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Independent Evaluation ITPO TOKYO

**UNIDO Service in Japan for the promotion of
industrial investment in developing countries
(Investment and Technology Promotion
Office)**

Tokyo, Japan

UNIDO project US/GLO/10/119



UNITED NATIONS
INDUSTRIAL DEVELOPMENT ORGANIZATION

UNIDO EVALUATION GROUP

Independent Evaluation

ITPO TOKYO

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investment in developing countries

(Investment and Technology Promotion Office)

Tokyo, Japan

UNIDO project US/GLO/10/119

Funded by the
The Government of Japan



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This document has not been formally edited.

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Abbreviations and acronyms

AOTS	Association for Overseas Technical Scholarship
BIT	Business, Investment and Technology Branch
BL	Budget Line
COMFAR	Computer Model for Feasibility Analysis and Reporting
CSR	Corporate Social Responsibility
EDS	Ecology Diversity Synergy
ELV	End of Life Vehicle Recycling
FDI	Foreign Direct Investment
FY	Fiscal Year
GOJ	Government of Japan
HIDA	Human Resources and Industry Development Association
HQ	Headquarters
ICHET	International Centre for Hydrogen Energy Technologies
ICU	ITPO Coordination Unit
IDF	Industrial Development Fund
IPA	Investment Promotion Agency
IPS	Investment Promotion Service
ITPO	Investment and Technology Promotion Office
ITU	Investment and Technology Unit
JBIC	Japan Bank for International Cooperation
JCCI	Japan Chamber of Commerce and Industry
JCCME	Japan Cooperation Centre for the Middle East
JCI	Japan Consulting Institute
JETRO	Japan External Trade Organization
JICA	Japan International Cooperation Agency
JMA	Japan Management Association
JPY	Japanese Yen
LDC	Least Developed Country
MDG	Millennium Development Goals
MENA	Middle East and North Africa
METI	Ministry of Economy, Trade and Industry
MIGA	Multilateral Investment Guarantee Agency
MOFA	Ministry of Foreign Affairs
NCPC	National Cleaner Production Centre
NEDO	New Energy and Industrial Technology Development Organization
ODA	Official Development Assistance
PTC	Programme Development and Technical Cooperation Division
RUM	Re-Use Motorization Alliance (Vehicle Recycling Companies)
SAP	Business Management Software Platform
SPX	Subcontracting Exchange
TC	Technical Cooperation
USD	United States Dollar
WRPC	Water Re-use Promotion Centre

Glossary of evaluation related terms

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

Executive summary

Introduction and background

The Investment and Technology Promotion Office (ITPO) Tokyo was founded in 1981 based on an Agreement signed between the Government of Japan and UNIDO.

Since then, the Agreement has been repeatedly renewed for periods of three years. The extension of the Agreement was usually preceded by an independent evaluation of the ITPO. The most recent evaluation took place in 2010 and consequently UNIDO and the Government agreed to extend the Agreement for another term from 1st January 2010 to 31st December 2013. This evaluation should serve as a basis for a possible extension (and re-orientation of the ITPO Tokyo) for another three year period. The present evaluation covers the period from May 2010 to April 2013.

The evaluation team consisted of Mr. Demosthenes Doumenis, International Evaluation Expert and Team Leader, and Mr. Masafumi Sato, National Evaluation Expert. The mission to Tokyo took place between 20 and 24 May 2013. In the course of the evaluation the evaluation team also conducted two internet based surveys (one of Japanese client companies and another of ITPO delegates) and interviewed UNIDO staff at its Headquarters in Vienna.

ITPO Tokyo is an office with the 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”.

Key evaluation findings

The Delegate Programme has been the most prominent activity of ITPO Tokyo. During the Evaluation Period, ITPO Tokyo hosted 32 delegates from 21 countries. The delegates, recruited mainly from Investment Promotion Agencies (IPAs), brought and promoted 188 investment projects.

Key activities of ITPO Tokyo April 2010 to May 2013 (first number denotes values from 2010 Evaluation)

Delegates	24-->32 persons invited	18-->21 countries
Projects (value)	8-->6 concluded (82,750,000 -->31,646,000 USD)	5-->17 operational (50,336,000 -->1,146,310,200 USD)
Job created	972-->837	251-->29,017
Technologies promoted	15-->30 (22 from Database)	

Source: ITPO Tokyo

Cooperation with UNIDO, its networks and programmes in the field

ITPO Tokyo coordinates and manages several global forum events initiated by UNIDO Headquarters (HQ) in Japan. In addition, certain UNIDO units jointly organize events and interventions with ITPO Tokyo and fund these activities (e.g. AfrIPANet funds a Delegate's airfare to Japan).

Relevance

The office is relevant to UNIDO policies and strategies as well as to those of the Government of Japan. Moreover, the emphasis on environmental and energy projects is in line with the strategic priorities of the two parties.

ITPO Tokyo complements activities of Japanese investment promotion agencies such as JETRO, JCCME, and JCCI and of trading firms. While other Organizations tend to focus on larger companies, ITPO Tokyo deals with small and medium size companies, with limited or no exposure to foreign markets.

The work of ITPO Tokyo was found to be fully aligned to developing countries' priorities and their investment and technology needs.

Effectiveness and impact

The project aims at supporting developing countries and countries with economies in transition in their industrialization efforts through promoting foreign investment and transfer of related technologies. During the project implementation period (May 2010 to April 2013), 17 investment projects were concluded and 6 became operational as shown below:

	Investment (1,000 USD)	Jobs created
Operational Projects (17)	1,146,310	29,017
Concluded Projects (6)	31,650	837

The selection of projects for promotion is often made under the pressure of achieving quantitative Output indicators as mentioned in the Work Programmes. A selection of projects based on qualitative criteria, which could impact the standard of living in the targeted areas, would be more beneficial.

A great number of investment opportunities were marketed, more than what was indicated in the Work Programmes (WP) and the countries assisted were in line with the WP targets (Africa, LDCs, Asia, MENA and Latin America in a predetermined mix, Africa being the top priority).

A total of 296 technologies were identified for promotion (compared to 235 mentioned in the WP) and out of them 296 were promoted (compared to 130 mentioned in the WP). On the other hand, 23 technologies were successfully transferred as opposed to 80 stated in the WPs.

ITPO Tokyo through its Embassy programme has organized 28 incoming missions, training seminars and site visits during the project period, attracting 367 participants including 222 diplomats in Japan.

Efficiency

The majority of the budget is spent on salaries (about 70%).

Its main budget contributions come from the Government. However, it tries to attract other forms of funding and until recently under-spent due to reassignment of staff (Operating without a Head for 5 months etc.) generating a "carry-over" of unspent balances. Funds amounting to 25% or more of the yearly budget have usually been carried over to the next year.

Furthermore, the office needs closer cooperation with Japanese bilateral cooperation agencies implementing projects in Africa and most importantly it needs to share everyone's experiences after returning to Japan to avoid duplication.

Conclusions

ITPO Tokyo is a well functioning office where the competence and experience of its staff pay off. The major strengths of the office are:

- The Delegate programme, effectively combining technology transfer and capacity building;
- Attention paid to Environmental and Energy issues as well as to Africa and the LDCs which are priorities of UNIDO and the Government of Japan (GoJ);
- Management and staff are dedicated and experienced. Team work and a good office climate foster results;
- The office is client-oriented, swiftly handling various requests, and there is a high level of client satisfaction.

Key recommendations

A. Recommendations to UNIDO and the Government

- The project should be extended for an additional 3 years.
- The new project document (and not only the annual Work Programmes) should have quantitative yearly indicators for the outputs (e.g. number of concluded projects) to allow the ITPO to measure its performance against set targets.
- Investment projects should be selected not only based on their budgets or expected jobs created, but also on potential for long-term socio-economic effects.

B. Recommendations to the Government

- Maintain current annual budget contributions.
- Support and enhance the cooperation of ITPO Tokyo with Japanese bilateral cooperation agencies and programmes, particularly in Africa.
- Provide information to ITPO Tokyo about current and future activities by METI, MOFA etc (e.g. trips to LDCs, forthcoming events etc.) so that resources can be more efficiently allocated, synergies created and work duplication avoided. This will allow for up-to-date information sharing which can be beneficial to a number of ITPO counterparts working with the same country.

C. Recommendations to UNIDO

- Ensure that budget reporting is timely as long delays have been observed (e.g. Jan-Apr 2013 expenditures were not available as of 22nd of July 2013).
- Ensure consistency between funding commitment and project duration to achieve a smoother transition especially during project term endings.
- Ensure a closer cooperation between UNIDO HQ programmes and the ITPO network.

D. Recommendations to ITPO Tokyo

- Continue and enhance the Delegate programme by providing additional resources and intensified support to Delegates and their agencies;
- Ensure that all Output indicators are mentioned in future Work Programmes so that achieved results can be more easily compared with set targets;
- Minimize carry-over funds and develop realistic budgets;
- Review recommendations made by the delegates in the survey conducted by the evaluation team (e.g. regarding duration of stay, follow-up activities etc., see Annex 5a for a summary). For example, send project proposals to companies well in advance; arrange visits also to Japanese plants in Europe.
- Communicate non-sensitive information between JETRO and JICA, especially after missions to avoid replication of work and to provide synergies in country-related activities and up-to-date information from the field.

Recommendation on the way forward

ITPO Tokyo is a mature ITPO, well positioned in Japan and with close ties with a variety of stakeholders. It has achieved many concrete results and it is now the time to make a quest for increased development impact. The ITPO should break away from achieving just numerical targets (e.g. number of meetings held, jobs created etc.) and rather concentrate on the impact and quality of the interventions. Needs of LDC's are enormous and the ITPO Tokyo should develop a strategy on how to foster the development impact of their work.

1. Introduction

In order to support the developing countries and countries with economies in transition in their industrialization efforts the Government of Japan has made available a special-purpose contribution to UNIDO in form of the project US/GLO/10/119 entitled “UNIDO Service in Japan for the Promotion of Industrial Investment in Developing Countries” or as commonly referred to the UNIDO Investment and Technology Promotion Office (ITPO) Tokyo. The objective 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 supporting the negotiations of these proposals.

Since 1981, the related Agreement between UNIDO and the Government of Japan (GoJ) has been repeatedly renewed for periods of three years. The extension of this Agreement is usually preceded by an independent evaluation of the ITPO. The most recent evaluation took place in 2010 and consequently UNIDO and the Government agreed to extend the Agreement for another term from 1st of January 2010 until 31st of December 2013.

The present evaluation covers the period between May 2010 and April 2013. This discrepancy between project start and evaluation period start is due to the fact that previous evaluations had such start-end dates (May to April instead of January to December) and in order to make better use of available Government resources, this trend was continued to avoid evaluating the same period (i.e. January to April at the beginning of each 3-year project) twice.

A logical framework for planning, implementing and evaluating ITPO Tokyo interventions exists and is provided in Annex 3.

The budget of ITPO Tokyo comes from the Ministry of Economy, Trade and Industry and is 161.5 million JPY per annum (which depending on the exchange rate amounted to 1.6-1.9 million USD) while expenditures are summarised in the following table, per budget line.

Table 1: Expenditures, May 2010-December 2012

Bud Line	Budget Line (T)	2010 (May-Dec)		2011		2012		2013 (Jan-Apr)*
		USD	%	USD	%	USD	%	USD
1100	International Experts/Consultants	327,232	30.1	553,359	31.1	433,868	30.4	
1500	Travel of project staff	53,278	4.9	69,926	3.9	105,926	7.4	
1600	Other Personnel costs	3,853	0.4	0	0	0	0	
1700	National Experts/Consultants	507,963	46.7	826,593	46.5	605,058	42.4	
3000	Trainings/Fellowships/Study Tours	22,994	2.1	49,179	2.8	20,805	1.5	
4300	Premises	106,924	9.8	173,151	9.7	159,122	11.2	
4500	Equipment	23,195	2.1	51,899	2.9	49,169	3.4	
5100	Sundries	41,441	3.8	54,644	3.1	52,685	3.7	
	Total	1,086,880	100	1,778,751	100	1,426,632	100	377,620

Source: ITPO Coordination Unit (ICU)

*The figures for expenditures from January-April 2013 were not yet available as of July 2013 since payroll expenditures for staff have not been uploaded since February 2013, and no imprest account expenditures were reflected in the HQ administration system for the whole of January to June 2013. Payroll and Imprest account make up for the bulk of all expenditures. When the system was last checked on 22nd July 2013, the total expenditure reflected there amounted to US\$377,619.90, which is not anywhere close to the actual expenditure that must have been implemented in the first half of 2013.

The purpose of this evaluation is to enable the Government of Japan and UNIDO to make informed decisions as to the extension and possible re-orientation of the project/ITPO, to identify best practices, bottlenecks and problem areas and make recommendations for a possible future project. The Terms of Reference for the evaluation can be found in Annex 1. The evaluation team consisted of Mr. Demosthenes Doumenis, International Evaluation Consultant and Team Leader, and Mr. Masafumi Sato, National Evaluation Consultant.

Towards the end of the mission in Tokyo, preliminary findings and recommendations were presented to the Ministry of Economy, Trade and Industry (METI) and Ministry of Foreign Affairs (MOFA) officials. A similar presentation was made for the benefit of the whole ITPO Tokyo team and provided an opportunity to discuss some of the findings. A draft report was circulated at the end of June for factual validation and comments, feedback and considered by the evaluation team when finalizing the report. On the 8th of July 2013, a presentation was made at UNIDO Headquarters in order to inform UNIDO key staff as well as the Permanent mission of Japan to the International Organizations in Vienna about the Evaluation Team's findings. This presentation triggered a fruitful discussion which provided some useful feedback for finalizing the report.

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

2. Methodology

The evaluation was conducted in compliance with UNIDO's Evaluation Policy and the UNIDO Technical Cooperation Guidelines and attempted to determine, as systematically and objectively as possible, the relevance, efficiency, effectiveness, impact and sustainability of the project. The achievements of the project were assessed against the objectives and outputs established in the project document, including re-examination of the relevance of the objectives and of the design. The evaluation team also sought to identify factors that had facilitated or impeded the achievement of the objectives. It also reviewed to what degree the recommendations of the previous Independent Evaluation of ITPO Tokyo, carried out in 2010, had been acted upon and reviewed issues highlighted in the Thematic Evaluation of the ITPO Network, carried out in 2010.

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

Prior to the field mission in Japan (20-24 May 2013), a number of UNIDO HQ staff members involved in ITPO Tokyo operations were interviewed. Various documents were studied (e.g. project documents, work programmes, annual reports, financial reports etc.) and websites of both UNIDO and ITPO Tokyo were visited. Over and above the terms of reference two surveys, one targeted at ITPO client Companies (with 25 responses out of 58 Companies, a 43% response rate) and another targeted at Delegates (with 14 responses out of 27 Delegates, a 52% response rate) were launched. The survey recipients (companies and delegates) were selected by ITPO Tokyo, ensuring the largest possible sample space for which up-to-date contact details were available. The surveys were implemented through an on-line tool (Lime Survey) administered by the evaluators themselves, ensuring full anonymity for the respondents. Questions and relevant results from the survey are introduced and commented in the relevant sections of the report, and provided in Annex 6. The evaluation team also "visited" the ITPO Tokyo webpage, obtaining site statistics of its use.

In Japan the evaluation team interviewed all ITPO Tokyo professional staff, a number of representatives of investment and technology promotion or FDI-related organizations, four beneficiary entrepreneurs and representatives of four embassies.

The analysis included a review of relevant UNIDO policies and strategies, the activities carried out by the ITPO, the management mechanisms applied, in particular planning, monitoring and self assessment. A list of documents reviewed can be found in Annex 2.

While maintaining independence the evaluation was carried out based on a participatory approach, seeking the views and assessments of all parties. At the end of the mission, preliminary findings were presented to the Government of Japan representatives (METI & MOFA) on 24th May 2013 and also to ITPO staff (27th May 2013). A very first draft of the report was sent to UNIDO Headquarters and ITPO Tokyo on June 27th, while a presentation of key findings was made on July 8th in Vienna and additional interviews with key staff members carried out. The list of persons met and interviewed can be found in Annex 4

3. The ITPO Tokyo: Background

The Tokyo Investment and Technology Promotion Office (ITPO) is a member of the UNIDO ITPO Network, currently consisting of 8 Offices worldwide (Bahrain, Beijing, Shanghai, Rome, Tokyo, Seoul, Moscow and Yerevan). The ITPO Tokyo is the first Office of the Network; it was established in 1981. The running of the Office in Japan (hereinafter referred to as "the Project") is funded by the Government of Japan through annual voluntary contributions to UNIDO and the support is administered by the Ministry of Economy, Trade and Industry (METI). The corresponding agreement has been repeatedly renewed and extended, each time for a period of three years. At the end of each three year contract period, an independent evaluation has been carried out (in 2007, 2010 and now in 2013) to assess the functioning of the Office and provide a recommendation to the Government and to UNIDO as to whether to extend the project for another three years. The decisions on past extensions were all based on the results and recommendations of evaluations of the ITPO carried out by external evaluators selected by the UNIDO Evaluation Group. Formally, the extensions were agreed upon through Exchanges of Notes between the Permanent Representative of Japan to UNIDO and the Director-General of UNIDO.

Mandate and objectives

According to the Exchange of Notes signed in Vienna on 14th December 2010;

“1. The objective of the Project is to strengthen the cooperation between Japan and the developing countries in the area of industrial cooperation, in the promotion of investment projects and the related transfer of technology. This objective will be furthered by close and trustful contacts between UNIDO as the UN organization for the industrialization of developing countries and Japanese enterprises.”

“2. The duration of the Project covered by the present arrangements shall be from 1 January 2011 to 31 December 2013. For the purpose of the present arrangements, the first year shall be from 1 January to 31 December 2011, the second and third years shall be from 1 January to 31 December 2012 and from 1 January to 31 December 2013, respectively.”

The above objective is elaborated in more detail through Outputs and Activities in the project document US/GLO/10/119 accompanying the Exchange of Notes. An overview of the Outputs with analysis of their structure is found in chapter V: Project Design, Coordination and Management.

Staffing and location

In the course of the period of the 3 years under evaluation, ITPO Tokyo went through considerable staff changes, especially at the executive level.

In the end of 2011, Mr. Taizo Nishikawa, the then Head of ITPO Tokyo took over the post of Deputy to the Director-General of UNIDO, and the work of the Head was tentatively handed over to Mr. Ferda Gelegen, a long-term staff member of the Office, who was appointed Officer-In-Charge in January 2012.

In March 2012, another professional staff member of the Office, Mr. Koichi Hagiwara, retired. A new Head, Mr. Takeshi Furutani and a new Deputy Head Mr. Hideki Murakami have since joined the team, while Mr. Gelegen has also been appointed Deputy Head.

The new Head took over in June 2012 after a period of 5 months (Jan-May 2012) when the Office was without a Head as shown in the Table below.

Table 2: Professional staffing, May 2010 – April 2013

Name of persons	Function	Period employed	May-Dec 2010	Jan-Jun 2011	Jul-Dec 2011	Jan-Jun 2012	Jul-Dec 2012	Jan-Apr 2013	
Mr. Taizo Nishikawa	Head	07/2009-12/2011	←→						
Mr. Takeshi Furutani	Head	06/2012-Present					←→		
Mr. Mehmet Ferda Gelegen	Deputy Head	01/2013-Present						←→	
	Officer-in-Charge	01/2012-05/2012				←→			
	Industrial Development Officer	01/1997-12/2011 06/2012-12/2012	←→				↔		
Mr. Hideki Murakami	Deputy Head	01/2013-Present					←→		
Mr. Koichi Hagiwara	Industrial Development Officer	04/1998-03/2012	←→						
Ms. Ikue Toshinaga	Industrial Development Officer	03/1989-Present	←→						
Ms. Maki Imazu	Industrial Development Officer	06/2012-Present				←→			
	National Expert	01/2009-05/2012	←→						

Office without a Head

Besides, the ITPO Tokyo has employed four administrative staff to carry out accounting and secretarial functions.

Name	Function	Period employed
Ms. Taeko Takahashi	Assistant	09/1997-Present
Ms. Naomi Ochiai	Assistant	02/2000 - Present
Ms. Mieko Kusakari	Assistant	05/2002 - Present
Ms. Kayoko Miyata	Assistant	10/2012-Present

For environmental projects, database management and ad-hoc activities, four contractual experts have been recruited.

Contractual experts:

Name	Task	Period employed	Titles of reports
Mr. Ichiro Daigo	Environment /database	01/2010-12/2012 (part-time engagement)	Programme reporting; Database
Mr. Shinichiro Takiguchi	Environment / database	01/2010-Present	Programme reporting; Database
Ms. Satoko Takenoshita	Ad-hoc projects	09/2011-12/2012	Programme reporting
Mr. Kenji Okuma	Environment /database	04/2013-Present	Programme reporting; Database

Summing up, 8-11 personnel have been involved each year in the operation of ITPO Tokyo:

2010 Total: 9-11 (Officers: 5; Assistants: 3; Contractual experts: 1-2)

2011 Total: 10-11 (Officers: 5; Assistants: 3; Contractual experts: 2-3)

2012 Total: 8-11 (Officers: 3-4; Assistants: 3-4; Contractual experts: 2-3)

2013 Total: 11 (Officers: 5; Assistants: 4; Contractual experts: 2)

The location of the Office is strategically placed in the Hanzomon area, very close to Government offices and counterparts (e.g. Japan International Cooperation Agency - JICA, Japan Cooperation Center for the Middle East - JCCME etc.).

Major administrative changes

An HQ server was introduced in 2010, followed by installation and move of files by HQ online so that they can be accessed by ITPO. The SAP business management software platform was introduced in 2011.

The system change required adaptation of reporting, financial and personnel administration and project management according to the new SAP online system and intensive staff training, mainly through webinars. Sometimes the webinars took place in the morning or at day time of Vienna HQ, which meant evening/night time in Tokyo. The system is still under development but it is

expected that, in the long run, it will accelerate and simplify processes. It also provides, among other things information about projects running at HQs as well as key contact personnel, enabling ITPO Tokyo to coordinate with staff at Headquarters.

Funding and expenditures

1. Funding

The ITPO is funded on an annual basis by contributions by the Government of Japan denominated in Yen. The transfer of savings from the previous project added on top of new Government core budget contributions for the current project – after 10 per cent reduction for project support costs – represented the budgets of the ITPO Tokyo for the period 2010-2013. Because of exchange rate fluctuations the USD equivalent changes accordingly.

Table 3: Funding by the Government of Japan, incl. Project support costs

	Budget in JPY	Budget in JPY (after UNIDO Support Cost)	Budget in USD	Budget in USD (after UNIDO Support Cost)
2010	161,500,000	146,800,000	1,834,706	1,667,708
2011	161,500,000	146,800,000	2,022,669	1,838,562
2012	161,500,000	146,800,000	2,035,543	1,850,265
Carry over from US/GLO/07/119	N/A*	N/A*	527,344	479,404
Unspent balances re-phased from 2012 to 2013				474,971
Total 2012	161,500,000	146,800,000	730,898	2,804,640
2013	161,500,000	146,800,000	1,752,083	1,592,605
Unspent balances re-phased from 2012 to 2013				360,000
Advisory Services in Africa	30,000,000	27,270,000	350,000	318,182
Total 2013	191,500,000	174,070,000	2,102,083	2,270,787

Source: ITPO Tokyo

* The amount in JPY is not available, as in 2008 the Director of Finance decided that 'the PAD (budget) of any successor project (where funds are received in a currency other than euro or dollars, e.g. JPY or RMB) should be revalued to a US\$ amount and adjusted to reflect exchange gains or losses therein'

Funds in addition to the core budget, such as “Advisory Services in Africa” have been negotiated by ITPO Tokyo with the Donor and paid into the ITPO Coordination Unit's (ICU) account and not to the ITPO account directly. When payments from this fund were necessary, ITPO Tokyo requested the ICU to release funds.

In each year, there were carry-overs, i.e., US\$ 479,404 from predecessor project US/GLO/07/119 incorporated into the budget of US/GLO/10/119 on 29 July 2011; US\$ 474,971 from unspent balances were re-phased from 2011 into 2012 on 18 November 2011; and US\$ 360,000 unspent balances were re-phased from 2012 into 2013 on 13 November 2012.

It is important to note, that carry-over funds amount roughly to one fourth ($\frac{1}{4}$) of the annual core budget. According to ITPO Tokyo, there are 3 main reasons for that.

