Division – Africa Department of Regional and Field Coordination
9/6/2022	Ms. Nahomi Nishio	Industrial Development Expert, Industrial Resource Efficiency Division, Department of Environment
18/5/2022	Ms. Yoshie Fujiyama	Associate Expert, Investment and Technology Promotion Division, DTI
10/6/2022	Ms. Monika Eichberger	Senior Resource Mobilization Assistant, Strategic Relations & Resource Mobilization Division, Department of External Relations
10/6/2022	Ms. Jerusa Gatpandan	Project Assistant, Investment and Technology Promotion Division, DTI

DTI: Department of Digitalization, Technology and Innovation

Donors (online)

Date	Name	Title/Organization
25/5/2022	Mr. Takuya Sonoda	Officer, Global Issues Cooperation Division, International Cooperation Bureau, MOFA
25/5/2022	Ms. Sae Horikawa	First Secretary, Permanent Mission of Japan to the International Organizations in Vienna

Meetings during Mission in Japan

Date	Name	Organization/Company
30/5/2022	Mr. Mohamed Ibrahim	Counsellor & Head of Economic and Commercial Bureau, Embassy of Egypt in Tokyo
30/5/2022	H.E. Mr. Gorgui Ciss Mr. Mamadou Aliou Diallo	Ambassador, First Secretary, Embassy of Senegal in Tokyo
31/5/2022	Mr. Yasuhiro Nakayama Mr Hidetoshi Ihara	Principal Deputy Director, Deputy Director, Technical Cooperation Division, Trade and Economic Cooperation Bureau, METI

Date	Name	Organization/Company
1/6/2022 (online)	Mr. Juan Camilo Gomez Alvarado	Commercial Counsellor, Embassy of Colombia
1/6/2022	Mr. Joji Sato, Ms. Izumi Tenjin	Senior Director for Global Strategy Africa, Planning Department, JETRO
1/6/2022	Mr. Toru Shirai Mr. Chiaki Takiguchi	Chief Executive Officer, Shirai Group Co.,Ltd President, Clean Tech East Africa Co.,Ltd.
2/6/2022	Mr. Kuniaki Imao Mr. Kyoji Sugiura	President, General Manager, Overseas Department, Chuwa Industry Co. Ltd.
2/6/2022	Mr. Kazuhiko Miyawaki	Senior Professional, Global Relations Department, International Organization Group, NEC Corporation
2/6/2022	Dr. Ariful Haque	Minister (Commerce), Embassy of Bangladesh in Tokyo
7/6/2022 (Debriefing with donors)	Mr. Yasuhiro Nakayama Mr. Masayoshi Suzuki Mr. Takuya Sonoda	METI METI MOFA

Focus Groups with Beneficiaries in Target Countries (online)

Date Country	Name	Organization
22/7/2022 Kenya	Ms. Lydiah MUSYIMI Mr. Samuel Mwangi Dr. David MUTUNGA Mr. Andrew MOSETI Ms. Linet LUVAI Mr. Dennis Nyika	Ministry of Industry, Trade and Enterprise Development (MOITED) Machakos Government Shirai Group Kenya UNIDO Kenya UNIDO Kenya
22/7/2022 Senegal	Mr. Koichi SATO Mr. Bernard Ndiaye Mr. Leopold MENDY Mr. Dabo Ms. Aissatou NDIAYE	Sucrecube Japon Tumiqui Senegal (Local sub Sucrecube) Fann Hospital Shinoda (Chuwa representative) UNIDO Senegal/Tokyo