1. The majority of the carry-over funds come from the personnel budgeting where extra figures are earmarked every year by HQ for unforeseen personnel payments, but not necessarily used.
2. Between 2011 and 2012, many major projects on which the majority of the staff spent considerable time (several months at least) were funded by extra-budgetary resources by HQ and GoJ, such as Tokyo Green Industry Conference in 2011 and Rio+20 in 2012.
3. In 2012 the Office was operating for 5 months without a Head (who joined in June) and without an Industrial Development Officer, due to retirement. Because 2012 was a transitional year with less manpower in the office, it could not actually engage in new activities. Focus was on managing the office, managing Rio+20 related events and other ongoing projects, the transition of the heads and hiring of a new deputy.

As a result, a considerable carry-over fund was generated and as a result, ITPO Tokyo is discussing to engage in additional activities using these funds, which will raise their visibility further as well as produce more outputs.

The Government contribution was transferred to the UNIDO account in a timely manner so that after deduction of 10% (project support costs) the funds could be used for continuous financing of the ITPO Tokyo operations. In addition to the above Government contribution, the ITPO Tokyo generated some additional resources through lectures or cost recovery of some services. The total amount of 7 million Yen generated during the 3 years under evaluation represents 1,5 % of total available funding (excluding the aforementioned 30 Mil JPY for Advisory Services in Africa).

2. Expenditures

The expenditures summarized in the table below cover the period May 2010 to April 2013 for which activities and results are compiled and evaluated.

Table 4: Expenditures, May 2010-April 2013

Bud Line	Budget Line (T)	2010 (May-Dec)		2011		2012		2013 (Jan-Apr)*
		USD	%	USD	%	USD	%	USD
1100	International Experts/Consultants	327,232	30.1	553,359	31.1	433,868	30.4	
1500	Travel of project staff	53,278	4.9	69,926	3.9	105,926	7.4	
1600	Other Personnel costs	3,853	0.4	0	0	0	0	
1700	National Experts/Consultants	507,963	46.7	826,593	46.5	605,058	42.4	
3000	Trainings/Fellowships/Study Tours	22,994	2.1	49,179	2.8	20,805	1.5	
4300	Premises	106,924	9.8	173,151	9.7	159,122	11.2	
4500	Equipment	23,195	2.1	51,899	2.9	49,169	3.4	
5100	Sundries	41,441	3.8	54,644	3.1	52,685	3.7	
	Total	1,086,880	100	1,778,751	100	1,426,632	100	377,620

*The figures for expenditures from January-April 2013 is not yet available as of July 2013 since payroll expenditures for staff have not been uploaded since February 2013, and no imprest account expenditures are reflected in the HQ administration system for the whole of January to June 2013. Payroll and Imprest account make up for the bulk of all expenditures. When the system was last checked on 22nd July 2013, the total expenditure reflected there amounted to US\$377,619.90, which is not anywhere close to the actual expenditure that must have been implemented in the first half of 2013.

Source: ITPO Coordination Unit (ICU)

Costs for International and National Experts/Consultants (BL1100 and BL1700) for ITPO Tokyo amount to 72-77% of the total budget, and if travel and other expenditures are included, it reaches almost 80% of the total. This high percentage is inevitable, as the project operates as an office and most of the activities are carried out by ITPO Tokyo staff themselves. The share of rent for the premises (BL4300) in total expenditures has been around 10%.

4. Project context

UNIDO policy and organizational context

According to the project document; US/GLO/10/119 entitled “UNIDO service in Japan for the promotion of industrial investment in developing countries (Investment and Technology Promotion Office)”, 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.

In fact, foreign direct investment (FDI) can be a major contributor to economic growth and social progress in developing countries. Its benefits, however, are not always properly measured and are sometimes assumed to be proportional to the quantity of FDI mobilized. Moreover, the developmental benefits of FDI, its impact on poverty, quality of life and its influence on linking companies and countries to the globalization process, are not equally distributed over regions and countries. Often it is not targeting productive sectors where it can contribute most to national development.

To secure quality FDI, developing countries must have access to a wide variety of data on domestic companies and foreign investors so that they can devise effective investment promotion strategies: target investments according to their envisaged impact, and customize services. There has also been found to be a need to assess the effectiveness of interventions; promote government policies that support high-impact investment; rationalize the use of the scarce resources that are available for investment promotion; strengthen the capacities of Investment Promotion Agencies (IPAs) and, very importantly, achieve consensus among national stakeholders around a common investment promotion strategy.

Many developing countries and economies in transition have inadequate means to take full advantage of the new opportunities in today's competitive business environment. As a result, they experience enormous difficulties in attracting foreign investors and accessing technologies to ensure sustainable industrial development and economic growth. In many cases, the problem stems from:

- Poor investment climate
- Insufficient information
- Relatively low interest of investors to invest in developing countries
- Inadequate support services
- Limited access to finance
- Insufficient infrastructure

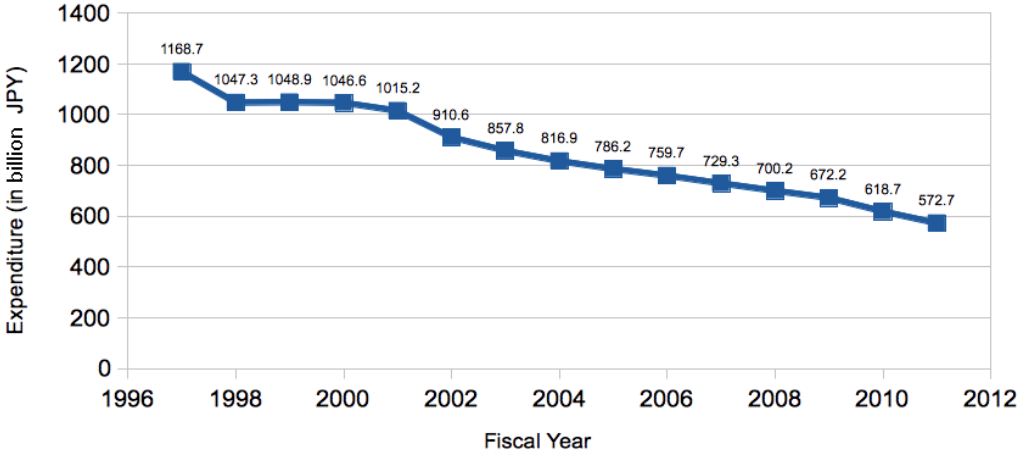
Developing countries can face additional difficulties, when they try to promote investment and technology transfer from Japan, such as low level of awareness, lean familiarity, negative image, language barriers, far geographical distance, thin trade, technology gaps and so forth.

The ITPO target beneficiaries are private enterprises, institutions, investment promotion agencies (IPAs) and governments in developing countries and economies in transition and the project aims at supporting their efforts in increasing investment and technology flows. The project also benefits the private sector in Japan, which is provided with opportunities to enter new and often unknown markets.

Japanese ODA policy context

The Japanese Official Development Assistance (ODA) once ranked as the world’s largest but has been declining for 15 years, after its peak in 1997. The ODA budget for 2011 is 572.7 billion Yen, which is 49% compared to 1,168.7 billion Yen for 1997.

Chart 1: Trends in Japan’s ODA Budget and Other Major Expenditures



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

Japan's ODA Charter revised in August 2003, states that the objectives of Japan's ODA are to contribute to peace and development of the international community, thereby helping to ensure Japan's own security and prosperity.

Japan will provide more strategically targeted ODA with the following basic policy objectives.

- (1) Supporting self-help efforts of developing countries
- (2) Perspective of “Human Security”
- (3) Assurance of fairness

- (4) Utilization of Japan's experience and expertise
- (5) Partnership and collaboration with the international community

In accordance with the objectives and basic policies set out above, the following are Japan's main priorities.

- (1) Poverty reduction
- (2) Sustainable growth
- (3) Addressing global issues
- (4) Peace-building

In light of these objectives, one of the Priority Regions is Asia, a region with close relations with Japan.

Japan also prioritizes its assistance to other regions on the basis of the objectives, basic policies, and priority issues set out in this Charter and giving consideration to the needs for assistance and the state of development in each region/country.

Africa has a large number of least developed countries (LDCs) and Japan's support to the region is currently being stepped up.

The Japanese ODA policy and programmes are primarily under the responsibility of the Ministry of Foreign Affairs (MOFA), while the Ministry of Economy, Trade and Industry (METI) is in charge of ODA for industry, energy, trade and investment, and thus has a direct linkage to UNIDO. METI is also supporting promotion of overseas trade and investment by the private sector.

The growing economies of developing countries in Asia, have attracted Japanese industries and expanded their businesses in the region. However, as the Japanese domestic market is becoming saturated and often shrinking, an increasing number of SMEs has started to look for new markets in overseas countries. For those SMEs the support of ITPO Tokyo is vital.

Institutional framework of investment and technology promotion in Japan

There are a number of Institutions involved in Investment and/or Technology promotion in Japan. A breakdown of their activities is shown in the next table where there seems to be a certain similarity in some of the services offered compared to ITPO activities. However, as will be apparent throughout the report, the ITPO complements their tasks, either by focusing on different clients (i.e. SMEs), regions or sectors. Most of these Organizations co-organize events with the ITPO and have joint actions especially when Delegates are in Japan. While in

most cases there is bilateral cooperation, little joint activities have been observed. The ITPO which has key members of staff working with these Organizations and involve them in interventions under their supervision.

Table 5: Overview of investment and technology promotion institutions in Japan

Institutions	JETRO	JICA	JBIC	NEDO	HIDA	JMA	JCI	IDCJ	ECFA	JCCI/OCCI	JCCME	ITPO
Investment Promotion												
Research on FDI	○		○				○	○	○	○		
Publication/newsletter	○		○							○	○	○
Seminars	○	○	○							○	○	○
Business missions	○	○	○							○	○	○
Participation at fairs	○		○		○	○				○	○	○
Delegates, including business matching/negotiations												○
Advice on business climate	○		○				○	○	○	○	○	○
Facilitating contacts with authorities abroad	○										○	○
Pre-investment studies	○		○				○	○	○	○	○	
Advice on financing			○							○	○	
Legal advice							○	○	○			
Training courses		○			○	○						(○)
TC/capacity building projects abroad	○	○			○							(○)
Technology Transfer												
Research on technologies				○								
Publications/newsletter	○	○	○	○	○	○	○			○	○	○
Seminars, workshops in Japan	○	○		○	○	○				○	○	○
Seminars, workshops abroad	○	○	○	○	○						○	○
Training courses		○			○							
Pilot plants in Japan				○			○					
Pilot plants abroad		○		○			○					
Legal advice on technology transfer							○	○	○			
Advice on financing			○					○				
Geographic focus	global	DC, LDCs	global	global	DC, LDCs	global	global	DC, LDCs	DC, LDCs	global	Middle East	Africa, LDCs

Source: The Evaluation Team

The Japanese organizations involved in investment and technology promotion can be categorized by their financial resources and legal status:

1. Independent administrative agencies: Agencies established by the Government to implement policies independently but under the supervision by the respective ministries. Usually 100% Government funded: Japan External Trade Organization (JETRO), Japan International Cooperation Agency (JICA), Japan Bank for International Cooperation (JBIC) and New Energy and Industrial Technology Development Organization (NEDO) are in this category.
2. Non-profit organizations with Government subsidy: Initiated by the private sector as non-profit organizations with a part of their activities subsidized by the supervising ministry in order to support the implementation of Government policies. They are funded both from private sources (membership fee) and Government (subsidy): The Overseas Human Resources and Industry Development Association (HIDA; former Association for Overseas Technical Scholarship (AOTS), Japan Productivity Center (JPC), Japan Cooperation Centre for the Middle East (JCCME), Japan Consulting Institute (JCI), International Development Center of Japan (IDCJ), Engineering and Consulting Firms Association, Japan (ECFA), Institute for International Studies and Training (IIST), etc. are in this category.
3. Private corporate funded organizations: Funded purely by private corporations to pursue their common interest: Japan Management Association (JMA), Japan Chamber of Commerce and Industry (JCCI), Osaka Chamber of Commerce and Industry (OCCI), Keidanren (Japan Business Federation), Keizai Doyukai (Japan Association of Corporate Executives) and industrial and commerce associations fall into this category.
4. Non-profit registered organizations or NGOs, created by individuals with common interests. Countrywide friendship associations are in this category, usually operating in small scale and with specific issues.

In the field of Investment Promotion, there seems to have been similar activities carried out by ITPO Tokyo and other Organizations such as JETRO, JCCME, and JCCI. However, it was pointed out by a number of interviewees that the operation of ITPO Tokyo complements that of the others as it focuses mainly on SMEs as opposed to large Corporations. Most importantly, the Delegate programme, a unique programme of the ITPO Tokyo, distinguishes it from the aforementioned Organizations.

5. Project design, coordination and management

Project document and Work Programmes

The main documents pertaining to the operation of ITPO Tokyo are the Project Document US/GLO/10/119 (PRODOC) as well as the Annual Work Programmes for the years 2010, 2011, 2012 and 2013 as the evaluation period extends from May 2010 to April 2013. The Government of Japan cannot make any financial pledge to UNIDO for more than one year, while the PRODOC is valid for 3 years. Hence, yearly Output targets are missing in the PRODOC and this constitutes a limitation when assessing the performance of the ITPO although there are targets established in the Work Programmes. Hence, the Project Document does not include any quantitative indicators which are instead spelled out in the Annual Work Programmes. In this fashion, individual Outputs (e.g. number of meetings organized, number of promoted projects etc) can be adjusted yearly to reflect the current situation. However it would have been beneficial to have quantitative targets and Output indicators so that ITPO Tokyo staff can have a specific yardstick to compare their performance against.

The Project Document details the project objective defined in the Exchange of Notes of 14th of December 2010 between the Permanent Mission of Japan and UNIDO (“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”). The objective is to be achieved through 5 outputs:

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

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

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

Output 4: Diplomats and staff of embassies, located in Japan, of developing countries and countries with economy in transition equipped with relevant knowledge on investment promotion.

Output 5: Dissemination of the information of UNIDO activities in Japan with a view to promoting investment and technology transfer from Japan.

Annual Work Programmes (WP) have been prepared for the years 2010-2013. These WPs have been aligned to a new format provided by HQs and present in a compact and concise fashion the targets for the following year, as well as the means for achieving them.

Coordination and management

Administrative status of the ITPO

UNIDO Headquarters' management of ITPO Tokyo, as well as of the overall network of ITPOs, is ensured through the Investment and Technology Unit (ITU). This unit is part of the Business, Investment and Technology Services Branch since February 2010, when ITPO management was merged with management of the wider activities aiming at private sector development. This organizational change was decided in order to better support the private sector as well as to facilitate and enhance integration of ITPOs with other UNIDO programmes.

The ITPO Tokyo is a UNIDO project with its own results framework, but it also facilitates activities of UNIDO HQ on an ad-hoc basis, in a hybrid- and office-like fashion. Historically, a project could not implement other projects, but in this dual role, facilitation of HQ activities with supplementary funding has been possible. Similar cases have also been seen in other ITPOs, e.g. ITPO Moscow. At the same time, it is noted that the increased number of activities of the Office, and additional tasks undertaken by ITPO staff and external consultants have led to the majority of the budget being allocated to salaries and remuneration expenses.

The ICU has three members of staff. This staffing level seems as borderline sufficient to efficiently support the whole ITPO network. Sometimes, responses to requests are delayed due to heavy work load and their sheer number.

At this juncture, it is worth mentioning that from March 2010 to January 2011 the position of ITPO Coordinator was vacant as the previous coordinator has retired.

It is important to note, that the fact that most staff members at ICU and ITPO Tokyo have been working at the same post for a number of years has created very strong personal relations which facilitate the flow of information. ITPO Tokyo

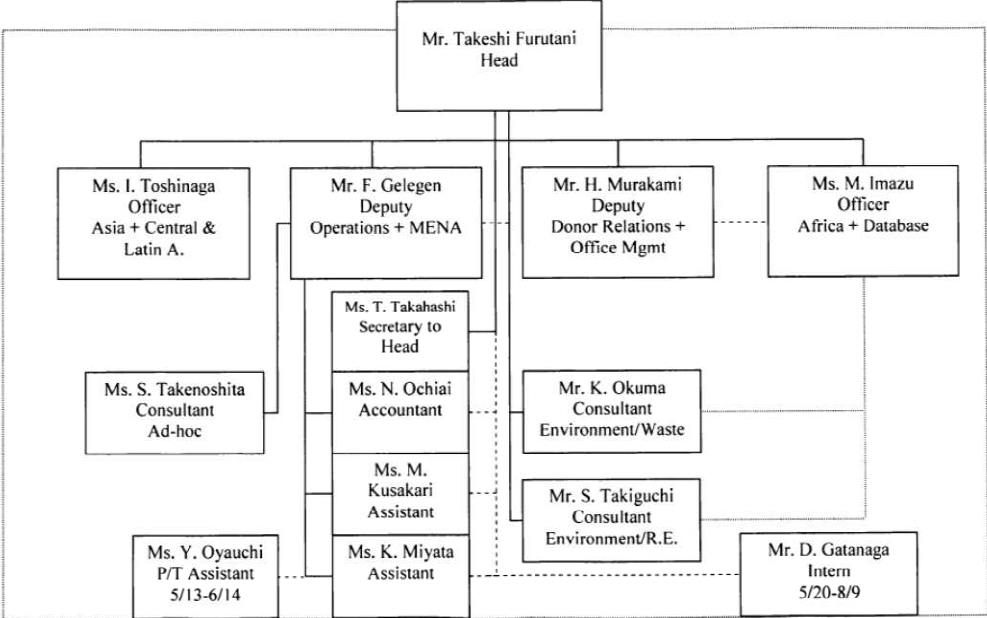
staff have been cooperative and attended to general (non-ITPO) UNIDO HQ requests, such as facilitating traveling and accommodation arrangements for UNIDO Officials visiting Japan and this puts additional pressure on the staff of the ITPO.

ITPO Management

The newly appointed ITPO Tokyo Head (since June 2012) has more than 30 years experience, having worked in METI and relevant Organizations affiliated with METI i.e. JETRO & NEDO.

The current internal organization is shown below in Chart 2.

Chart 2: ITPO Tokyo Organization Chart as of May 2013



Source: ITPO Tokyo

The tasks assigned to each member of staff is defined in an internal circular (CIRCULAR-2) which was last revised on May 17th 2013. This document describes in detail the full range of responsibilities so that overlaps can be minimised and resources used efficiently. ITPO Tokyo is a relatively large Office with as much as 11 staff members at times. The very big number of events, missions etc. that ITPO Tokyo organises every year, as well as catering for at least 10-12 Delegates, requires a lot of work which is often not visible. Logistical support is often handled by General Service personnel under the supervision of the Professional staff members. It was evident, that although the Office was a populous one, everybody was busy and often after regular office hours.

The 2010 Evaluation of ITPO Tokyo found that a relatively high percentage of the professional staff's time was devoted to administrative issues and contacts with UNIDO HQs and the Government. To address this issue Mr. Hideki Murakami was appointed as a second Deputy Head to take care of these responsibilities and the everyday interaction with the Government. As a result, remaining members of staff can concentrate on their actual investment promotion duties. As a consequence, all professional officers now devote more than 70% of their time to Investment Promotion, Technology Promotion and the Delegate Programme, while the Head, Mr. Furutani and his Deputy, Mr. Gelegen can split their time between the aforementioned activities as well as Administrative and Coordination tasks.

As far as high-level supervision and management of ITPO Tokyo is concerned, it is the sole responsibility of UNIDO HQ. UNIDO HQ disseminated annual reports on ITPO activities to the Government of Japan, as stipulated by the project document. Financial statements were also submitted through the Permanent Mission of Japan on an annual basis as part of the Industrial Development Fund (IDF) statement. The final financial statement for the previous project was submitted but much later than the six months (after project completion) stipulated in the Exchange of Notes.

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

Delegate Programme

A number of promotional activities are organized by ITPO Tokyo to support the Delegates. This support starts at the selection phase, often with visits of the ITPO to the home country to perform interviews, setting up targeted meetings related to the projects the Delegate brings and, while in Japan, assisting them in discussions, with interpretation and with the preparation of presentations, seminars and business proposals. The level of support that Delegates get from ITPO Tokyo staff is highly appreciated as indicated in the corresponding survey. Embassies also expressed their gratitude towards the services offered by ITPO Tokyo, especially Embassies, with small delegations in Japan.

Internal meetings

In line with previous recommendations to ITPO Tokyo, the Office holds weekly meetings (every Monday morning, start of business) to update the team on pending issues and assign tasks to each staff member (professional and general service) of things that need attention during the current week. The Evaluation team was able to attend two such meetings on Monday 20th and 27th May 2013. It was seen that the team spirit was very high and a very professional approach was taken in updating and delegating pending issues to staff. In addition to the weekly meetings, the Head and professional staff also convene management meetings on a needs basis, to discuss topics of substantive and budgetary priority and take decisions accordingly.

Table 6: Number of subjects discussed at management meetings, May 2010 to April 2013

	2010 (from May)	2011	2012	2013 (until April)	Total
Administration	15	11	8	5	39
Programme	14	18	14	10	56
Total	29	29	22	15	95

Source: ITPO Tokyo

Further to attending two weekly meetings, the Evaluation Team had interviews with staff members and the Head. These discussions indicated that the team spirit was very high due to two main reasons. Firstly, most of the staff members have been working for ITPO Tokyo for a number of years and they have forged very good relationships with their counterparts as well as between themselves. Secondly, the Head (Mr. Furutani) and his two Deputies (Mr. Gelegen and Mr. Murakami) could deal with everyday matters swiftly and professionally, always keeping a friendly atmosphere in the office. The Head, although recently appointed, was quick in adapting to the office operations and this has led to the overall job satisfaction mentioned by all interviewed staff.

Monitoring and knowledge management

Stages of investment project development have been re-defined (under promotion – under negotiation – concluded – operational) and a new form designed for reporting by the delegates on the follow up of their projects. A new management tool “Country Basic Information sheet” was introduced. It should be able to contribute to knowledge sharing and a better-informed management of the delegate programme. The format contains macroeconomic and industrial development data on countries participating in the delegate programme but

information on FDI incentives was not included in the format. As it was found that both systems (Country Basic Information sheet + FDI incentives) were difficult to maintain with limited resources and results not commensurate with the time spent to enforce these practices, in 2013, ITPO Tokyo management decided to change the practice of collecting country information and started using external databases that are available free of charge (e.g. Economist Intelligence Unit), or in-house information (e.g. UNIDO Infobase).

Gender issues

Gender balance seems to be very well respected within ITPO staff. The 4 professional staff members are 2 males and 2 females, while out of the remaining general service and part-time staff, there are 5 female assistants, 3 male consultants and 1 male intern (please also refer to Chart 2). There was no discrimination towards the work done by staff members of both 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 are concerned, during the last evaluation period, only 3 out of 24 Delegates were women, while in this evaluation period, the number increased to 10 out of 32, a percentage increase from 13% to 31% respectively.

6. Relevance

This chapter reviews the extent to which, the objectives of the ITPO are consistent with the requirements of the end-users, government and donor's policies.

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 presently 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 the UN family and with a specific mandate in industrial development.

ITPO Tokyo has coordinated with the Environment Branch and should, with the introduction of SAP, have the opportunity to access a larger and more diverse pool of projects. Selecting Delegates and projects from partner countries is (and should be) done in collaboration with UNIDO programmes and projects in order to achieve synergies and enhanced results.

The office has been operating since 1981 and is relevant to UNIDO, as it has contributed to industrial development in partner countries through the mobilisations of investment and transfer of key green technologies

Relevance for stakeholders

ITPO is also regarded as relevant to its stakeholders because of its affiliation with the United Nations, which ensures its impartiality and the mobilisation of a large network of offices to help its stakeholders, as explained in more detail below.

Honest broker

There exist many national and regional agencies promoting trading and technology transfer. However, UNIDO is regarded as an impartial, neutral and non-profit oriented organization thus as an "Honest broker". This aspect of UNIDO ITPO service is highly appreciated by the clients of ITPO Tokyo and frequently referred to in the Surveys to Delegates and Japanese client companies. As summarised in Annex 5a and 5b of the Survey, the Delegates

conveyed that the services were results-oriented and professional, and the companies appreciated that the services were offered free of charge, that UNIDO had particularly good business contacts in developing countries, that the UN had a good reputation and the ITPO had the ability to mobilize competencies from a world-wide pool of qualified experts and to identify suitable business partners.

Networks in a 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 thus good linkages at national, regional and international levels. ITPO Tokyo is in close contact with all these UNIDO entities and activities are coordinated. The evaluators, while in Japan, spoke to two experts from such UNIDO entities, who confirmed the close cooperation with ITPO Tokyo. Embassies of developing countries in Japan also expressed their satisfaction with the assistance of the ITPO and the support provided in establishing contacts with Japanese businesses.

Relevance for the Government of Japan

In spite of a declining Japanese ODA since 1997, when Japan ranked at the top donor, Japanese still regard development cooperation through mobilising the private sector as very important.

Focus on Africa, LDCs and Middle East countries

In light of the remarkable economic development of Asian countries in recent years Japanese ODA is now shifting their focus to Africa, LDCs and Middle East countries. Moreover, 20 years ago, the Japanese government initiated the TICAD (Tokyo International Conference on African Development) to promote African development in cooperation with the United Nations, the GCA (Global Coalition for Africa), and the World Bank. The TICAD has been repeated every 5 years starting in 1993 and at TICAD V, in Yokohama from 1-3 June 2013, the Japanese government again made a commitment to Africa with an assistance package, comprising approximately 3.2 trillion yen in public-private initiatives, including approximately 1.4 trillion yen in ODA.

In implementing the assistance package for Africa, which includes public-private initiatives and investment and technology promotion, the UNIDO field office network is very valuable and particularly in locations, where the Japanese presence is limited.

Complementary role of UNIDO ITPO with other organizations in Japan

The investment promotion activities are handled by many organizations in Japan such as JETRO, JCCME, JCCI and trading firms. While other Organizations tend to focus on larger programmes, ITPO Tokyo fills a niche in dealing with specific programmes mainly of Japanese SMEs in the fields of water purification, clean energy etc. (to name a few) which have had limited or no exposure to new markets. The delegate programme offered by ITPO is a very unique activity not covered by any of the other organizations in Japan. It collaborates mainly with SMEs in Japan.

The development of a modern Japanese economy was supported by technology innovation and productivity improvement of manufacturing industry. A large part of Japanese overseas investment is also in the manufacturing sector accompanied by transfer of technology and Japanese style management systems.

The technology level of Japanese SMEs is quite high and many of their technologies have not been exposed to developing countries. In spite of Japanese Government's emphasis on the important role of SMEs and relevant measures to support them, existing agencies and organizations in Japan have not been able to fully avail their services to SMEs.

The feedback from the end-users during interviews and through surveys revealed that ITPO Tokyo gave them access to contacts and markets that they could otherwise not have enjoyed. In summary the evaluation found that the activities of the ITPO are consistent with the requirements of the end-users, and in line with the policies of the government of Japan.

7. Effectiveness

This chapter assesses the extent to which outputs have been produced and outcomes achieved. The Project Document focuses on five different types of Outputs as illustrated next. The project will also assess the achievement of the key objective of the Project, i.e. "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".

Implementation: Outputs and Activities

Outputs as defined in the project document

The Project Document clearly states 5 Outputs that ITPO Tokyo should produce and have developed related performance indicators. These are:

Output 1:







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

Performance indicators as mentioned in the annual work programmes:

NOTE: As the evaluation period extends from May 2010 to April 2013, figures shown include 2/3 the output for 2010 (May to December) and 1/3 the output for 2013 (January to April). Years 2011 and 2012 are full.

Indicators for Output 1:

Output Indicators	2010		2011		2012		2013	
	WP	Achieved	WP	Achieved	WP	Achieved	WP	Achieved
Number of one-to-one meetings with private sector companies arranged	N/A	124	N/A	177	N/A	226	N/A	59
Number of investment leads generated	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A

Number of investment opportunities marketed 	36	36	41	70	41	63	12	17
Number of contacts with relevant Organizations	N/A	30	N/A	60	N/A	58	N/A	12
Number of investment climate information updated and/or disseminated 	13	25	20	33	21	33	7	14
Number of seminars, fora and missions organized 	13	7	20	15	21	13	7	11
Number of participants	N/A	2929	N/A	5565	N/A	11051	N/A	1582
Number of jobs created	N/A	171	N/A	28,899	N/A	674	N/A	110
Value of investments generated (x1000 USD)	N/A	11,460	N/A	1,136,370	N/A	20,230	N/A	9,896
Countries promoted								
African 	8	18	9	30	10	15	10	26
LDCs								
Non-LDCs in Asia 	4	7	3	12	7	12	6	8
Non LDCs in MENA (including others) 	1	18	2	12	1	8	1	14
Non-LDCs in Latin America	2	5	2	5	5	4	1	2
Number of business and consultancy missions organized	N/A	12	N/A	9	N/A	24	N/A	8

Some Performance Indicators for Output 1 are not mentioned in the Work Programmes and it is difficult to assess progress. Nevertheless, for the ones that such a indicators exist and have been monitored (e.g. number of investment opportunities marketed, number of investment information updated and disseminated and number of countries promoted) ITPO Tokyo, has improved on the WP set targets. An exception is the number of seminars and missions organized, where the Office is below target.

During the Evaluation Period, ITPO Tokyo has organized 105 seminars and events with a total participation of 12671 persons. An approximate number of 420 foreign and Japanese speakers participated (on average 4 speakers on each seminar). Please refer to Annex 8 for a detailed list.

(Note: The indicators here may be used for Output 3 also wherever applicable.)

Number of business missions abroad organized or supported: 34 in total, 5 to Africa (except North Africa), 11 to Asia & Oceania, 2 to Europe, and 3 to MENA.

Number of concluded projects: 17 (reported by delegates after return as “agreement signed”); out of them 6 projects became operational.

Output 2:

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

ITPO Tokyo has been active in identifying and promoting key Japanese technologies, relevant to environmental protection and energy conservation. These technologies have been screened and are presented to potential investors and counterparts through the ITPO website. Interested parties can probe further into the details before seeking more specialised help from the ITPO itself, as can be seen by the thousands of website visitors from 140 countries (see more in Chapter VIII: Efficiency).




In Nigeria, a joint-venture company was established in 2011 for automobile (End of Life Vehicle) recycling as a result of the project. The Environment laws of Lagos state was harmonised and improved to promote eco-friendly and green industry concept. JICA feasibility study followed and a pilot plant was identified. In 2012, a good number of Nigerian technicians and engineers underwent JICA training in Japan to run the plant.

In Morocco, the project facilitated Japanese business mission to Morocco focusing on specific sectors such as automotive, electronics and energy. Since the first FDI in Morocco by Yazaki Corporation in 1990, the Yazaki Morocco S.A. in Tangier established in 2000 and Yazaki Kenitra S.A. in Kenitra established in 2010 now manufacture auto-parts and export them to Europe, creating 10,000 jobs in Morocco. Sumitomo Electric Industries, Ltd. established in 2001 created

another 6,000 jobs. Morocco now has 16 such Japanese companies as the biggest employer in Morocco. All the developments were initiated by the support of UNIDO ITPO Tokyo.

In Kenya, Nissin Foods has set up a joint venture with JKUAT (Jomo Kenyatta University of Agriculture and Technology) with a 50% share to produce instant noodle. Nissin Foods is promoting this project as CSR in Kenya, and has supplied necessary equipment to JKUAT for a pilot production. KenInvest has extended consultancy services on fiscal and juridical system in Kenya. The partnership of a business entity with a local University is providing not only jobs, but also know-how transfer, for the benefit of the community.

Indicators for Output 2:

Output Indicators	2010		2011		2012		2013	
	WP	Achieved	WP	Achieved	WP	Achieved	WP	Achieved
Number of technologies identified for promotion 	70	59	78	89	64	93	23	55
Number of technologies actually promoted 	36	59	41	89	41	93	12	55
Number of workshops carried out	N/A	28	N/A	38	N/A	36	N/A	11
Number of participants in workshops	N/A	2929	N/A	5565	N/A	11051	N/A	1582
Number of technologies successfully transferred 	20	6	23	11	27	4	10	2

The projects and technologies identified and promoted are often selected under the pressure of achieving the aforementioned target indicators. Hence, projects are sometimes selected on a quantitative rather than qualitative basis until the targets for the year are met and rather than developmental impact. This happens because the Office has to achieve some quantitative results every year which do not always coincide with the most impactful interventions for the local communities.

ITPO Tokyo has been consistently identifying and promoting more technologies than stated in the post 2010 Work Programmes. Many of these technologies have been screened and 22 of them are now part of the ITPO website. These technologies have been successfully promoted along with an additional 8 (30 in total) and resulted in 17 Operational (including 6 from LDC countries) and 6 Concluded projects (including 1 from an Asian LDC country) as can be seen in the tables below. Most projects promoted, originated from the strategic needs of the Delegates' institutions and the ITPO's work has therefore predominantly been demand-oriented as opposed to supply oriented.

Table 7a: Operational projects by ITPO Tokyo (May 2010 – Apr 2013)

No.	Project	Foreign Partner	Country	Investment (\$ 000)	Jobs Created	Stage
1	Liaison Office (textile and garments)	NI Teijin Shoji Co. Ltd.	Bangladesh	55.2	6	Operational
2	Liaison Office (textile raw material & textile goods)	Chori Co., Ltd.	Bangladesh	55	5	Operational
3	Garment Production	Nissin Clothing Co., Ltd.	Cambodia	530	185	Operational
4	Liaison Office (garments outsourcing)	AIC Inc.	Bangladesh	50	10	Operational
5	In stream water purification system demonstration project	Sanyu Consultants	Egypt	150	50	Operational
6	Coal Benefication/Monet Ispat & Energy Ltd	JCoal	India (Orissa)	9400	250	Operational
7	Steel/Maithan Ispat Ltd.	ORIX Corporation	India (Orissa)	70000	272	Operational
8	Feasibility Study for Steel processing project	Mitsui & Co.	India (Orissa)	200	20	Operational
9	Auto Parts Manufacturing	Denso Thermal Systems Europe	Morocco	15000	100	Operational
10	Establishment of Branch Office by Mitsui & Co. Ltd	Mitsui & Co. Ltd, Japan	Morocco	1000	50	Operational
11	Sekisui Chemical Jatropa Biodiesel Project	Sekisui Chemical	Kenya	60	n/a	Operational

No.	Project	Foreign Partner	Country	Investment (\$ 000)	Jobs Created	Stage
12	Toyotsu Auto Mart Kenya	Yoshihiro Goto, Takashi Hattori, Naoki Takeuchi	Kenya	3550 (300Mil KES)	47	Operational
13	Sojitz Maputo Cellulose Limitada (SOMACEL)	Sojitz Group	Mozambique	10000	40	Operational
14	Maline Delica Clam Business	Marine Delica	Mozambique	130 (10M JPY)	50	Operational
15	Sekisui Chemical Tanzania Ltd.	Sekisui Chemical	Tanzania	630 (50M JPY)	50	Operational
16	EPC Contract 700 MW Power Plant	Mitsui & Co., Daewoo E&C (Korea)	Morocco	1029	27612	Operational
17	Auto parts manufacturing in Tangiers Free Zone	Takata Corporation, Japan	Morocco	6500	270	Operational

Source: ITPO Tokyo

Table 7b: Concluded projects by ITPO Tokyo (May 2010 – Apr 2013)

	Country	Project	Japanese Company	Local Company	Signed (m/y)	Amount (mil. USD)	Jobs created
1	Bangladesh	Production of Working Gloves	Towa Corp.	(100% from Japan)	09/12	16.5	527
2	Kenya	Honda Motorcycle Kenya	Honda Motor Company	Green Africa Foundation	03/13	5.22	60
3	Kenya	JKUAT NISSIN FOODS LTD	Nissin Foods Holdings	Jomo Kenyatta University of Agriculture and Technology	01/13	4.68	50
4	Nigeria	Kaiho Sangyo Company Nigeria	Kaiho Sangyo Company	WAO Global Company Nigeria	06/11	0.2	100
5	Turkey	Nano Coating Technology Project in Turkey	Kokusaikan Corporation & Japan Nano Coat Co., Ltd	N/A	N/A	0.05	50
6	Turkey	Satellite Mapping Project in Turkey (M&A)	Pasco Corporation, Japan	N/A	N/A	5	50
Total						31.65	837

Output 3:

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

Indicators	2010		2011		2012		2013	
	WP	Achieved	WP	Achieved	WP	Achieved	WP	Achieved
Number of countries and institutions who fielded delegates to Japan	8	6	10	12	11	9	3	4
Number of man-days for which delegates were fielded to Japan	N/A	70	N/A	113	N/A	69	N/A	34

Number of investment opportunities marketed	N/A	36	N/A	65	N/A	63	N/A	17
Number of investment leads generated	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Number of Japanese enterprises and institutions engaged by each delegate	N/A	150	N/A	216	N/A	285	N/A	71
Number of visits taking place within one year of delegate programme	N/A	157	N/A	246	N/A	274	N/A	74
Number of follow-up contacts being generated by IPAs within 3 years of delegate programme	N/A	7	N/A	13	N/A	12	N/A	3

As a result of the Delegate Programme, 32 Delegates from 21 countries were invited to Japan. During the Evaluation Period, Delegates conducted through the help of ITPO, 743 bilateral meetings and stayed for a total of 286 working days. The average Delegate stay was 9 days.

According to the Delegate survey, on average, every Delegate had more than 1 project signed, another under implementation and almost 2 were operational (see below)

As a result of the Delegate programme, 6 concluded and 17 operational projects generated 837 and 29017 new jobs respectively. The total investment cost and jobs created are summarised below. It is interesting to observe that the average cost of each job created is \$39457, which is comparable to that of other ITPOs (e.g. \$33500 in the case of ITPO Rome).

Table 8: Number of delegates and countries by regions, May 2010-April 2013

Region	Number of countries	Number of delegate stays
Africa (non LDC)	5	8
Africa (LDC)	4	5
Asia (non LDC)	4	7
Asia (LDC)	3	5
Europe	1	2
Middle East incl. North Africa	2	2
Latin America	2	2
Total	21	31

For some countries more than one delegate were fielded (e.g. Nigeria, Viet Nam, India, Cambodia) or the same delegate was fielded more than once during the 3 years under evaluation (e.g. Bangladesh, Serbia, Mozambique). An increased number of women Delegates have been fielded amounting to 1/3 of the total number of Delegates. Another conclusion from the above table is the attention to MENA countries. Although, the mix is in line with Work Programme goals, the evaluation team believes that these countries are under-represented, considering the fact that there is a very active ITPO in Bahrain that could act as a link in the MENA region.

As a comparison, the corresponding figure for the 2007-2010 period was 24 Delegates from 18 countries. This shows that ITPO Tokyo has increased this activity by 29% and 17% respectively.

The trend was furthermore that more Delegates have been fielded for fewer days and often coming back the next year for a follow-up, as opposed to fewer Delegates in the past spending more days in a one-off fashion.

Years	Number of delegates
2004-2007	22
2007-2010	24
2010-2013	32

Number of Delegates' person-days: in total 286 (working days); staying on average 9 working days per delegate stay. This is the same as the 2007-2010 evaluation period which in turn was down from the 15 working days on average in the 2004-2007 evaluation period.

The Delegates stayed on average more than once in the last 3 years, following up on their activities from the previous year. In years previous to this evaluation

period they stayed on average more than 15 days, and usually visiting Japan once with little or no follow-up visits. For more details, please refer to Annex 6. It seems that this approach has paid off in the long-run, as Delegates coming multiple times in Japan and following up on last year's work, created more tangible results compared to having a single relatively long Delegate stay.

Number of meetings in Japan: 743. While in Japan, Delegates have a very intensive timetable of targeted meetings with both private sector companies and public sector organizations, arranged by ITPO Tokyo. Each Delegate has on average 3 meetings per working day spent in Japan and promotes on average 6 projects brought from their home country. ITPO's support in setting up these meetings and helping the Delegates throughout is very important to ensure a successful outcome. ITPO staff members are present in the meetings, often assisting with translation, providing support and ensuring a successful follow-up.

Delegates themselves believe that an optimum stay is 4 weeks. Delegates have on average 2 projects under negotiation and on average 1 project concluded (contract signed). Furthermore, 1 project per delegate surveyed is under implementation and 2 projects are operational. Concluded projects were envisaged by Delegates to create on average more than 2 000 new jobs, with extreme cases ranging up to 20 000 jobs.

Figures aside and in terms of quality of interventions, most of the Delegates were satisfied with the on-the-job and technical training they received while in Japan, as well as their access to environmentally-friendly technologies.

More than 50% of Delegates were satisfied with the follow-up activities and the logistics support they received.

The preparation of the Delegate before arrival to ITPO Tokyo was guided by the ITPO Tokyo Delegate Manual. Meetings were arranged for the Delegates well in advance of their arrival. After their arrival, ITPO Tokyo staff accompanied the Delegates to the meetings and seminars. The delegates were advised both before and after the meetings and ahead of country presentations.

The delegate programme thus comes out as a very successful component of the ITPO Tokyo and it is somewhat surprising that so little project level budgetary resources is allocated to this. Moreover, the rationale behind output three is that the capacity of Investment Promotion Agencies and/or relevant public/private sector institutions will be upgraded and strengthened by fielding delegates to Japan. However to which extent capacities are upgraded and strengthened is not really know since there is no information of any capacity needs assessment, baselines or institution building objectives.

Output 4:

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

The performance indicators for this output are provided below.

Table 9: Performance indicators

Indicators	2010		2011		2012		2013	
	WP	Achieved	WP	Achieved	WP	Achieved	WP	Achieved
Number of diplomats and staffs participated in the programme	N/A	40	N/A	77	N/A	29	N/A	76
Number of countries of participated in the programme	N/A	31	N/A	55	N/A	21	N/A	46
Number of events organized	N/A	2	N/A	3	N/A	3	N/A	4

Source: ITPO Tokyo

ITPO Tokyo has organized 28 incoming missions, training seminars and site visits during the evaluation period. Seminars attracted 367 participants including 175 diplomats in Japan.

Output 5

Dissemination of information of UNIDO activities into Japan, with a view to promoting investment and technology transfer from Japan.

Table 10: Output 5 Performance indicators

Indicators	2010		2011		2012		2013	
	WP	Achieved	WP	Achieved	WP	Achieved	WP	Achieved
Number of promotions made in communication media		47		35		57		25
Number of events participated		10		11		13		3
Number of UNIDO Headquarters missions facilitated		4		8		9		1
Contributions to Global Fora 	3	4	5	7	10	12	3	3

Source: ITPO Tokyo

ITPO Tokyo has prepared 10 publications during the evaluation period including 3 magazine articles, a DVD and a compendium for Rio+20. Additionally, 46 articles related to ITPO activity have been drafted. The full list of these media articles can be found in Annex 9.

At this point, it is worth mentioning that ITPO Tokyo achieved most results appearing on the Work Programmes (WP) while some indicators have not been considered when drafting the WPs. Furthermore, no target indicators appear in the Project Document (due to the fact that the GoJ cannot commit funds outright for projects lasting more than a year) and this is a limitation.

In summary, most Output 1 related results (investment opportunities, countries promoted etc) have been achieved, with the exception of seminars, fora and missions organized. Regarding Output 2 more technologies were identified and promoted than was actually mentioned in the Work Programmes. As far as Output 3 is concerned, the number of countries and institutions who fielded Delegates in Japan are in line with the targets set out in the WPs. All other Output 3 indicators are not mentioned in the WPs so a direct comparison is not feasible. A similar picture can be drawn for Output 4 indicators, where the achieved results cannot be compared with the WP targets as there are not any available. Finally, with respect to Output 5 indicators, contributions to Global Fora has been more than anticipated in the WPs, while there are no targets for the remaining indicators to compare against.

Outcomes and impact

Effectiveness is also a measure of the extent to which outcomes are achieved, thus in the case of ITPO Tokyo the extent to which the project strengthens 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. In addition, the evaluation tried to assess the effects of the project in terms of promotion of industrial development in the targeted developing countries, jobs created as well as wider benefits related to the competitiveness of companies or environmental sustainability.

The outcomes provided in the project document were:

Developing countries and economies in transition benefit from investment and technology originating from Japan through capacity enhancement of IPAs, promotion of business opportunities, 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.

Very important envisaged results are strengthening capacities of IPAs and investment generation and technology transfer. This has been achieved and mainly through the Delegate programme, where Delegates themselves were recruited mainly from IPAs. The evaluation took stock of investment projects promoted and technologies transferred but as mentioned above, it is more difficult to make an assessment as to what extent and how capacities of IOPAs and similar institutions have actually been strengthened.

Ultimately, the outcome (as stated) was to contribute to sustainable economic development and the eradication of poverty in partner countries. Certainly, the Office has achieved impressive results (projects concluded/operational, technologies promoted, events organized but too often the promoted projects are not of the scale both in terms of numbers and volume to have a direct contribution to economic development or poverty reduction. However, in terms of maturity, the Office clearly at a level at which strategies, for more development impact globally or at a country level, could be formulated and implemented.

8. Efficiency

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

ITPO Tokyo has been relying mainly on Government contributions for its operations. Occasionally, it has attracted extra core-budget contributions (e.g. Consultancy Services in Africa, 2012) as well as some expenses (e.g. travel covered by UNIDO HQs). For different reasons, explained previously, a "carry-over" fund was created from year-to-year amounting to roughly 25% of the annual budget which means a constant under-spending and that allocated project resources have not being used.

Another factor influencing efficiency was the repeated stays by certain Delegates on consecutive years to follow-up on actions performed. Instead of having few Delegates stay for 20-30 days as was the case some years ago, they currently stay for an average of 9 working days and come back the next year for a follow-up visit. This was for instance the case with a Moroccan and Bangladeshi Delegate, whose perseverance, coupled with the professional support of ITPO Tokyo, materialized in projects concluded and operational. This was validated by Diplomats in their respective Embassies in Japan that the evaluation team visited. The repeat visits have increased the efficiency of the Delegate's Programme.

The close cooperation between ITPO Tokyo and their stakeholders is ideal for conveying information between ITPO stakeholders, with the ITPO acting as a hub. For instance, when a member of staff from one of these Organizations (e.g. METI, MOFA) is visiting an African country or organise an event, but most importantly when they return to Japan, up-to-date information could be shared by the whole network of ITPO stakeholders to minimise duplication of work and promote efficient use of resources.

ITPO Tokyo is enhancing its links with Japanese bilateral cooperation agencies and programmes, particularly in Africa, such as the new METI-financed offices in Algeria, Mozambique and Tanzania. After TICAD V, JETRO announced the opening of an office in Tanzania, so METI, replaced Tanzania with Ethiopia, to avoid having two GoJ financed offices in Tanzania and expand their scope. Such

cooperation which is expected to be enhanced in the following months is making more efficient use of available resources and can provide access to countries where UNIDO has a limited presence.

ITPO Tokyo Website

The website of ITPO Tokyo provides a lot of information in both Japanese and English. The users can access information about events, missions, the Delegate programme, technology transfer as well as capacity building.



国際連合工業開発機関
東京投資・技術移転促進事務所

United Nations
Industrial Development Organization
Investment and Technology Promotion Office, Tokyo

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※10月1日より、03-6826-7010 は使用できません。ご注意ください。

日本語

English

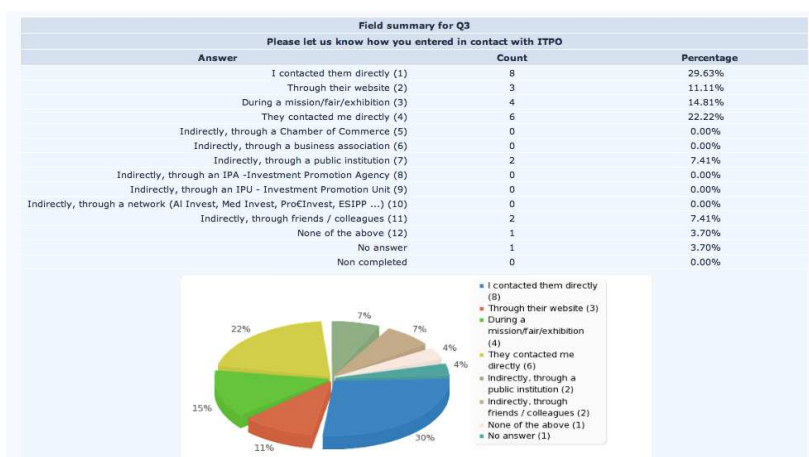


[>UNIDO 本部](#) [>UNIDO HQ](#)

This well designed website (see above), provides the first point of contact between prospective “clients” and ITPO Tokyo. It promotes the visibility of the Office as well as general awareness about UNIDO.

Companies which have used ITPO services in the past have indicated that they got in contact with ITPO Tokyo directly (30%) and through the ITPO website (11%) as shown below from the Company survey results. It is hence apparent that a good communication strategy where the website is an important part is paramount. ITPO events (Annex 8) equally create awareness about ITPO services which in turn create more traffic towards the website and vice-versa.

Table 11: Ways of contact between ITPO & clients



A: Low carbon and energy conservation

Energy saving technology in agriculture, fishing, and forestry, industrial processes, buildings and household, and energy sector is classified into the categories 1 - 4. Category 5 includes technology related to renewable energy, such as wind power, photovoltaic, small-scale hydraulic, geothermal, etc. Category 6 includes technology which leads to carbon absorption.

- Agriculture, fishing, and forestry (2)
- Industry (2)
- Buildings and household (3)
- Energy efficiency (2)
- Renewable energy (5)
 - A-Wing International Co., Ltd (Micro Wind Generator)
 - Kyoto Energy-Environmental Research Association (Solar Cooker Panthaka)
 - Parasonic Corporation (Rechargeable LED Lantern)
 - Seasbell International Co., Ltd. (Micro hydropower system (ultra-low head))
 - VPEC Inc (Power Router for ECONETWORK)
- Forestation and soil remediation (0)

B: Prevention and destruction of pollution

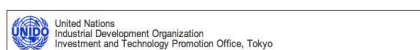
Technologies for treatment of pollutant and toxicant in the biosphere are classified into categories 1 to 9. Categories 6 - 7 include purification technology to produce drinking water.

- Persistent organic pollutants (POPs) (0)
- Ozone-depletion substances (ODS) (0)
- Air pollution (0)
- Industrial waste water (5)
- Sewage (5)
- Land water (7)
- Ocean (3)
- Soil and underground water (5)
- Urban and living environment (1)

C: Waste treatment and management

Categories 1 - 4 include end-of-life recycling technology. Categories 1 and 2 are distinguished by materials to be recycled; categories 3 and 4 are by product to be recycled. Technology concerning waste discharged from intermediary production processes are classified into category 5.

- Recycling of plastics (0)



Energy and Environment related technologies and solutions:

Power Router for ECONETWORK

Company data

Name	VPEC Inc
Address	14F, 1-2-9 Nishishinbashi Minatoku, Tokyo 1050003 Japan
Capital	20 million yen
Contact person	Mr. Satoshi Nagata, +81-3-5532-8525 / Fax+81-3-5532-8526, Email: info@vpec.co.jp
Number of employees	Collaborative organization consisting of more than 10 independent professionals.
Date of company foundation	2002/8/19
The type of business	Solution Provider

International operation

Number of employees for international operation(including overseas operation, if any)	N/A New corporate architecture of loose coupling of professionals.
City , Country	N/A

The ITPO Tokyo website also gives access to a number of screened technologies (currently 22) with emphasis on energy and the environment. An example of such a technology is shown below. On the website, each sector, when clicked provides links to relevant companies, which in turn show the Company profile. Hence the interested user can identify potential Japanese technology providers and contact them directly, but ideally through ITPO Tokyo. This was confirmed by the website access statistics which showed visitors from 140 countries, thus this feature is assessed as efficient.

However, it is equally important that ITPO Tokyo is kept informed of all developments between potential partners in order to monitor their results and possible impact but this is not always the case. Nevertheless, most companies (SMEs mainly) the evaluation team have spoken to were pleased with the contacts that the ITPO has arranged for them and stated they would keep the Office informed of all developments. The larger companies are more prone to move more secretly once business contacts have been established. However, when a contact has been initiated by the ITPO it can be beneficial for both parties to keep the ITPO “in the loop” of all non confidential developments/information so that it can provide follow-up services if needed.

Setting up and, more importantly, maintaining a database with up-to-date information is a laborious task but this service is appreciated and innovative Japanese technologies are being communicated to potential users.

Furthermore, the website provides detailed CVs of all the Delegates that have

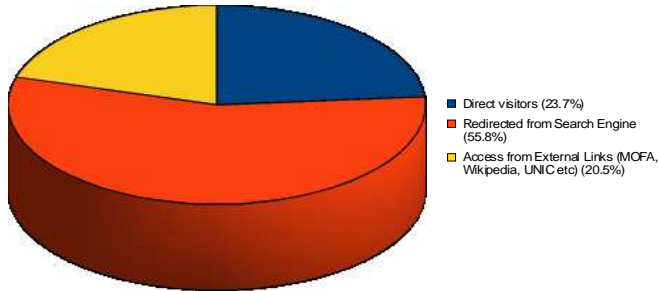
The screenshot shows the UNIDO Delegate Programme website. On the left is a navigation menu with links for News, UNIDO, UNIDO ITPO Tokyo, What is ITPO Tokyo?, Access, Download, Delegate Programme, Technology Transfer, Seminars/Events, Capacity Building, and Links. The main content area is titled 'Delegate Programme' and shows a list of delegates for the year 2013. The delegates listed are:

- Mozambique:** Ms. Khemwattie Muando, Project officer, CPI-Investment Promotion Centre of Mozambique, from 8 to 19 April 2013. She has been placed in charge of project evaluation and aftercare services at CPI since 1994. Following her first participation in the same programme in February last year, Ms. Muando will introduce the investment climate of the country through individual meetings with the private sector and other relevant organizations. She will also participate in the "Mozambique Investment Seminar" in Tokyo, which will be held on 16 April organized by UNIDO ITPO Tokyo and Japan International Cooperation Agency (JICA). Please contact the persons in charge if you are interested in doing business in Mozambique and/or wish to set-up a meeting with Ms. Muando. **Person in charge: Ms. Imazu, Ms. Myala**
- Egypt:** UNIDO ITPO Tokyo hosted Eng. Ehab Farouk, Director of Planning Department of the New and Renewable Energy Authority (NREA), Ministry of Electricity and Energy (MCEE) of Egypt, as an investment promotion officer from 1 to 12 April 2013. Mr. Farouk joined NREA in 2000, and he was promoted to the current position in 2011. He is in charge of all technical aspects concerning new and renewable energy, including installation of projects, supervision, consultation, etc. During two weeks stay in Japan, Mr. Farouk introduced the business opportunities in the area of new and renewable energy in Egypt through individual meetings and a seminar in Tokyo. Please contact the person in charge if you are interested in doing business in Egypt. **Person in charge: Mr. Gelegen, Ms. Kusasaki**
- Senegal:** UNIDO Tokyo hosted Ms. Adama Ndiaye Gueye, Business Line Manager, Investment Promotion and Major Projects (APIX), from 11 to 22 March 2013. Ms. Gueye has been placed in charge of investor care at APIX since 2005. While in Japan, Ms. Gueye introduced the investment climate of the country through individual meetings with the private sector and other relevant organizations. Please contact the persons in charge if you are interested in doing business in Senegal. **Person in charge: Ms. Imazu, Ms. Takahashi**

worked with ITPO Tokyo since 2003, so that companies can access them directly. The usefulness of the information provided by the ITPO website can be seen by the number of visitors. Between April 2011 (when the ITPO has started collecting website statistics) and April 2013, the ITPO Tokyo website has had 15007 total visitors, 73.2% of which were unique:

ITPO Tokyo has established a “brand name” for itself and its website and this can be seen (figure 1 below refers) by the fact that as many as 23.7% of its visitors type the website link explicitly, 55.8% are redirected from search engines and 20.5% access the site from external links such as that of MOFA, Wikipedia etc.

Figure 1: ITPO website visitors by referral



Visitors from 140 different countries accessed www.unido.or.jp during the same 2 year period showing its very high visibility.

With regards to Delegates, in most cases (24 out of 31) their home Organization or another UNIDO project paid for the international air fare. In 4 cases, all of them in 2012, ITPO Tokyo paid for all the Delegate’s costs, while, depending on the Delegate, venue and/or accommodation costs were provided by various Organizations such as the Japan Management Association (JMA), Banks (or Embassies (e.g. Egypt, Serbia, Kenya).

The cost of arranging a meeting (venue, transport, publicity etc) and the average cost per Delegate’s working day are shown in the following table (denominated in JPY, with an average exchange rate of 100 JPY/USD).

	May – Dec 2010	2011	2012	Jan – Apr 2013
Average cost per meeting	18452	9933	12191	17704
Average cost per working day	39540	24739	50354	36970

Source: ITPO Tokyo (in JPY)

ITPO Tokyo carries out telephone interviews with prospective Delegates and sometimes, as part of a mission to their home country, conducts face-to-face meetings to ensure that the best candidate (often from a short list of 2-3 candidates) is selected.

ITPO Tokyo staff engage in all activities of the Office, whether these are HQ visits, Delegate stays etc. Hence, they follow every single aspect of all operations and each member of staff is assigned specific tasks and clients. Workload is distributed as evenly as possible and all staff members help on a need basis. The ITPO is assessed as being a highly efficient office/project.

9. Sustainability

ITPO Tokyo through the Delegate programme has concluded 6 projects and another 17 were operational with a total of 30 000 jobs created. This, considering the needs of LDCs, might not be as impressive. What is more important is the links established with the IPAs involved and the exchange of information and development of skills. At least 75% of the IPA recruited Delegates, continued their work in the same organisation after coming back from Japan and 70% of them maintained and updated their contacts with Japan, often coming back for follow-up mission which led to the above projects maturing.

If the Office focuses on more Delegates from a single country and servicing fewer countries each year, this would have a impact and more importantly the sustainability would be improved and less focus would be put on building the capacity of just one person. If, as it is now the case, the single Delegate after returning to their home country, retires or gets assigned to a different post, all the know-how transferred would be jeopardised. However, if more Delegates are invited from the same IPA, and there is also capacity development through other means, there could be a more holistic approach to capacity development. ITPO Tokyo itself is heavily relying on its core budget which comes from the Japanese Government.

Quite recently, it has been making efforts to attract extra core-budget sources of funding (e.g. Consultancy services in Africa amounting to 18.5% of the 2012 core budget). Such efforts, if intensified, might be able to expand the activities of the Office and continue its operation irrespective of the Government's decision to sustain its funding or not but it is not known if this would be possible.

At the TICAD V held in Yokohama in June 2013 (practically taking place after the evaluation period, but with considerable resources devoted to its organisation in the previous years), the Japanese government announced the Assistance Package for Africa, stating that Japan's basic policy for assistance to Africa is to boost the growth of Africa through trade and private sector investment and promote "Human Security". The latter includes support to accelerate the development of industrial infrastructure, human capacity building, research institutes and the provision of technical assistance. The ITPO Tokyo is well positioned to support the Government in implementing the Assistance Package for Africa.

Despite the constant decline in the Japanese ODA over the last 15 years, it is still quite considerable at over 5 billion USD. The ODA priorities are in line with those of UNIDO and ITPO Tokyo, which suggests that it will continue to provide its services to Africa and the LDC countries.

Indeed, the Government of Japan through METI expressed its willingness to continue financing the ITPO operations and MOFA (acting as an observer in the meetings and following the direction of the METI) also seemed favourable to a continuation of the ITPO.

10. Conclusions

ITPO Tokyo is an efficiently functioning Office where the competence and experience of its staff pay off. The major strengths and weaknesses of the Office are:

Strengths:

- The Delegate programme is unique to UNIDO, combining technology transfer and capacity building. Many concrete joint ventures have materialized and the Delegates express a high level of satisfaction with the programme.
- The office is paying a great deal of attention to Environment and Energy issues and related technology as well as to Africa and LDCs and this is in line with both UNIDO and GoJ priorities.
- ITPO Tokyo focuses on SMEs which differentiates it from other Investment and Technology promotion agencies in Japan who rather cater to large enterprises.
- The office is client-oriented. They are handling various requests in a timely manner and with a high level of client satisfaction. Contacts within Japan and abroad have opened “closed doors” to prospective investors, embassies, associations etc.
- There is a close level of interaction with UNIDO HQ programmes and projects (e.g. Green Industry Initiative and Green Industry Platform). This has showcased six Japanese Environmental Technologies presented in Rio+20. ITPO Tokyo has been making progress in achieving the performance indicators set out in the Work Programmes with a few exceptions such as seminars organized and technologies transferred. It has joined forces with all its counterparts to share resources and using its website efficiently to increase visibility and attract more "clients".

Weaknesses

- Work Programmes concentrate on quantitative outputs where more is better and disregard the qualitative aspect of these interventions (e.g. know-how transfer might be more advantageous than simply creating a few more jobs for unskilled workers).
- Due to the hybrid nature (office/project) of ITPO Tokyo, the majority of the budget is spent on salaries with limited available funding for the Delegate programme.
- A high level of carry-over funds (amounting to 25% of the annual budget) thus under-utilized resources minimized.

11. Recommendations

A. Recommendations to UNIDO and the Government

- The project should be extended for an additional 3 years.
- The new project document (and not only the annual Work Programmes) should have quantitative yearly indicators for the outputs (e.g. number of concluded projects) to allow the ITPO to measure its performance against set targets.
- Investment projects should be selected not only based on their budgets or expected jobs created, but also on potential for long-term socio-economic effects.

B. Recommendations to the Government

- Maintain current annual budget contributions.
- Support and enhance the cooperation of ITPO Tokyo with Japanese bilateral cooperation agencies and programmes, particularly in Africa.
- Provide information to ITPO Tokyo about current and future activities by METI, MOFA etc (e.g. trips to LDCs, forthcoming events etc.) so that resources can be more efficiently allocated, synergies created and work duplication avoided. This will allow for up-to-date information sharing which can be beneficial to a number of ITPO counterparts working with the same country.

C. Recommendations to UNIDO

- Ensure that budget reporting is timely as long delays have been observed (e.g. Jan-Apr 2013 expenditures were not available as of 22nd of July 2013).
- Ensure consistency between funding commitment and project duration to achieve a smoother transition especially during project term endings.
- Ensure a closer cooperation between UNIDO HQ programmes and the ITPO network.

D. Recommendations to ITPO Tokyo

- Continue and enhance the Delegate programme by providing additional resources and intensified support to Delegates and their agencies;
- Ensure that all Output indicators are mentioned in future Work Programmes so that achieved results can be more easily compared with set targets;

- Minimize carry-over funds and develop realistic budgets;
- Review recommendations made by the delegates in the survey conducted by the evaluation team (e.g. regarding duration of stay, follow-up activities etc., see Annex 5a for a summary). For example, send project proposals to companies well in advance; arrange visits also to Japanese plants in Europe.
- Communicate non-sensitive information between JETRO and JICA, especially after missions to avoid replication of work and to provide synergies in country-related activities and up-to-date information from the field.

Recommendation on the way forward

ITPO Tokyo is a mature ITPO, well positioned in Japanese and with close ties with a variety of stakeholders. It has achieved many concrete results and it is now the time to make a quest for increased development impact. The ITPO should break away from achieving just numerical targets (e.g. number of meetings held, jobs created etc.) and rather concentrate on the impact and quality of the interventions. Needs of LDC's are enormous and the ITPO Tokyo should develop a strategy on how to foster the development impact of their work.

Annex 1: Terms of reference

TERMS OF REFERENCE

Joint Independent Evaluation of the UNIDO Project:

US/GLO/10/119

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

Investment and Technology Promotion Office

1. BACKGROUND

In order to support the developing countries and countries with economies in transition in their industrialization efforts through promotion of foreign investment and transfer of related technology, the Government of Japan has made available to UNIDO a special-purpose contribution for the project [US/GLO/10/119](#) entitled “UNIDO Service in Japan for the Promotion of Industrial Investment in Developing Countries” – UNIDO Investment and Technology Promotion Office (ITPO Tokyo).

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

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

Besides conventional investment promotion programmes, ITPO Tokyo is increasingly focusing on environment related technologies supporting UNIDO efforts to promote Green Industry development in developing and emerging countries, including water management, environmental management, 3Rs (Reduce, Reuse, Recycle), and renewable energy, in addition to industrial manufacturing technologies.

Global Forum activities also play an important role in promoting Green Industry and related green technologies.

Delegates, a staple of ITPO Tokyo’s programmes, are solicited not only for investment promotion, but also for technology transfer. As far as regional coverage is concerned, ITPO Tokyo continues to cover all developing countries; however interventions targeting LDCs, especially in Africa and Asia, are given priority in line with the Millennium Development Goals (MDGs).

Since 1981, the Agreement between UNIDO and the Government of Japan has been repeatedly renewed for periods of two to three years. The extension of the Agreement is usually preceded by an evaluation of the ITPO. The most recent evaluation took place in 2010 and consequently UNIDO and the Government agreed to extend the Agreement for another term from 1 January 2010 to 31 December 2013. The present evaluation will cover the period May 2010 to April 2013.

I. BUDGET INFORMATION

Project No.	Allotments 2011 (US\$)	Expenditures 2011 (US\$)	Allotments 2012 (US\$)	Expenditures 2012 (US\$)	Allotments 2013 (US\$)	Expenditures 2013 (US\$)
US/GLO/10/19 (SAP 102133)	2,266,818	1,778,751	1,921,704	1,558,080	1,705,800	Current expenditures (\$256,158) only reflect HQs-based authorizations (Payroll, ASRs), FIN has so far not been able to upload regular expenditures undertaken in Tokyo (Jan-March 2013)

Budget information for the period going from January to April 2013 will be made available during the course of the evaluation.

II. PURPOSE

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

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

III. METHODOLOGY

The evaluation is to be conducted in compliance with UNIDO evaluation policy and the Technical Cooperation Guidelines and attempt to determine, as systematically and objectively as possible, the relevance, efficiency, effectiveness impact and sustainability of the project. The evaluation will assess the achievements of the project against its objectives and outputs established in the project document, including re-examination of the relevance of the objectives and of the design. It will also try to identify factors that have facilitated or impeded the achievement of the objectives. It will also review to what degree the recommendations of the previous Independent Evaluation of ITPO Tokyo, carried out in 2010 have been acted upon, and review issues highlighted in the Thematic Evaluation of the ITPO Network, carried out in 2010.

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

The thorough analysis of relevant information includes a review of UNIDO policies and strategies, activities carried out, management mechanisms applied (in particular planning, monitoring and self-assessment) and project specific framework conditions (in particular policy environment and related initiatives of the Government and the private sector) as well as summary reports outlining results of the operations and prepared by the ITPO.

The evaluation team will provide information on the evaluation approach and methodology to be used in the inception report. The inception report may also provide a list of additional questions and issues to be covered by the evaluation.

The steps of the evaluation will be as follows:

- i) Desk study (review of ITPO website and analysis of project documents, annual reports and other project related documents or documents related to the ITPO Network both at the UNIDO Headquarters and at the ITPO Tokyo). On this basis the evaluators will elaborate on the below evaluation issues, produce a detailed list of evaluation questions that will be used in stakeholder interviews, and advice the ITPO on the preparation of the programme for the mission.
- ii) Interviews with staff at UNIDO HQ and of the ITPO Tokyo.
- iii) Field mission to Japan. The evaluation team will receive briefings from the ITPO, the Ministry of Foreign Affairs (MOFA) and the Ministry of Economy, Trade and Industry (METI) and carry out interviews with all staff of the ITPO office, including the former Head; review databases and other data at the ITPO office; interview representatives of governmental bodies and private sector associations; investment promotion agencies and development cooperation agencies. The evaluation mission will also visit a sample of client companies and embassies in Japan. The sample will be drawn from lists of companies and embassies provided by the ITPO.
- iv) Internet survey – to be decided in the inception phase and might cover with ITPO delegates, partnering companies in Japan and abroad and institutional partners
- v) Presentations and discussions of preliminary findings with the ITPO management and METI.
- vi) Presentation and discussion of preliminary findings at UNIDO HQ and to representatives of the Permanent Mission of Japan.
- vii) Preparation of the draft evaluation report to be circulated for comments and factual validation.
- viii) Preparation of the final report using the EVA format.

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

Ownership and relevance

The extent to which:

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

Efficiency of implementation

The extent to which:

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

Effectiveness

The extent to which:

- (a) The outputs and outcomes were achieved.
- (b) The project promoted industrial development of the targeted developing countries (investment volume; jobs created; but also wider benefits related to competitiveness of companies; technology and know-how transfer; etc.).
- (c) The project contributed to strengthened capacity of investment and/or technology-related agencies and industry associations in the targeted countries, in particular through the delegates programme, and through other promotion and capacity building activities.
- (d) Investment projects have been generated or linkages developed between Japanese investors and technology suppliers, and partners in developing countries.

Impact and sustainability

- (a) Identification of the long term developmental changes or benefits (economic, environmental, social and developmental) that have occurred or are likely to occur as a result of the project.
- (b) Assessment of the likelihood that changes and benefits will be maintained for a long period of time.
- (c) To what extent there have been any multiplier effects
- (d) Will the ITPO Tokyo continue to exist and provide relevant services?

Project design

The extent to which:

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

Project coordination and management

The extent to which:

- (a) The administrative status of the ITPO is conducive to its role and function.
- (b) The national management and field coordination mechanisms of the project have been efficient and effective.
- (c) The UNIDO HQ based management, coordination, quality control and technical inputs have been efficient and effective.
- (d) Reporting and monitoring procedures were adhered to.
- (e) Monitoring and reporting were carried out and based on indicators for outputs and objectives and there was monitoring of promoted investment projects.
- (f) UNIDO methodological tools are useful and used.

- (g) Synergy benefits can be found in relation to other UNIDO ITPOs, NCPCs, SPXs, other UNIDO tools and platforms as well as with interventions of UNIDO's technical branches.

Gender

Gender should be mainstreamed in the evaluation, in accordance with the Guidance on integrating gender in evaluation of UNIDO projects and programmes, available as Annex D.

In addition to the above, the extent to which recommendations of the 2010 evaluation of the ITPO Tokyo have been implemented will be covered.

IV. EVALUATION TEAM

The evaluation mission will be composed of

- One national evaluation consultant
- One international evaluation consultant

The UNIDO Evaluation Group will be responsible for the selection of evaluators, quality control of the evaluation process and of the various outputs (see below). It will provide inputs regarding findings, lessons learned and recommendations from other UNIDO evaluations and especially evaluations of ITPOs. The consultants will be contracted by UNIDO. The tasks of the team members are specified in the job descriptions attached to these Terms of Reference. The ITPO Tokyo as well as staff at UNIDO Headquarters will provide support to the evaluation team.

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

The evaluation team members will have competence experience in evaluation of technical cooperation projects, investment promotion and technology transfer.

Job Descriptions of the two evaluators are attached as Annex A.

V. TIMING

The evaluation is scheduled to take place in the period April to July 2013 (see attachment 2). The field mission for the evaluation is planned for 20-24 May 2013.

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

VI. VII TIME SCHEDULE AND EVALUATION DELIVERABLES

The evaluation will be conducted between April and June 2103. The timetable for the evaluation, key events and deliverables are provided in the table below

April 29 - May 17	Desk study; inception report containing programme of mission, approach and methodology; interviews at UNIDO HQ
May 20 - 24	Evaluation Mission in Japan: briefing sessions, interviews and presentation of preliminary findings
June	Presentation of preliminary findings at HQ
June 28	Submission of draft report to stakeholders for factual verification and comments
July 22	Final report

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

The evaluation team will be responsible for preparing an inception report, a draft report and a final report.

The Inception Report should be delivered at the end of the desk review phase and follow the ODG/EVA format, found in Annex B.

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

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

Annex 2: List of documents reviewed

Main documents

Project document
Agreement
Past Evaluations (2007, 2010)
Fact Sheet on ITPO Tokyo
Annual Work Programmes 2010, 2011, 2012, 2013

Financial issues

Budget breakdown, 2011 to 2013

Reports

Annual Reports 2010, 2011, 2012

UNIDO project US/GLO/10/119

Delegate Data Sheet
Result Based Management List (Projects)
Operational Projects
Concluded Projects
Programmes in cooperation with HQ list
Management Meetings list
Publications

Annex 3: Logical Framework

Objective/Outcome/ Output	Activities	Indicators	Means of verification	Assumptions
<p>Objective: To strengthen cooperation between Japan and developing countries/with economy in transition in investment promotion and technology transfer to support sustainable industrial development and economic growth.</p>				
<p>Outcomes Developing countries and economies in transition benefit from investment and technology originating from Japan through capacity enhancement of IPAs, promotion of business opportunities, 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.</p>		<ul style="list-style-type: none"> - Volume of Japanese investment flows into target countries - Effect of Japanese investment on economies of target countries 	<ul style="list-style-type: none"> - Official statistics to be published by National Bureau of Statistics - Other FDI statistics 	<ul style="list-style-type: none"> - A more conducive investment environment will increase investment flows
<p>Outputs 1. Latest investment climate information made available and investment opportunities marketed in business communities in Japan in support of investment promotion for the benefit of developing countries/with economies in transition</p>	<ol style="list-style-type: none"> 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; 2. Disseminate information on investment climate and investment opportunities through ITPO website, newsletters, quarterly magazines and other communication media targeting potential investors in Japan; 3. Organize and/or participate in, as appropriate, business/industrial exhibitions in order to accelerate development of contacts between the delegates and 	<ul style="list-style-type: none"> - No. of meetings with private-sector companies - No. of investment leads generated - No. of investment opportunities marketed - No. of seminars/fora/missions organized - No. of jobs and value of investment generated 	<ul style="list-style-type: none"> - Activity Reports - Annual Report - Evaluation 	<ul style="list-style-type: none"> - Better informed potential investors and suppliers will lead to more quality investments made

<p>2. Relevant Japanese technologies identified and promoted to developing countries/with economies in transition, for their benefit.</p> <p>3. Institutional capacity of IPAs and public/private-sector institutions in developing countries/with economies in transition engaged in promotion of FDI and technology transfer upgraded and strengthened by fielding delegates to Japan.</p>	<p>potential investors efficiently;</p> <p>4. Develop and maintain working relations with local enterprises, business/industrial associations, financial institutions.</p> <p>1. Carry out surveys and identify appropriate technologies to be introduced for the benefit of developing countries;</p> <p>2. Verify usefulness and viability of the identified technologies for application in respective country of destination in a scientific and economic manner;</p> <p>3. Arrange and organize seminars and/or workshops and/or study tours in order to introduce respective technologies to the potential beneficiaries. Disseminate information on energy and environment related transferable technologies owned by Japanese companies and institutions;</p> <p>4. Provide information and advice to interested parties in Japan regarding partnerships and any other form of transfer of technology and knowhow;</p> <p>5. Periodic evaluation of benefits to host economies of the technologies transferred.</p> <p>1. Develop programmes and invite investment promotion delegates from selected target countries in accordance with request from potential beneficiaries, Work Programme, Headquarters Programmes (incl. AfriPAnet), budgetary provisions and policy coordination between the donor Government and UNIDO;</p> <p>2. Provide the delegates from IPAs and other relevant institutions with opportunities to market their countries and investment opportunities they offer to identify investment leads and follow up;</p> <p>3. Expose the delegates from IPAs and other relevant institutions to Japanese technologies perceived to be relevant and viable for use in their countries;</p>	<p>- No. of technologies identified for promotion</p> <p>- No. of technologies promoted / transferred</p> <p>- No. of workshops held and participants</p> <p>- No. of countries and institutions fielding delegates</p> <p>- No. of work/months of delegates fielded to Japan</p> <p>- No. of investment opportunities marketed</p> <p>- No. of investment leads generated</p>	<p>- Activity Reports</p> <p>- Annual Report</p> <p>- Evaluation</p> <p>- Delegates Reports</p> <p>- Follow-up reports to Delegate Programme</p>	<p>- Modern, efficient, clean technologies adopted by developing countries through transfer of technology will lead to more competitive enterprises able to compete in global markets</p> <p>- Better informed, better functioning, more efficient IPAs will provide better services to investors, leading to increase in quality and quantity of FDI;</p> <p>- IPAs adopt new approaches'</p> <p>- Governments increase funding for IPAs.</p>
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<p>4. Promotion and facilitation of UNIDO activities with a view to promoting investment and technology transfer from Japan.</p> <p>5. Diplomats and staff of embassies located in Japan of developing countries /with economies in transition equipped with relevant knowledge on investment promotion.</p>	<p>4. Plan and provide the IPAs through the delegates with capacity building, networking and on-the-job-training to become effective in investment and technology promotion in the framework of Japan and the countries of delegates; 5. Follow up the delegate programme through regular contacts and assist the delegates in their follow up of investment leads as and when required, as if the Office is a foothold of the IPAs in Japan.</p> <p>1. Promote UNIDO by using website, annual report, newsletter, quarterly magazine and other communication media; 2. Participate in public events in order to enhance public awareness about UNIDO.</p> <p>1. Organize factory visits, seminars, fora and/or workshops for diplomats and staff of embassies for exposure to Japanese technologies perceived useful and viable in their countries; 2. Organize capacity-building seminars and/or workshops for diplomats and staff of embassies for them to acquire knowledge and fundamentals of investment promotion techniques and trends in Japan's outward investment.</p>	<ul style="list-style-type: none"> - No. of promotions in media - No. of events participated in - No. of Headquarters activities/missions facilitated - No. of factory visits organized - No. of seminars/workshops/ fora organized 	<ul style="list-style-type: none"> - Newspaper articles, interview reports, videos - Activity reports - Annual Report - Activity reports - Annual Report 	<ul style="list-style-type: none"> - Public awareness increased in Japan of UNIDO's activities and programmes, especially in the field of investment and technology transfer, leading to more funding for UNIDO activities in developing countries. - Well informed with knowledge in investment promotion activities/ strategies/requirements, diplomats returning to their countries will endeavour to create a more conducive investment climate, thereby enhancing investment flows and quality investment.
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Annex 4: List of persons interviewed

UNIDO Vienna

Ms. M. de Goys	Director, ODG/EVA
Mr. V. Kuruthukulangara	Programme Assistant, PTC/BIT/ITU
Mr. S. Sackda	Industrial Development Officer, PTC/BIT/CBL
Mr. T. Boye	Industrial Development Officer, PTC/BIT/ITU
Mr. S. Hobohm	Director, DDG/SDQ/OD
Mr. G. Pataconi	Unit Chief, PTC/BIT/CBL
Mr. H. Leuenberger	Director, PTC/EMB/OD
Mr. L. Dhaoui	Director, PTC/BIT/OD
Mr. B. Conde	Programme Officer, PTC/BRP/AFR
Ms. M. Lukumbuzya	Programme Associate, PTC/BIT/ITU
Ms. L. Cartini	Industrial Development Officer, PTC/BIT/ITU
Ms. M. Carco	Unit Chief, PTC/BIT/ITU
Ms. A. Morssy	Chief, PTC/BRP/ARB
Mr. Takao Otsuka	Field Operations Officer, Asia and Pacific Programme, RSF/RFO/ASP

Permanent Mission of Japan in Vienna

Ms S. Nishi	First Secretary
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UNIDO ITPO TOKYO

Mr. Takeshi Furutani	Head
Mr. Ferda Gelegen	Deputy, Operations & MENA
Mr. Hideki Murakami	Deputy, Donor Relations & Office Mgmt.
Ms. Ikue Toshinaga	Officer, Asia & Central/Latin America
Ms. Maki Imazu	Officer, Africa & Database

Japanese Government

Mr. Hiroto Uchino	Deputy Director, Technical Cooperation Division, METI
Mr. Tabane Otsuki	Technical cooperation Division, METI
Mr. Hideaki Machida	Deputy Director, Global Issues Cooperation Division, International Cooperation Bureau, MOFA

Embassies in Japan

Ms. B. Adamovic Dragovic	Ambassador, Embassy of the Republic of Serbia
Mr. D. Makic	Counselor-Economic Affairs, Embassy of the Republic of Serbia
Dr. S. Arrour	Ambassador, Embassy of the Kingdom of Morocco
Mr. M. Chourak	Deputy Chief of Mission, Embassy of the Kingdom of Morocco
Mr. B. J. Malate	Ambassador, Embassy of the Republic of Mozambique
Mr. Md. Rashidul Islam	Commercial Counselor, Embassy of the People's Republic of Bangladesh

Cooperating Organizations

Mr. Shigeki Okada	Senior Coordinator for the Middle East and Africa Planning Department, JETRO
Mr. Eiji Inui	Director General, Africa Department, JICA
Mr. Hiroyuki Takada	Director, Planning and TICAD Process Division, Africa Department, JICA
Ms. Makiko Higuchi	Senior Manager, Department of Policy Studies, Keizai Doyukai
Mr. Morihiro Kabuto	Manager, Department of Policy Studies, Keizai Doyukai
Mr. Iwane Iwata	Deputy Managing Director, JCCME
Mr. Takashi Oya	Investment Advisor, JCCME
Mr. Hikaru Kohama	Assistant Manager, International Division, OCCI
Mr. Tadashi Yoshida	Director, Convention Business Center, JMA
Mr. Noriyasu Kamioki	Leader, Group 1, Convention Business Center, JMA
Mr. Masahito Takeo	Manager of Asian Team, Project Management Group, Convention Business Center, JMA

Visiting UNIDO Experts (in Japan)

Mr. Jun Nishida	Consultant (POPs & Mercury)
Mr. Mohamed Eisa	UNIDO Representative, South Africa

Private Sector (UNIDO ITPO Clients)

Mr. Satoshi Nagata	President & CEO, VPEC
Mr. Hironori Yoshida	President, Yoshidayu Co., Ltd.
Mr. Norihiko Kondo	President, Kaiho Sangyo Co., Ltd.
Mr. Shunji Eto	CEO, Aquatech Co., Ltd.
Mr. Yoshitaka Fujii	Executive Director, Aquatech Co., Ltd.

Annex 5a: Feedback from delegates through a survey

Evaluation questionnaires with 34 questions were sent to 20 delegates through Internet and 18 delegates returned answers by the end of June 2013. The result of the survey is tabulated in the Annex 6.

Following is the summary of the feedback from delegates through the survey.

1. Own Promotion Office in Japan: 4 countries have their own promotion office in Japan.
2. Organisation Recruited: Most of the delegates were recruited from IPA (8) or government/administration (9).
3. Programme/Recruitment Initiated by: The delegate programme was initiated mostly by ITPO-Tokyo (8) or the Employer (7).
4. Number of Stays at ITPO: Most of the delegates stayed at ITPO for the first time in last 3 years, and some stayed several times (average 1.28 times)
5. Total Duration: Total duration of stay in Japan is about 2 weeks. (average 15.72 days)
6. Optimal Duration: Delegates believe that optimal duration shall be about 4 weeks (average 4.35 weeks)
7. How many times at other UNIDO ITPO: Some delegates experienced Delegate programme in other UNIDO ITPOs. (average 0.27 times)
8. Other staff at UNIDO ITPO Tokyo: Nearly half of the staff of delegates' organization experienced the programme at UNIDO ITPO Tokyo (average 0.41 times)
9. Project brought along from home: Each delegate brought about 6 projects from home. (average 6.13)
10. Projects promoted in Japan: Each delegate promoted most of the projects brought from home. (average 5.44)
11. Projects identified in Japan: Each delegate identified and promoted more than 3 new projects additionally in Japan. (average 3.2)
12. Projects under negotiation: Out of the promoted projects by each delegate, more than 2 projects are still under negotiation. (average 2.07)
13. Project concluded: Out of the promoted projects by each delegate, more than 1 project is concluded (contract signed) (average 1.09)
14. Project under implementation: Out of the promoted projects by each delegate, more than 1 project is under implementation. (average 1.18)
15. Projects under operation: Out of the promoted projects by each delegate, almost 2 projects are operational. (average 1.82)
16. Investment amount: Average 29,383.35 million USD (maximum 66 billion USD) investments are envisaged by the concluded projects.
17. Investment generated by projects: Average 33,043.751 million USD (maximum 85 billion USD) investments are envisaged by the projects under implementation/operation.

18. New jobs envisaged: Average 2,446 (maximum 20,000) new jobs were envisaged by the concluded projects.
19. New jobs created by projects under implementation: Average 258 (maximum 1,000) new jobs were created by the projects under implementation/operation.
20. Making new business contacts in Japan: 40% of delegates were fully satisfied (level 5 of evaluation scale 1-5) and 20% were satisfied (level 4) with the support provided by ITPO in making new business contacts in Japan.
21. Organising promotion events: 35% of delegates were fully satisfied (level 5 of evaluation scale 1-5) and 15% were satisfied (level 4) with the support provided by ITPO in organizing promotion events for their home country.
22. On-the-job training: 20% of delegates were fully satisfied (level 5 of evaluation scale 1-5) and 15% were satisfied (level 4) with the support provided by ITPO for on-the-job training in investment promotion.
23. Exposing to advanced or environmentally friendly technology: 25% of delegates were fully satisfied (level 5 of evaluation scale 1-5) and 25% were satisfied (level 4) with the support provided by ITPO in exposing themselves to advanced or environmentally friendly technology.
24. Training on specific technical subjects: 10% of delegates were fully satisfied (level 5 of evaluation scale 1-5) and 30% were satisfied (level 4) with the support provided by ITPO in training on specific technical subjects.
25. Networking with other ITPOs, UNIDO Centres, Field Offices, HQs: 20% of delegates were fully satisfied (level 5 of evaluation scale 1-5) and 30% were satisfied (level 4) with the support provided by ITPO in networking with other ITPOs, UNIDO Centres, field offices, HQs.
26. Supporting follow up in home country: 35% of delegates were fully satisfied (level 5 of evaluation scale 1-5) and 15% were satisfied (level 4) with the support provided by ITPO in supporting follow up in delegates home country.
27. Logistics support: 45% of delegates were fully satisfied (level 5 of evaluation scale 1-5) and 10% were satisfied (level 4) with the logistics support provided by ITPO.
28. Most important immediate results: The most important immediate results for delegates' stay with ITPO:
 - better understanding of requirements and concerns of Japanese companies to do business in your home country/state/province 11 55.00%
 - newly established contacts with companies in Japan 10 20.00%
 - better understanding by Japanese companies and organisation of Investment conditions in your country/state/province 4 20.00
 - newly established contacts with ITP-related institutions in Japan 3 15.00
 - identification of new investment or trade possibilities/projects 3 15.00
 - acquaintance with new/environment friendly technology 3 15.00
 - newly established contacts with the UNIDO network 1 5.00
 - progress achieved in formulation or negotiation of on-going or new projects 1 5.00

29. Professional development: Most of the delegates returned to their home organization after their stay with ITPO. (75%)
30. Undertaking back home: Most of the delegates are following up/maintaining contacts with Japanese Organizations/firms after their stay with ITPO. (70%)
- Recommendations implemented: Example of projects implemented or under implementation: In 2011, a partnership between a Nigerian firm and the Automobile (End of Life Vehicle) Recycling Project of Kaiho Sangyo Co. was formed in Nigeria. The company was registered in Nigeria and is about kicking off her Abuja (the federal capital of Nigeria) after which the Lagos Project would commence. The Environment laws of Lagos state have been harmonised and improved to articulate the paradigm shift from mere landfilling to material/resource recovery as well as to promote eco-friendly and green industry concept. A feasibility financed by JICA for the establishment of recycling plants across Nigeria will be completed shortly. A plot of land for a pilot plant has been identified. In 2012, I lead a team of Nigerian officials selected from state, Federal environmental/related agencies to Japan and currently 27 Nigerian Technicians, automotive Engineers, and policy experts are undergoing training in Japan under this scheme. JICA has been responsible for the funding as well.
 - Organized Japanese business mission to Morocco - focus on specific sectors such as automotive, electronics and energy.
 - Following up the contacts established with a view to actualizing their investment in Kenya.
 - APIX to organize a courtesy meeting with UNIDO's office in Dakar to discuss about programme and activities they should develop together. To maintain close contacts with Japanese companies in order to promote Senegal destination.
31. Contact with ITPO Tokyo and the UNIDO network: 60% of former delegates are still keeping contact with ITPO Tokyo or the UNIDO HQ (5%).
32. Compared with similar national or regional investment and technology promotion agencies, the delegate believe that UNIDO ITPO Tokyo was:
- Very active and result oriented working office.
 - More advanced well prepared and professional.
 - The staff members were very professional and dedicated. We gained some contacts we could not reach before attending the delegate program. We have now better understanding of Japanese entrepreneurs.
 - The program at Kitakyushu on the concept of Recirculation Society and Eco-town for the promotion of 4-R gave us really a learning experience. I am now working in Gujarat Pollution Control Board, India, to promote this concept.
 - The visit to real operators in the Recycling and Energy Recovery companies in their plant compared with previous experience mostly the evaluation of such proposals without facility tours with the respective proponents.
 - Their professional support is outstanding and all event organized are always successful
 - The program is effective in creating the right platform for Country Delegates to meet core personnel of target companies for effective interaction on investment opportunities and challenges. Other agencies I have had

relationship with are usually not able to get you to meet the key decision makers in target companies.

- Excellent
- Very professional and effective in assisting developing countries reach Japanese investors
- Very useful and relevant to industrial development
- Take delegates in many countries to promote Japanese investment throughout the world.

33. Suggestion on possible ways to improve the Delegates programme:

- The delegate programme shall be organized continuously for 3 years to get better results.
- Careful discussion and negotiation shall be made with delegates and the companies and agencies suitable for them.
- Visits to Japanese companies in Europe (who has production facilities in Europe) may be valuable for the delegates from North African countries to the delegate program in Japan.
- Excellent Training programme with site demonstrations is appreciated.
- The duration of the programme needs to be extended to about 4 weeks, inviting delegates from more than one country at a time for regional approach, with due consideration to the effect of political differences on project implementation.
- 4 weeks for first delegate programme, with 1-2 weeks for a follow-up mission involving Japanese business mission to overseas.
- Project proposals should be distributed to target companies well in advance to allow for response from those really interested in further discussion.
- Project proposals shall be sent to relevant companies in advance and they should get in touch with delegate even before leaving for the delegate programme in Japan.
- More time shall be allowed for the stay in Japan.
- Assist delegates to realize follow-up activities.

Annex 5b: Feedback from companies through a survey and interviews

Internet Survey

Evaluation questionnaires with 22 questions were sent to 23 Japanese companies through Internet and 21 companies returned answers by the end of June 2013. The result of the survey is tabulated in the Annex 6.

Following is the summary of the feedback from companies through the survey and interviews.

1. Location of company's majority turnover generated: Most of the company's majority turnover is generated in Japan (91%), and some in South East Asia (17%), EU (9%) and Middle East or North America (4%).
2. Number of employees: Nearly 40% of the companies had more than 250 employees, while 22% of them had less than 5 employees, and others between 5 - 250, at the time when they entered in contacted with ITPO.
3. First contact with ITPO: 26% of the companies entered in contact with ITPO directly, and another 26% of them were contacted by ITPO directly, while others entered in contact each other during a mission/fair/exhibition (17%), through the website or through a public institution (9%).
4. Initial objective: Initial objective of the companies when entered in contact with the ITPO was selling of equipment (17%), search for a suitable foreign partner (17%), entering into a new market (13%), selling of know-how (9%), etc.
5. ITPO services used: The companies participated in meetings organized by ITPO (61%), in fairs/exhibitions in Japan (48%), in fairs/exhibitions/missions abroad (13%), being provided background information (43%), identified a potential partner (22%), and joined business planning/feasibility study (17%).
6. ITPO Website: The companies rated the quality of the ITPO services in terms of the usefulness of information on the ITPO website as level 4 (52% using evaluation scale 1-5), level 3 (29%), and level 5 or 2 (10%).
7. Usefulness of background information received: The companies rated the quality of the ITPO services in terms of the usefulness of the background information received from the ITPO as level 4 (48%), level 5 (24%), level 3 (14%), and level 2 (10%).
8. Effectiveness of ITPO services: The companies rated the quality of the ITPO services in terms of the effect to their needs as level 5 (33%), level 4 (33%), level 3 (10%) and level 2 (19%).
9. Timely manner: The companies rated the quality of the ITPO services in terms of the timely manner to their needs as level 5 (33%), Level 4 (33%), level 3 (19%) and level 2 (10%).
10. Completeness of the services: The companies rated the quality of the ITPO services in terms of the completeness of the services offered as level 5 (19%), level 4 (38%), level 3 (24%), and level 2 or level 1 (10%).
11. Technical qualification of the staff: The companies rated the quality of the ITPO services in terms of the technical qualifications of the staff of ITPO that

have dealt with them as level 5 (33%), level 4 (43%), level 3 (10%) and level 1 (14%).

12. Primary objective achieved: The companies rated that they could achieve their primary objective as a result of its use of the ITPO service fully (13%), largely (61%), and to a low extent (13%).
13. Achievement of other or different result: The companies commented on the ITPO services in achieving other or different results as follows:
 - Sufficient information was given by ITPO
 - Able to participate in the exhibition it was aiming for some time.
 - The Information provided by ITPO helped them to understand the overall business climate of the country.
 - The ITPO services provide opportunities to meet foreign representatives who could not have met otherwise.
 - Still in the process to develop new market in Africa, and are strongly willing to continue working together.
 - The recognition of ITPO on their technology helps other international Organizations recognise the potential of the technology.
 - A small-medium sized company in Japan does not have enough network/relationship to approach target counterparts overseas. ITPO Tokyo has dedicated to intermediate between the company and the company in overseas country.
 - Joined the secretariat of seminars of Eco-town managers (SETM) in Kitakyushu with ITPO Tokyo.
14. Effects of the ITPO services on business: The companies commented on the effect of the ITPO assistance on their business as follows:
 - We are now shifting our products on new markets abroad 22%
 - We have introduced totally new products on the market 17%
 - We have improved our position on our domestic market 17%
 - Our production is now more environment friendly 17%
 - We have introduced a more performing production technology 13%
 - We have established a stable business partnership with a company abroad 9%
 - Our products are now of better quality 4%
 - We have now better access to raw materials and semi-manufactured goods 4%
15. Overall amount of investments generated by the project: The companies valued the overall amount of investments generated by the project implemented with the assistance of the ITPO at average 67 billion yen (maximum 1,000 billion yen).
16. Number of new jobs created* The project had impact on the employment of the companies by creating average 47 new jobs (maximum 650).
17. Number of jobs lost: The project had little negative impact on the employment of the companies to loss of average 0.17 jobs (maximum 2).
18. Indirect impact on employment: The project had positive indirect employment effects (in client, provider or partner companies) to 35% of companies.

19. Causes on envisaged project not materialised: The project did not (yet) materialize for some companies with following causes:
- Negotiations are still on-going 35%
 - The envisaged partner was not suitable for the business we want to conclude 13%
 - The business turned out to be different from what we had in mind, and we are not interested in it 13%
 - The envisaged financial arrangement did not materialize 4%
 - The conditions in the target country changed 4%
 - Our priorities have changed 4%
20. Strength of ITPO compared with similar national or regional agencies: The companies find particular strength of the ITPO compared with similar national or regional agencies as follows:
- offers its services for free 43%
 - identifies sustainable business partners using its world-wide network 39%
 - mobilises competencies from a world-wide pool of qualified experts 35%
 - has particularly good business contacts in developing countries 35%
 - has a good reputation as a member of the UN 30%
 - offers services that are specifically tailored for SMEs 13%
 - has a good reputation as honest broker 9%
21. Technology promotion services of other agencies used: The companies used investment or technology promotion services of other agencies as follows:
- Austrade, Australia
 - Feasibility study funding and technology assistance offering services from JICA.
 - Daily support from JETRO officer in the regional office.
 - JETRO Mission tour
 - JETRO, ASEAN CENTER, etc.
22. Comments or suggestion from the companies on the services provided by ITPO:
- ITPO may provide short-term industrial expert services by sectors.
 - ITPO may find big customers (market) and encourage SMEs to try new market
 - ITPO may offer funding service to SMEs
 - ITPO may support companies to implement feasibility studies in the developing countries
 - ITPO may invite high rank officers from highly interested area especially rising nations (Asian countries) through delegate program to provide information and consultation.
 - ITPO shall continue providing information
 - ITPO convinced us that our product can satisfy world various needs
 - Happy with current service levels and staff in ITPO
 - I was impressed by the ITPO staff I worked with. They were dedicated, competent, and very friendly

Annex 6: Survey results

Two separate surveys were conducted in parallel through invitation emails to Companies served by ITPO Tokyo and Delegates fielded in Japan. The most significant findings are summarized below.

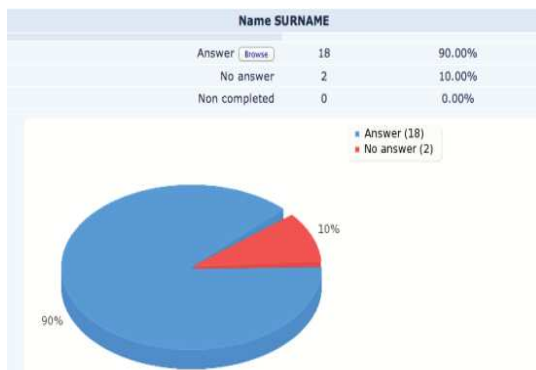
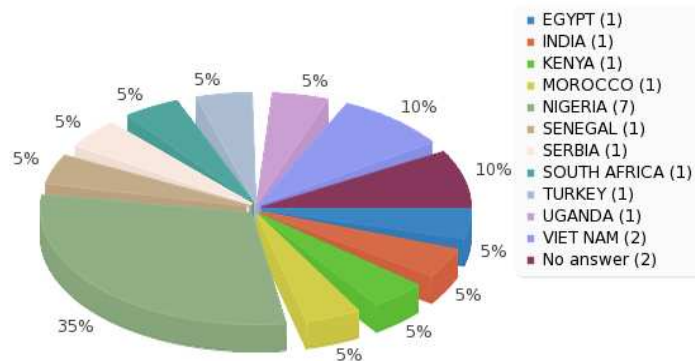
The surveys reiterated where possible the same or similar questions as per an analogous exercise carried out in the 2010 Evaluation of ITPO Tokyo in order to make comparisons between the respective feedbacks where possible.

Delegates' Survey:

Response data (as of end June 2013):

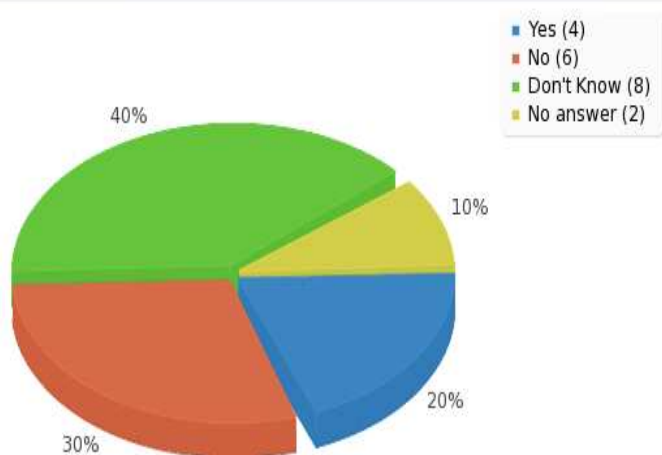
Results	
Number of records in this query:	20
Total records in survey:	20
Percentage of total:	100.00%

18 delegates responded from 11 countries



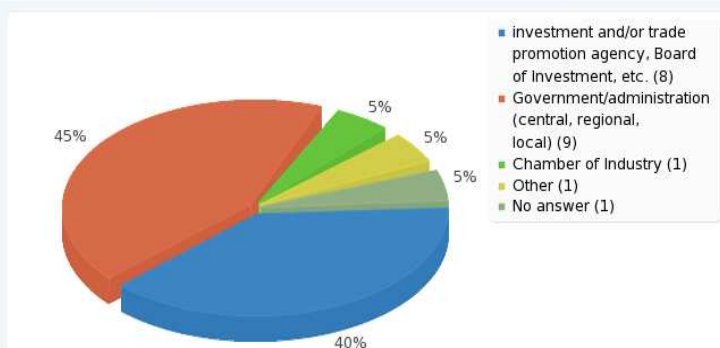
1. Own Promotion Office in Japan

Does your country/province have its own promotion office in Japan?		
Answer	Count	Percentage
Yes (1)	4	20.00%
No (2)	6	30.00%
Don't Know (3)	8	40.00%
No answer	2	10.00%
Non completed	0	0.00%

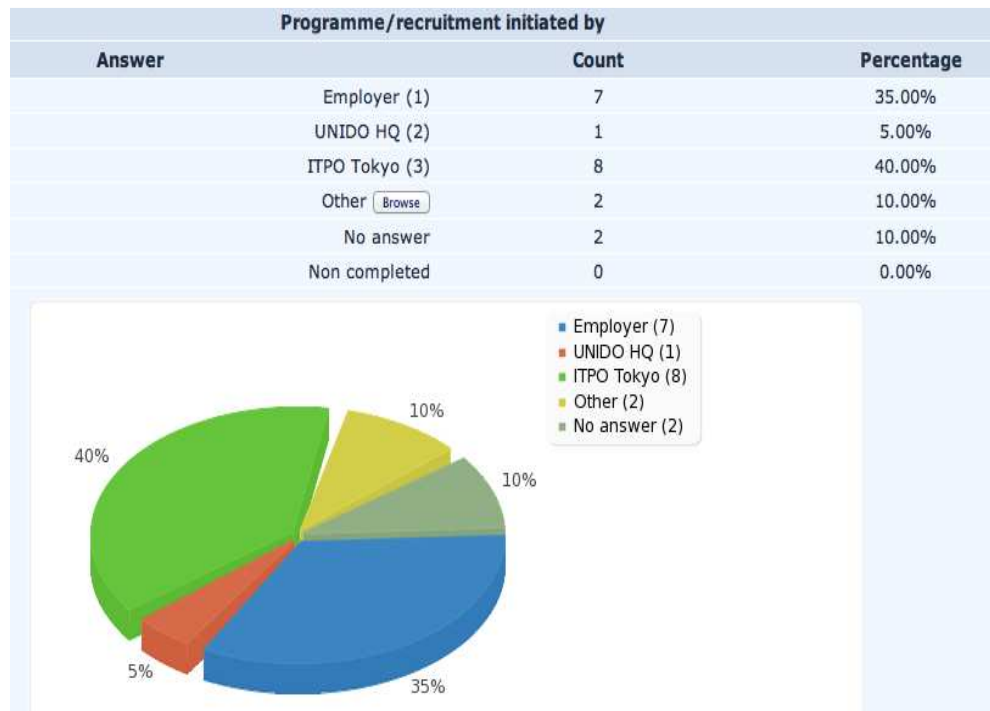


2. Organization recruited

Organization from which recruited as delegate is		
Answer	Count	Percentage
investment and/or trade promotion agency, Board of Investment, etc. (1)	8	40.00%
Government/administration (central, regional, local) (2)	9	45.00%
Development bank (3)	0	0.00%
Chamber of Industry (4)	1	5.00%
Other (5)	1	5.00%
No answer	1	5.00%
Non completed	0	0.00%



3. Programme/Recruitment initiated by



4. Number of stays at ITPO

5. Total duration

Number of stays at ITPO during the last 3 years	
Calculation	Result
Count	18
Sum	23
Standard deviation	0.56
Average	1.28
Minimum	1
1st quartile (Q1)	1
2nd quartile (Median)	1
3rd quartile (Q3)	1.25
Maximum	3

Total duration (in days)	
Calculation	Result
Count	18
Sum	283
Standard deviation	5.78
Average	15.72
Minimum	5
1st quartile (Q1)	26
2nd quartile (Median)	16
3rd quartile (Q3)	17.25
Maximum	30

6. Optimal duration
UNIDO ITPO

7. How many times at other

What would you recommend as optimal duration (in weeks)	
Calculation	Result
Count	17
Sum	74
Standard deviation	3.53
Average	4.35
Minimum	1
1st quartile (Q1)	1
2nd quartile (Median)	4
3rd quartile (Q3)	4
Maximum	15

How many times did you work as a delegate before?	
Calculation	Result
Count	11
Sum	3
Standard deviation	0.45
Average	0.27
Minimum	0
1st Quartile (Q1)	0
2nd quartile (Median)	0
3rd Quartile (Q3)	1
Maximum	1

8. Other staff at UNIDO ITPO Tokyo

How many times other staff of your organization worked as delegate(s) at UNIDO ITPO Tokyo	
Calculation	Result
Count	17
Sum	7
Standard deviation	0.69
Average	0.41
Minimum	0
1st quartile (Q1)	0
2nd quartile (Median)	0
3rd quartile (Q3)	1
Maximum	2

9. Projects brought along from home

10. Projects promoted in Japan

How many projects did you bring along from home?	
Calculation	Result
Count	16
Sum	98
Standard deviation	5.99
Average	6.13
Minimum	1
1st quartile (Q1)	1
2nd quartile (Median)	3
3rd quartile (Q3)	9
Maximum	20

How many of them did you promote in Japan?	
Calculation	Result
Count	16
Sum	87
Standard deviation	5
Average	5.44
Minimum	0
1st quartile (Q1)	0.5
2nd quartile (Median)	3
3rd quartile (Q3)	9
Maximum	18

11. Projects identified in Japan

12. Projects under negotiation

How many did you identify additionally in Japan and promote?	
Calculation	Result
Count	15
Sum	48
Standard deviation	2.95
Average	3.2
Minimum	0
1st Quartile (Q1)	2
2nd quartile (Median)	2
3rd Quartile (Q3)	5
Maximum	10
Field summary for Q4 [how many are under negotiation]:	
Out of the promoted projects, up to now	
Calculation	Result
Count	14
Sum	29
Standard deviation	1.79
Average	2.07
Minimum	1
1st quartile (Q1)	1
2nd quartile (Median)	1
3rd quartile (Q3)	3
Maximum	7

13. Projects concluded implementation

Field summary for Q4 [how many are concluded (contract signed)]:	
Out of the promoted projects, up to now	
Calculation	Result
Count	11
Sum	12
Standard deviation	1.83
Average	1.09
Minimum	0
1st Quartile (Q1)	0
2nd quartile (Median)	0
3rd Quartile (Q3)	2
Maximum	6

Field summary for Q4 [how many are under implementation]:	
Out of the promoted projects, up to now	
Calculation	Result
Count	11
Sum	13
Standard deviation	0.83
Average	1.18
Minimum	0
1st Quartile (Q1)	1
2nd quartile (Median)	1
3rd Quartile (Q3)	2
Maximum	3

14. Projects under

15. Projects under operation

Field summary for Q4 [how many are operational]:	
Out of the promoted projects, up to now	
Calculation	Result
Count	11
Sum	20
Standard deviation	3.27
Average	1.82
Minimum	0
1st Quartile (Q1)	0
2nd quartile (Median)	0
3rd Quartile (Q3)	2
Maximum	10

Field summary for Q5 [envisaged by concluded project(s)]:	
Investment (000 USD) approx, if any	
Calculation	Result
Count	9
Sum	264450150
Standard deviation	32751032.53
Average	29383350
Minimum	0
1st quartile (Q1)	74
2nd quartile (Median)	33125000
3rd quartile (Q3)	66000000
Maximum	66000000

16. Investment amount

17. Investment generated by projects

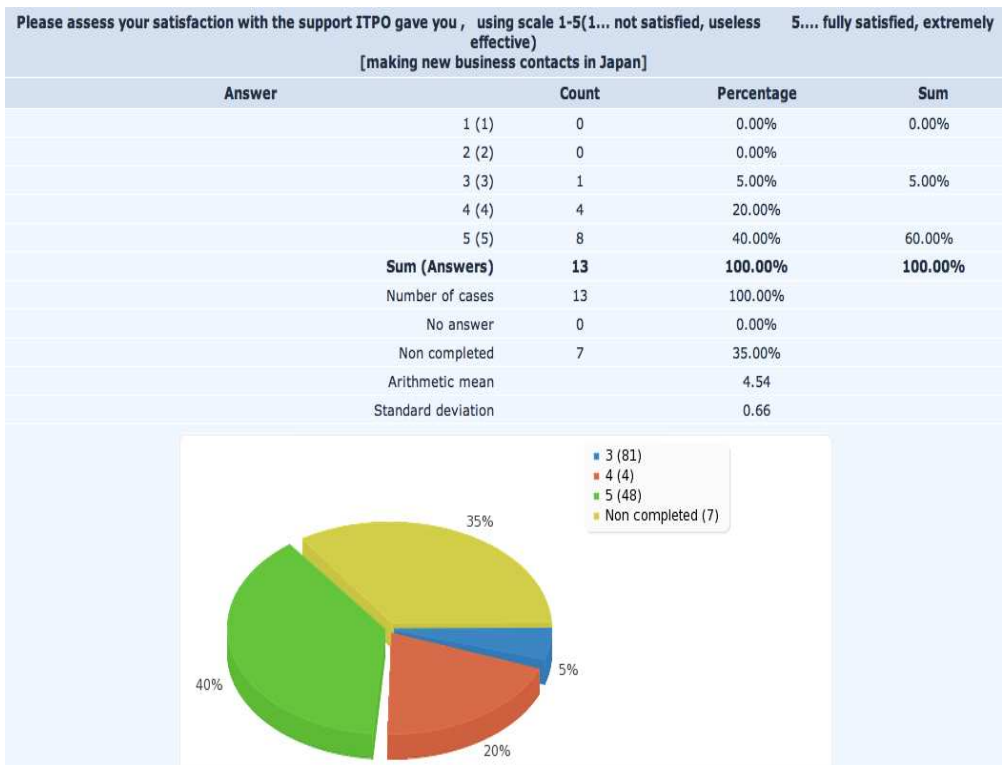
18. New jobs envisaged

Field summary for Q5 [generated by project(s) under implementation and/or operational]:	
Investment (000 USD) approx, if any	
Calculation	Result
Count	8
Sum	264350008
Standard deviation	40330705.83
Average	33043751
Minimum	0
1st quartile (Q1)	224999
2nd quartile (Median)	4525000
3rd quartile (Q3)	85000000
Maximum	85000000
Field summary for Q6 [envisaged by concluded project(s)]:	
New jobs (number), approx, if any	
Calculation	Result
Count	9
Sum	22020
Standard deviation	6230.55
Average	2446.67
Minimum	0
1st quartile (Q1)	14
2nd quartile (Median)	30
3rd quartile (Q3)	950
Maximum	20000

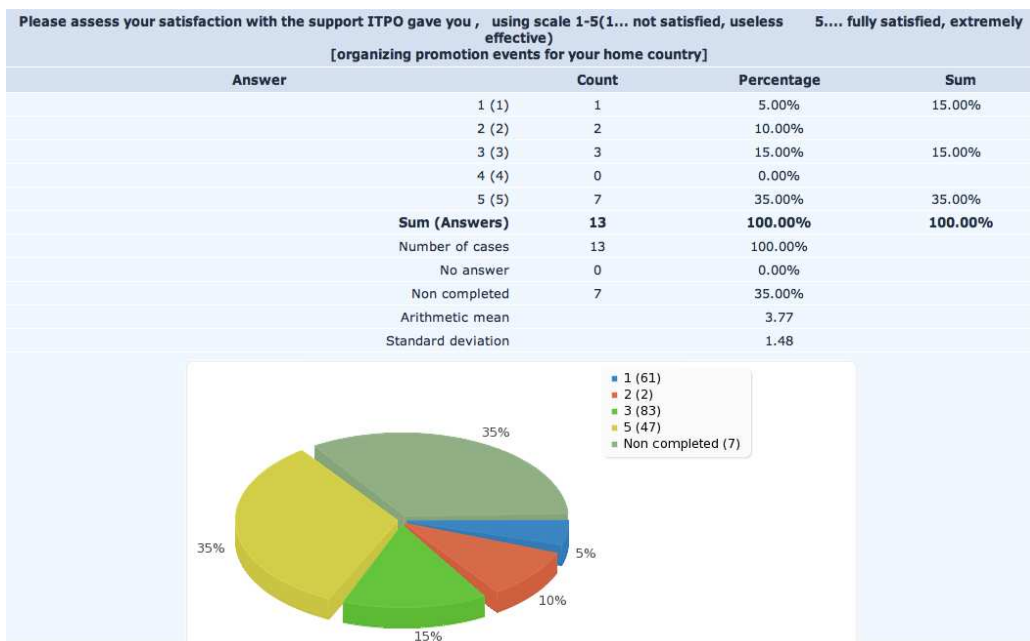
19. New jobs created by projects under implementation

Field summary for Q6 [created by project(s) under implementation and/or operational]:	
New jobs (number), approx, if any	
Calculation	Result
Count	9
Sum	2320
Standard deviation	397.6
Average	257.78
Minimum	0
1st quartile (Q1)	29
2nd quartile (Median)	60
3rd quartile (Q3)	540
Maximum	1000

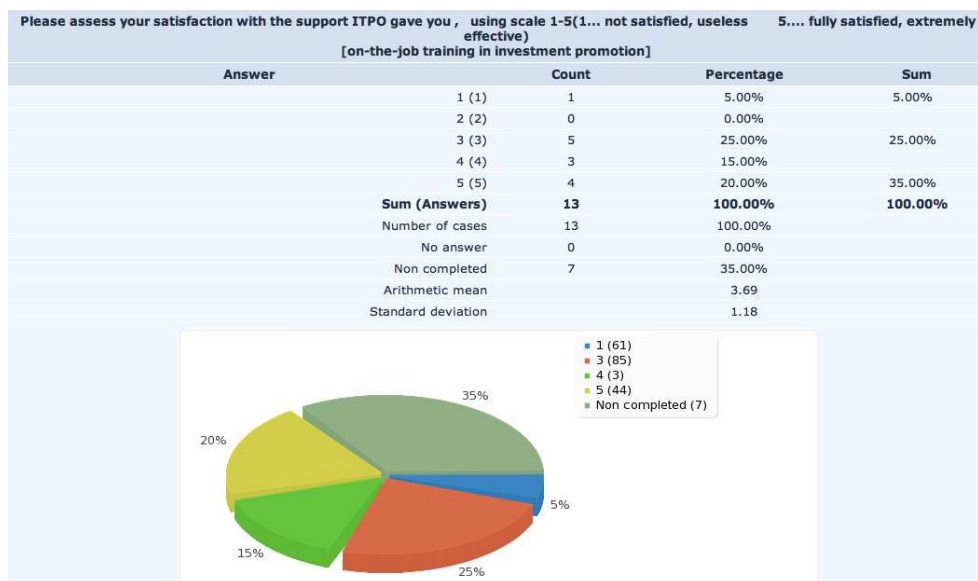
20. Making new business contacts in Japan



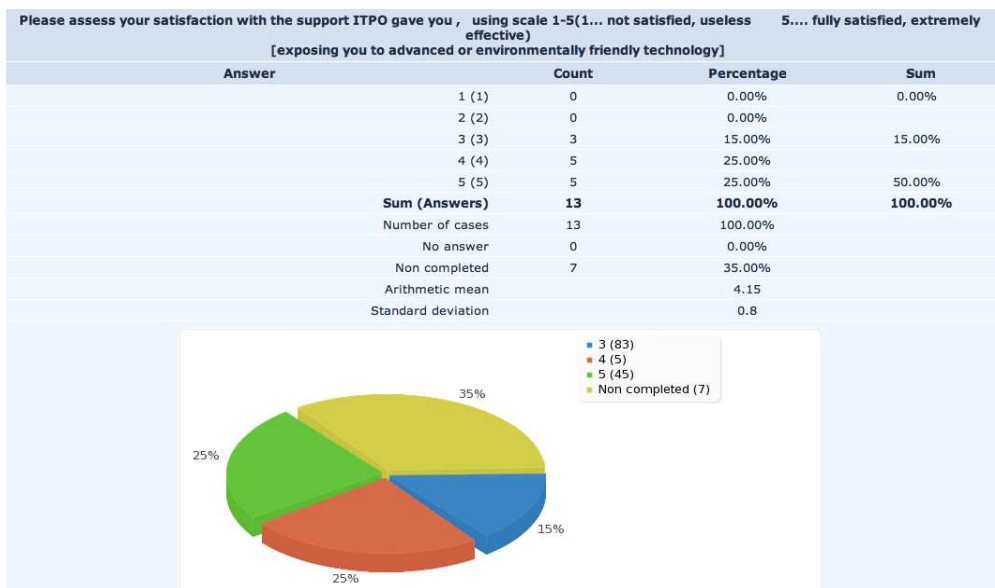
21. Organising promotion events



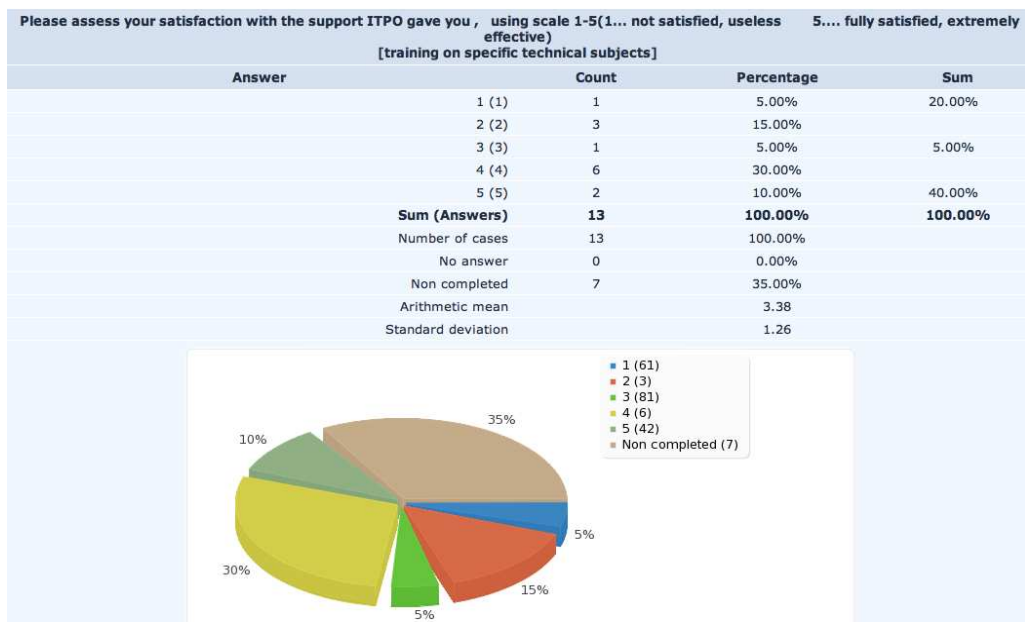
22. On-the-job training



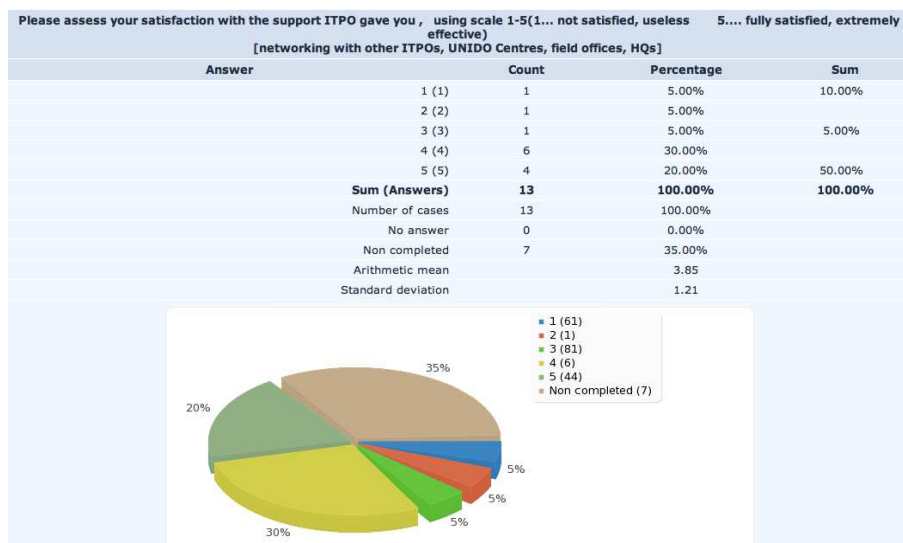
23. Exposing to advanced or environmentally friendly technology



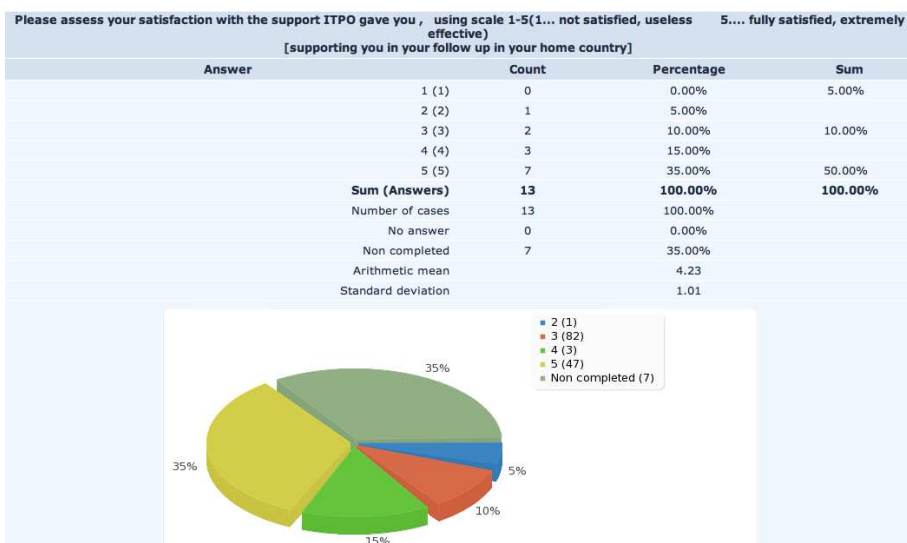
24. Training on specific technical subjects



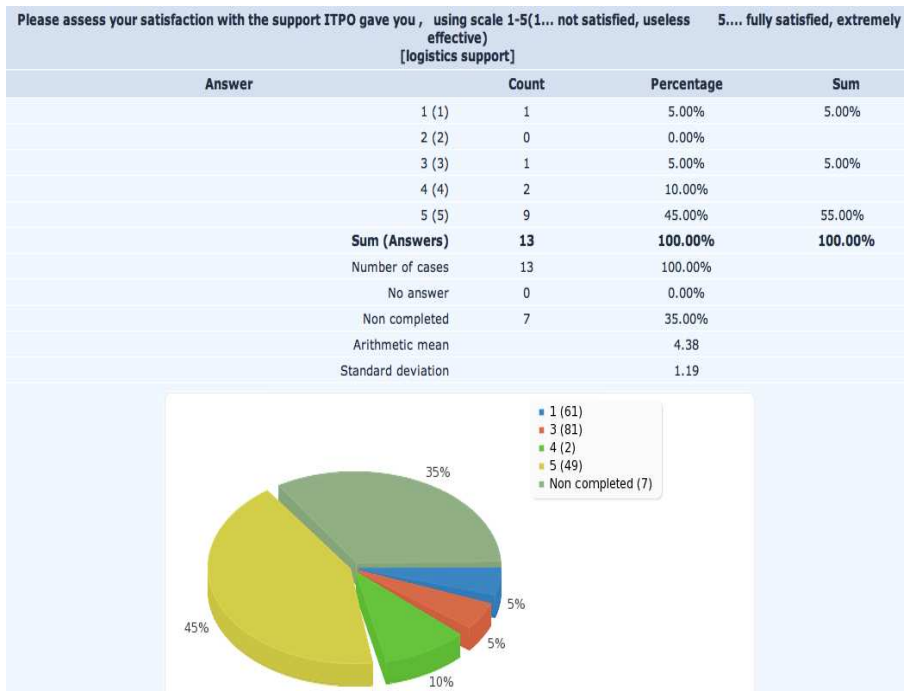
25. Networking with other ITPOs, UNIDO Centres, Field Offices, HQs



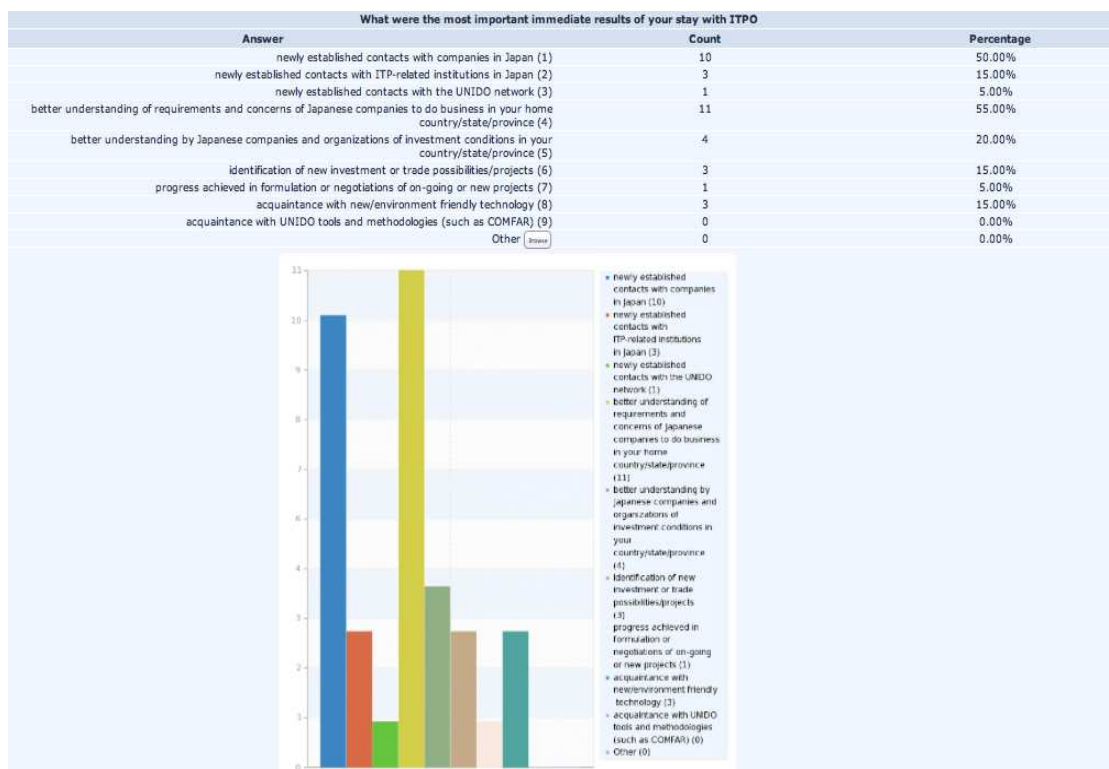
26. Supporting follow up in home country



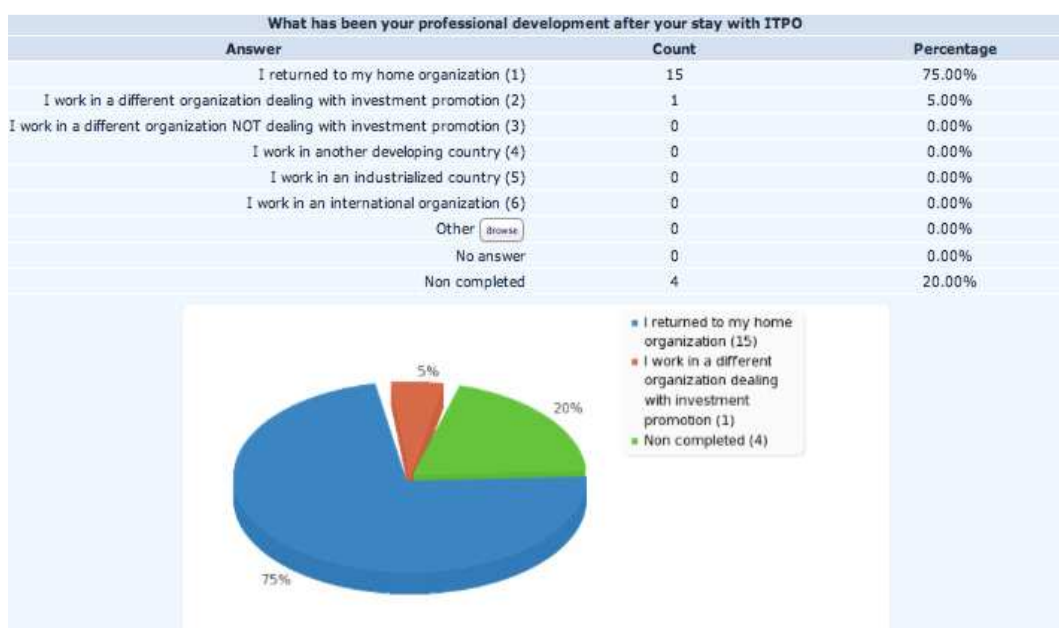
27. Logistics support



28. Most important immediate results



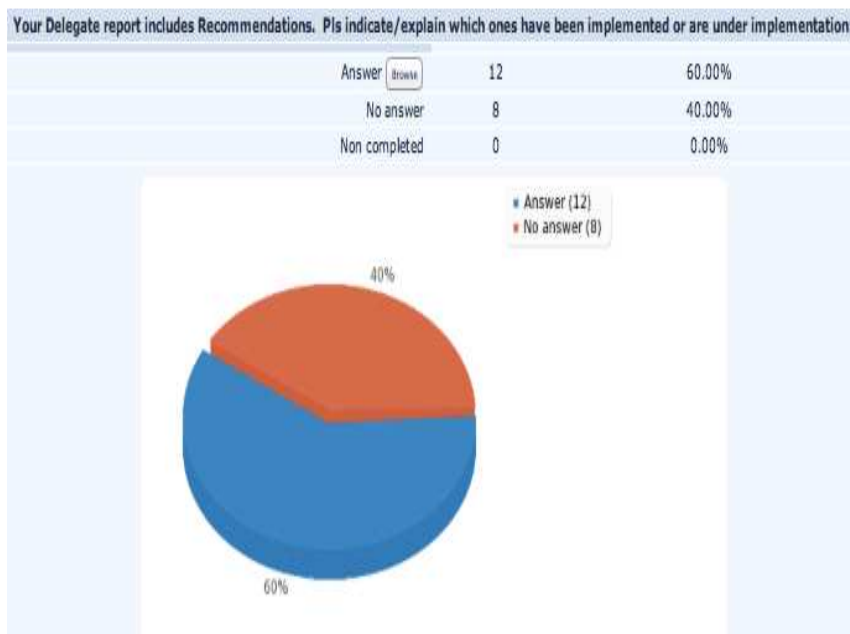
29. Professional development

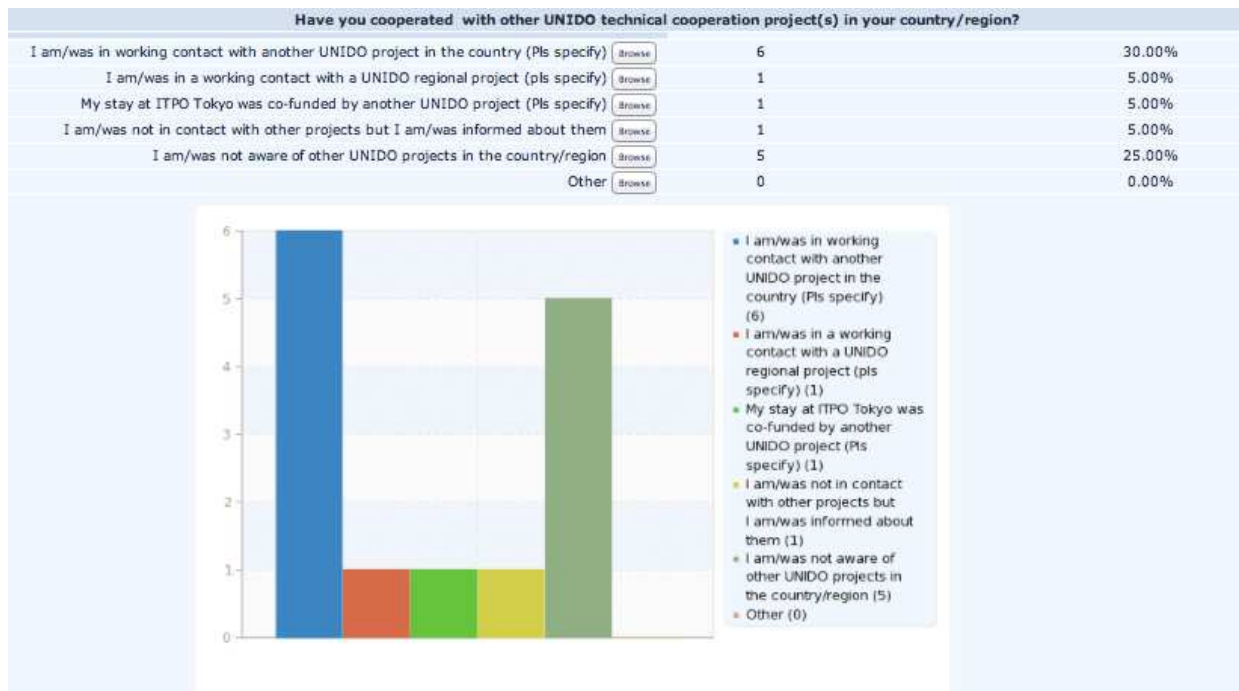


30. Undertaking back home

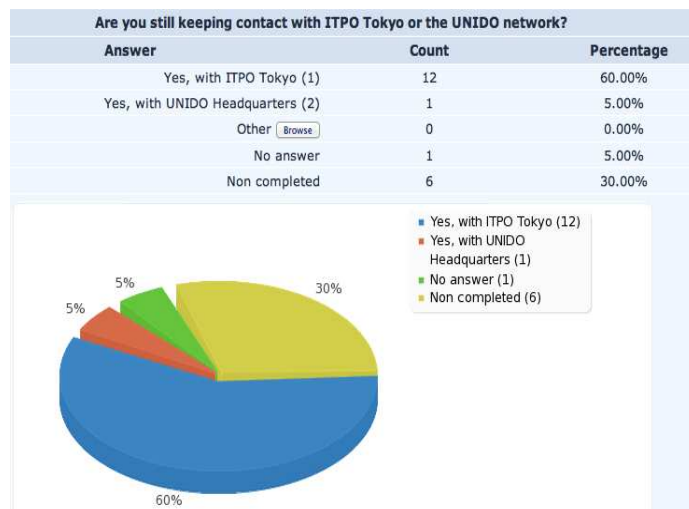


31. Recommendations implemented





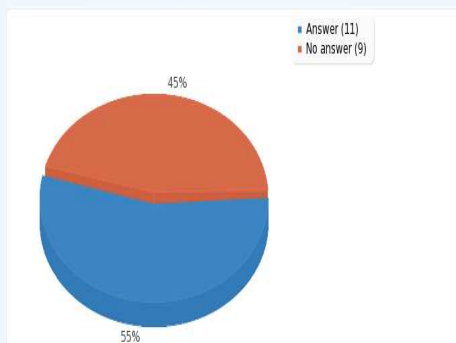
32. Contact with ITPO Tokyo and the UNIDO network



33. Comparison with similar national or regional investment and technology promotion agencies

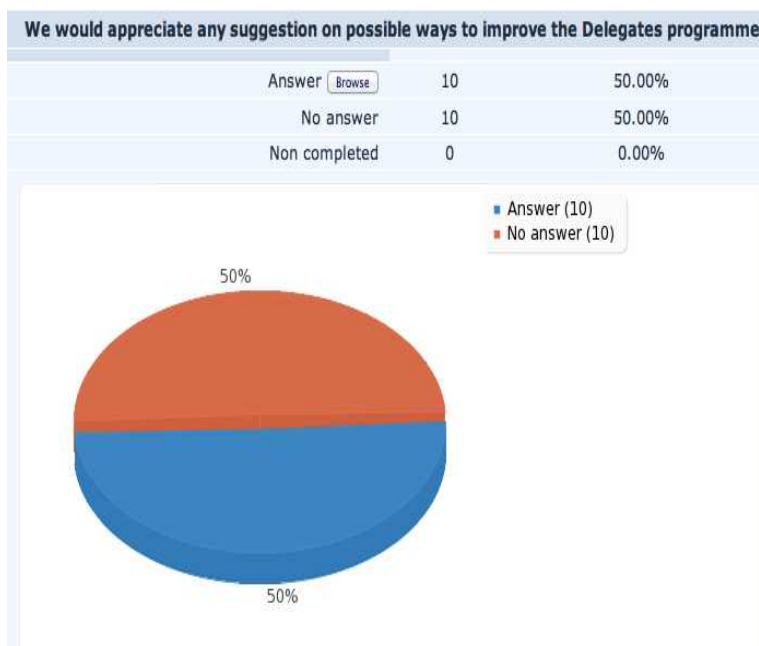
What is your opinion about the UNIDO ITPO Tokyo compared with similar national or regional investment and technology promotion agencies? (pls describe).

Answer	11	55.00%
No answer	9	45.00%
Non completed	0	0.00%



- 6 IT IS VERY ACTIVE, GOOD PLANNING AND RESULT ORIENTED WORKING OFFICE
- 9 ITPO Tokyo is more advance in: - Well prepared - Professional
- 12 Very professional and very dedicated staff in UNIDO ITPO Tokyo. We gained some contacts we could not reach before attending delegate program, and it was very fruitful for us. Last 2,3 years, Europe is not interesting to Japanese companies, so it is very hard o convince some of the companies to invest in Serbia, but we have now better understanding of Japanese entrepreneurs.
- 15 THE PROMOTION PROGRAM BY THE ITPO TOKYO ESPECICALLY THAT I ATTENDED AT KITAKYSHU JAPAN WAS REALLY A LEARNING EXPERIENCE FOR ME. THE CONCEPT OF THE RECIRCULATION SOCIETY AND ECO TOWN FOR THE PROMOTION OF 4R IS A LESSON FOR THE DEVELOPING COUNTRY AND STATE LIKE US- GUJARAT, INDIA. AFTER THIS TRAINING, I PROMOTE TO EXTEND THIS PHILOSOPHY IN MY STATE THROUGH MY JOB PROFILE- I AM WORKING IN GUJARAT POLLUTION CONTROL BOARD- A REGULATORY AGENCY AND NOW WORK AS FACILITATOR TO THE INDUSTRY FOR PROMOTION OF THIS CONCEPT.
- 18 The 2010 Delegate Programme was my first ond only experience of such an international, high level activity and my assessment of it is that ut has favourable potentials. Moredo, as the real operators in the Recycling and Energy Recoverycompanies were met right in their plantd, as compared with my previous experience that eas mostly the evaluation of such proposals without facility tours with the respective proponents
- 19 UNIDO ITPO Tokyo is one of the best ITPO Agency. Their professional support is outstanding and all event organization are always successful
- 20 The program is effective in creating the right platform for Country Delegates to meet core personnel of target companies for effective interaction on investment opportunities and challenges. Other agencies i have had relationship with are usually not able to get you to meet the key decision makers in target companies.
- 22 Excellent
- 23 Very professional and effective agency in assisting developing countries reach Japanese investors.
- 24 Very useful and relevant to industrial development
- 25 UNIDO ITPO Tokyo is an organization which take in charge Delegates in many countries to promote japanese investments throught the world.

34. Suggestions for improvements



- 6 IT IS VERY ACTIVE, GOOD PLANNING AND RESULT ORIENTED WORKING OFFICE
- 9 ITPO Tokyo is more advance in: - Well prepared - Professional
- 12 Very professional and very dedicated staff in UNIDO ITPO Tokyo. We gained some contacts we could not reach before attending delegate program, and it was very fruitful for us. Last 2,3 years, Europe is not interesting to Japanese companies, so it is very hard o convince some of the companies to invest in Serbia, but we have now better understanding of Japanese entrepreneurs.
- 15 THE PROMOTION PROGRAM BY THE ITPO TOKYO ESPECICALLY THAT I ATTENDED AT KITAKYSHU JAPAN WAS REALLY A LEARNING EXPERIENCE FOR ME. THE CONCEPT OF THE RECIRCULATION SOCIETY AND ECO TOWN FOR THE PROMOTION OF 4R IS A LESSON FOR THE DEVELOPING COUNTRY AND STATE LIKE US- GUJARAT, INDIA. AFTER THIS TRAINING, I PROMOTE TO EXTEND THIS PHILOSOPHY IN MY STATE THROUGH MY JOB PROFILE- I AM WORKING IN GUJARAT POLLUTION CONTROL BOARD- A REGULATORY AGENCY AND NOW WORK AS FACILITATOR TO THE INDUSTRY FOR PROMOTION OF THIS CONCEPT.
- 18 The 2010 Delegate Programme was my first ond only experience of such an international, high level activity and my assessment of it is that ut has favourable potentials. Moredo, as the real operators in the Recycling and Energy Recoverycompanies were met right in their plantd, as compared with my previous experience that eas mostly the evaluation of such proposals without facility tours with the respective proponents
- 19 UNIDO ITPO Tokyo is one of the best ITPO Agency. Their professional support is outstanding and all event organization are always successful
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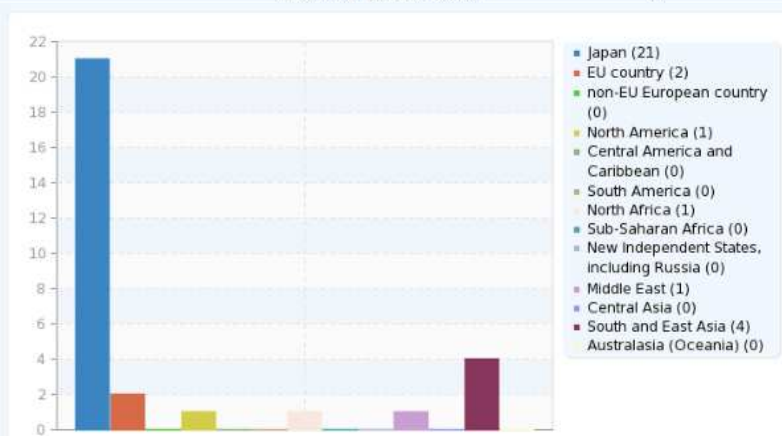
Companies' survey:

Response data (as of end June 2013):

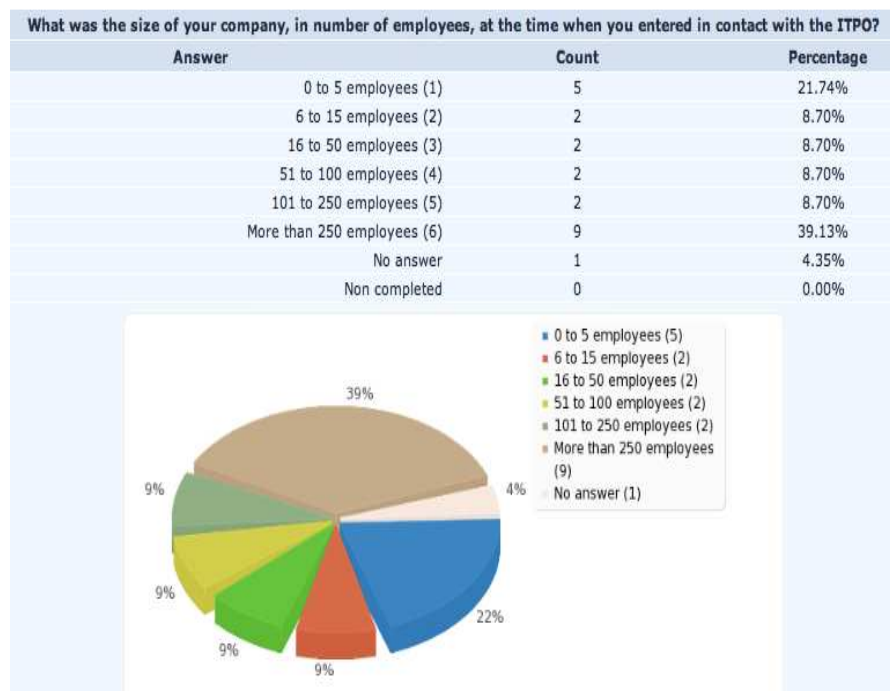
Results	
Number of records in this query:	23
Total records in survey:	23
Percentage of total:	100.00%

1. Location of company's majority turnover generated.

Where is your company's majority turnover generated?		
Answer	Count	Percentage
Japan (1)	21	91.30%
EU country (2)	2	8.70%
non-EU European country (3)	0	0.00%
North America (4)	1	4.35%
Central America and Caribbean (5)	0	0.00%
South America (6)	0	0.00%
North Africa (7)	1	4.35%
Sub-Saharan Africa (8)	0	0.00%
New Independent States, including Russia (9)	0	0.00%
Middle East (10)	1	4.35%
Central Asia (11)	0	0.00%
South and East Asia (12)	4	17.39%
Australasia (Oceania) (13)	0	0.00%

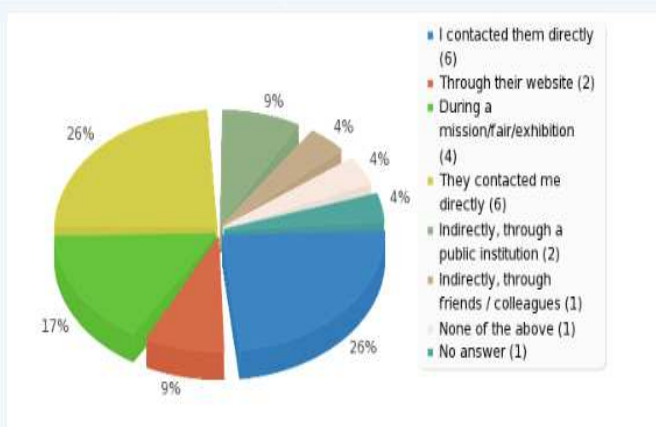


2. Number of employees

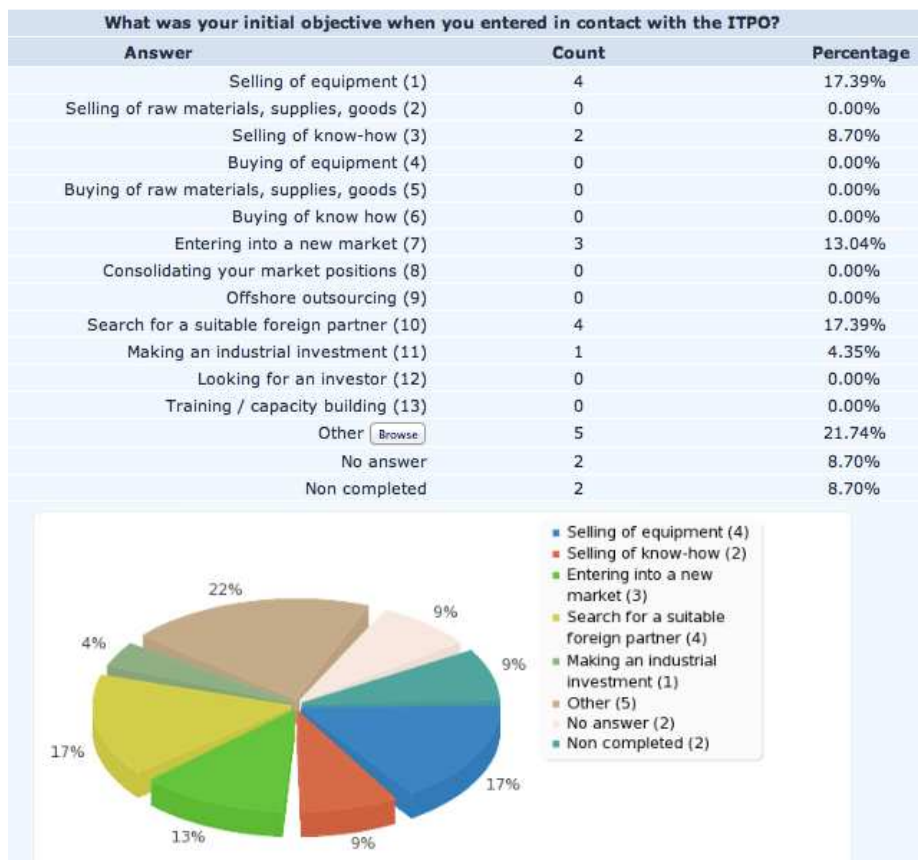


3. First contact with ITPO

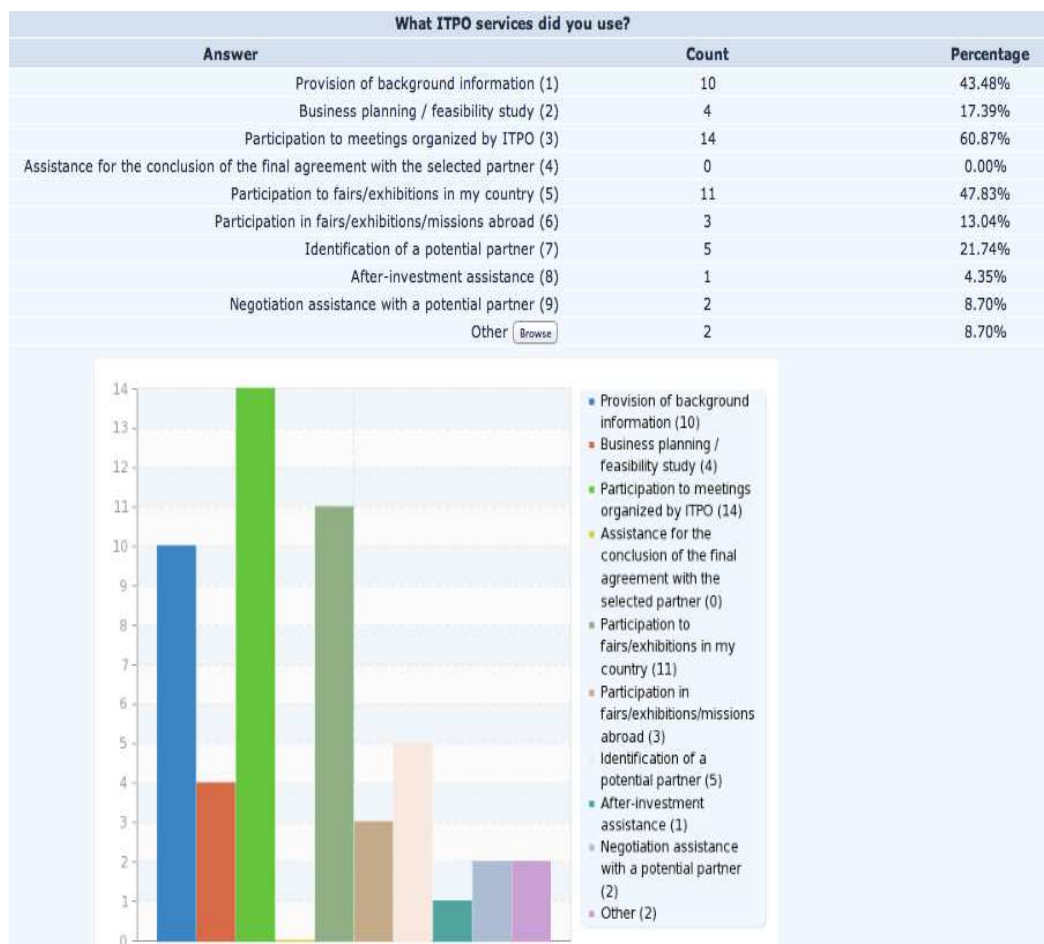
Please let us know how you entered in contact with ITPO		
Answer	Count	Percentage
I contacted them directly (1)	6	26.09%
Through their website (2)	2	8.70%
During a mission/fair/exhibition (3)	4	17.39%
They contacted me directly (4)	6	26.09%
Indirectly, through a Chamber of Commerce (5)	0	0.00%
Indirectly, through a business association (6)	0	0.00%
Indirectly, through a public institution (7)	2	8.70%
Indirectly, through an IPA - Investment Promotion Agency (8)	0	0.00%
Indirectly, through an IPU - Investment Promotion Unit (9)	0	0.00%
Indirectly, through a network (AI Invest, Med Invest, ProCInvest, ESIPP ...) (10)	0	0.00%
Indirectly, through friends / colleagues (11)	1	4.35%
None of the above (12)	1	4.35%
No answer	1	4.35%
Non completed	0	0.00%



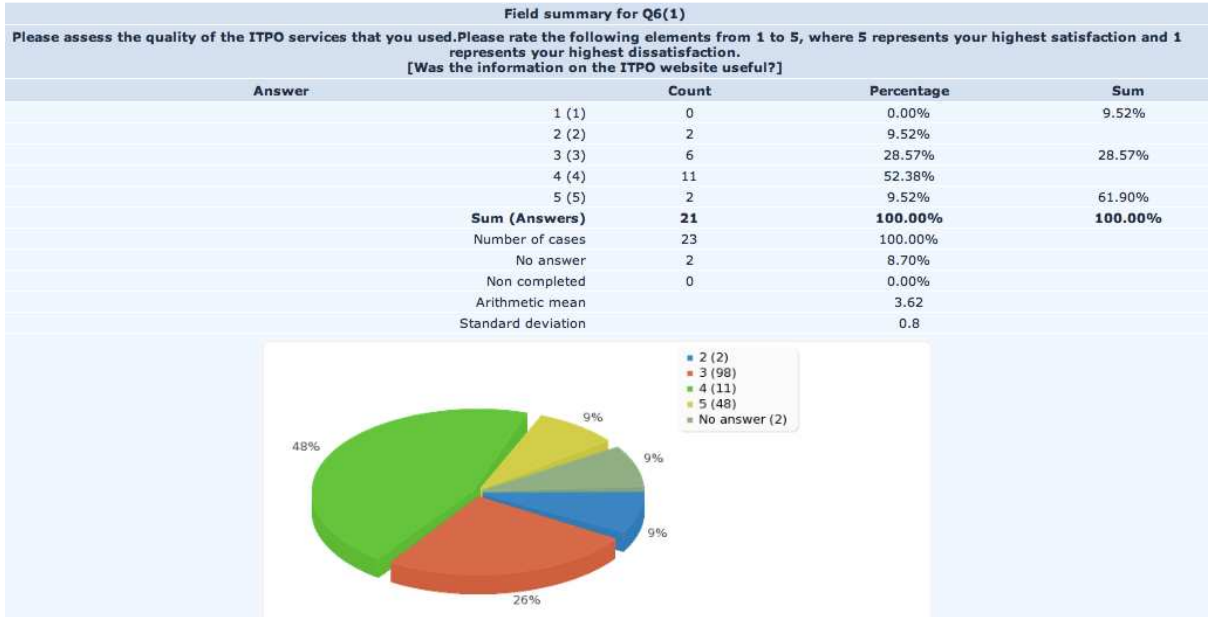
4. Initial objective



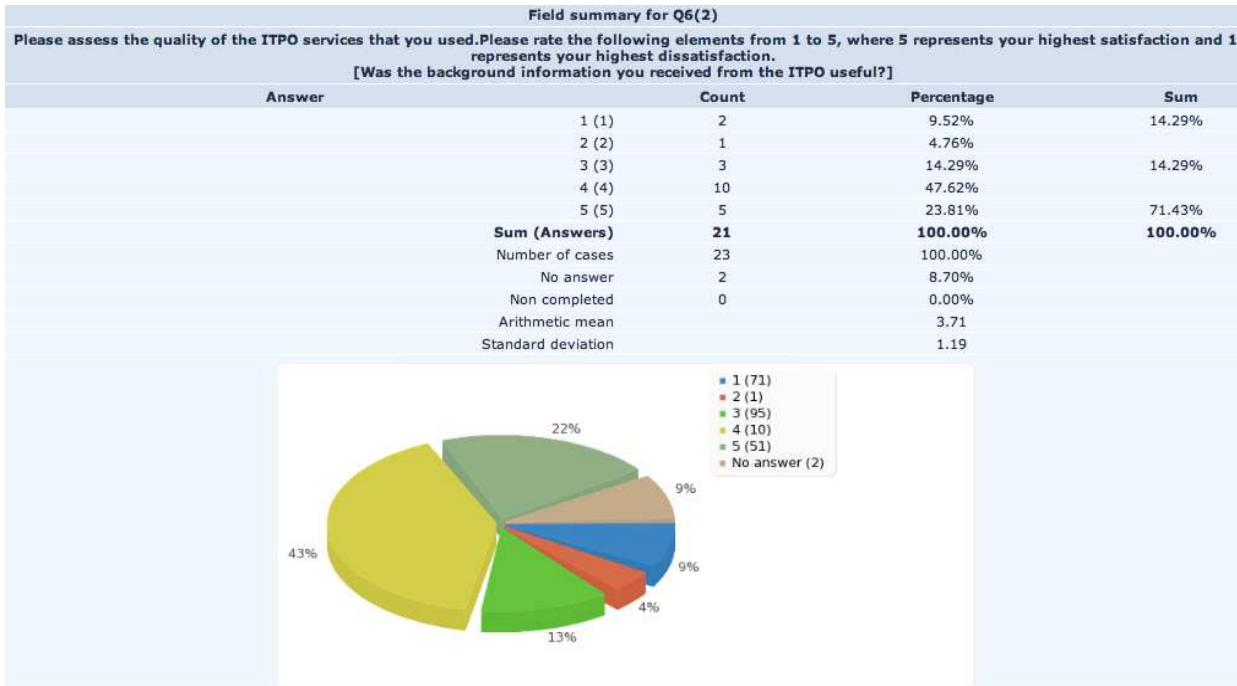
ITPO services used



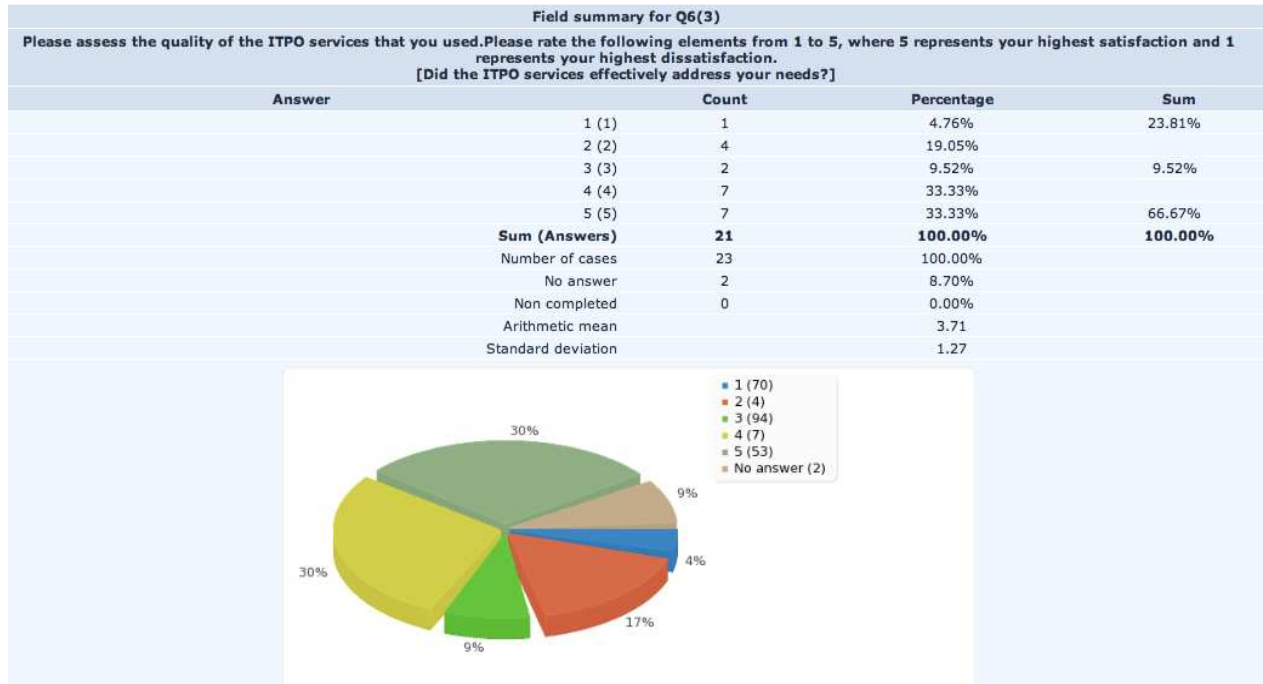
5. ITPO Website



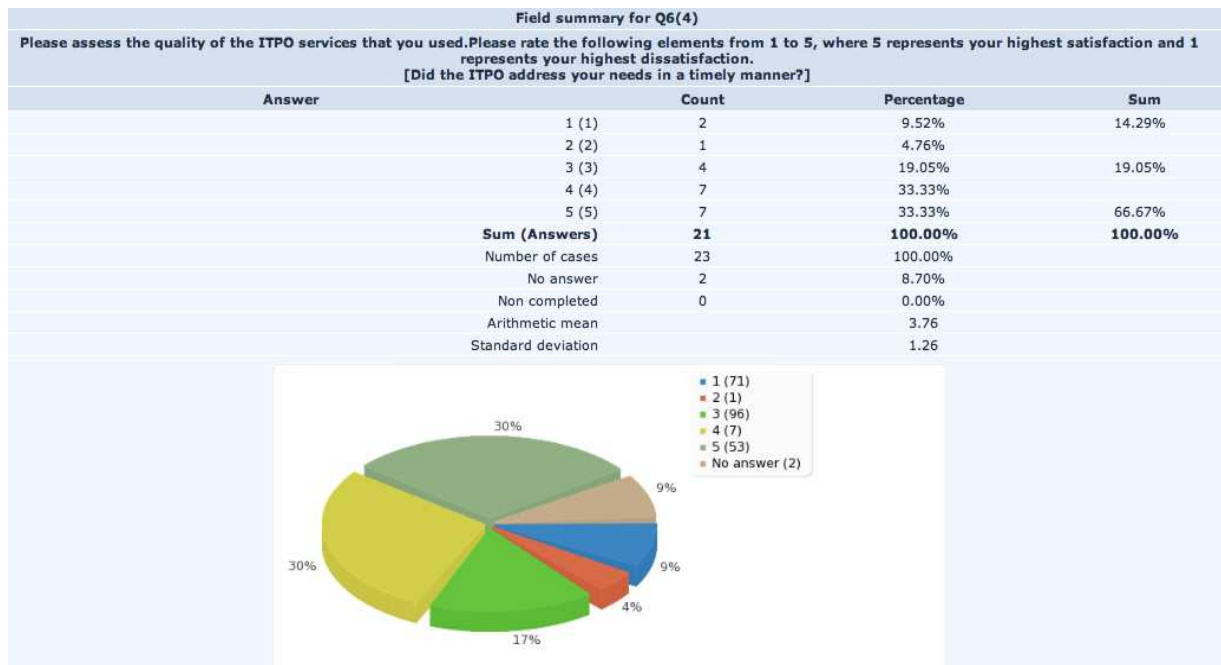
6. Usefulness of background information received



7. Effectiveness of ITPO services



8. Timely manner

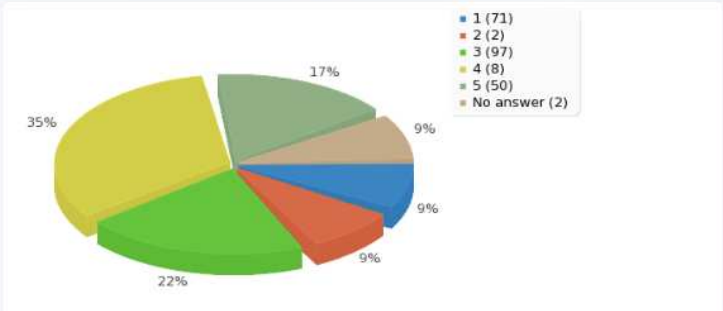


9. Completeness of the services

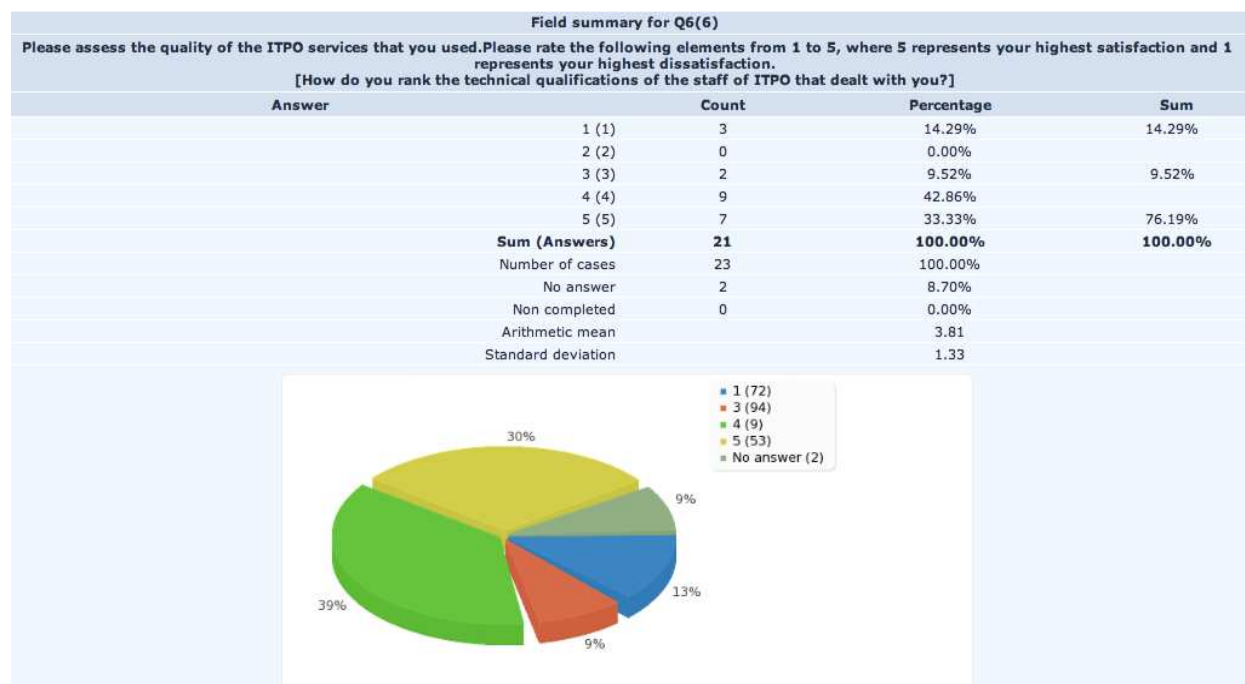
Field summary for Q6(5)

Please assess the quality of the ITPO services that you used. Please rate the following elements from 1 to 5, where 5 represents your highest satisfaction and 1 represents your highest dissatisfaction. [Were the services offered complete?]

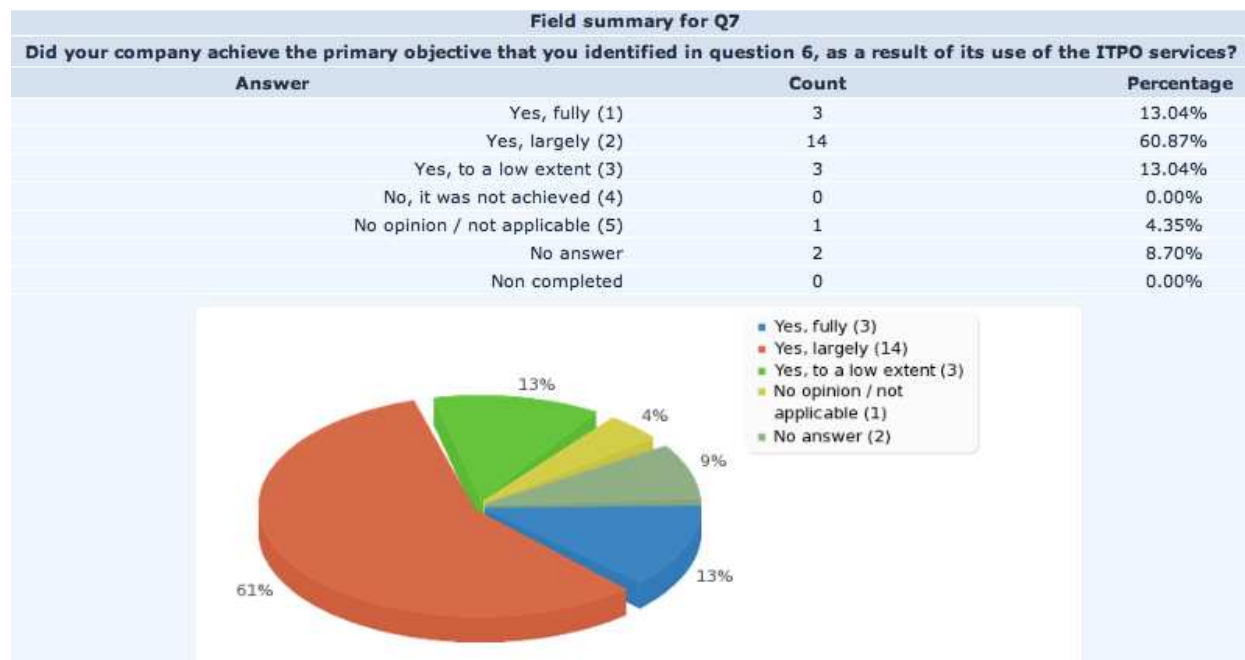
Answer	Count	Percentage	Sum
1 (1)	2	9.52%	19.05%
2 (2)	2	9.52%	23.81%
3 (3)	5	38.10%	57.14%
4 (4)	8	19.05%	71.43%
5 (5)	4	100.00%	100.00%
Sum (Answers)	21	100.00%	100.00%
Number of cases	23	100.00%	
No answer	2	8.70%	
Non completed	0	0.00%	
Arithmetic mean		3.48	
Standard deviation		1.21	



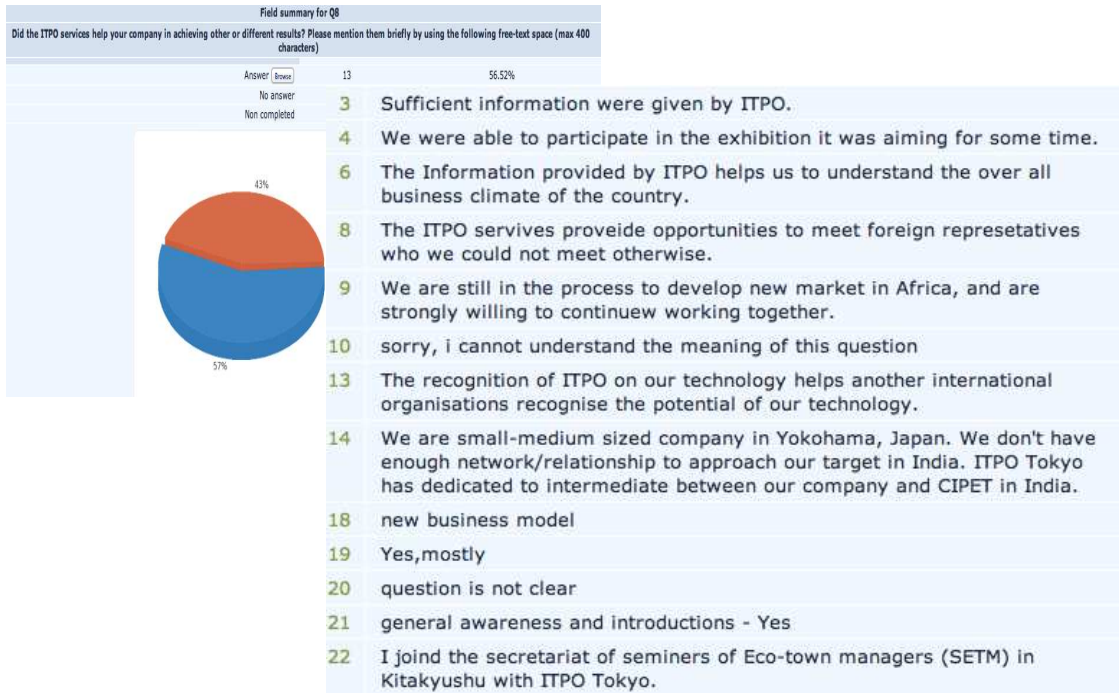
10. Technical qualification of the staff



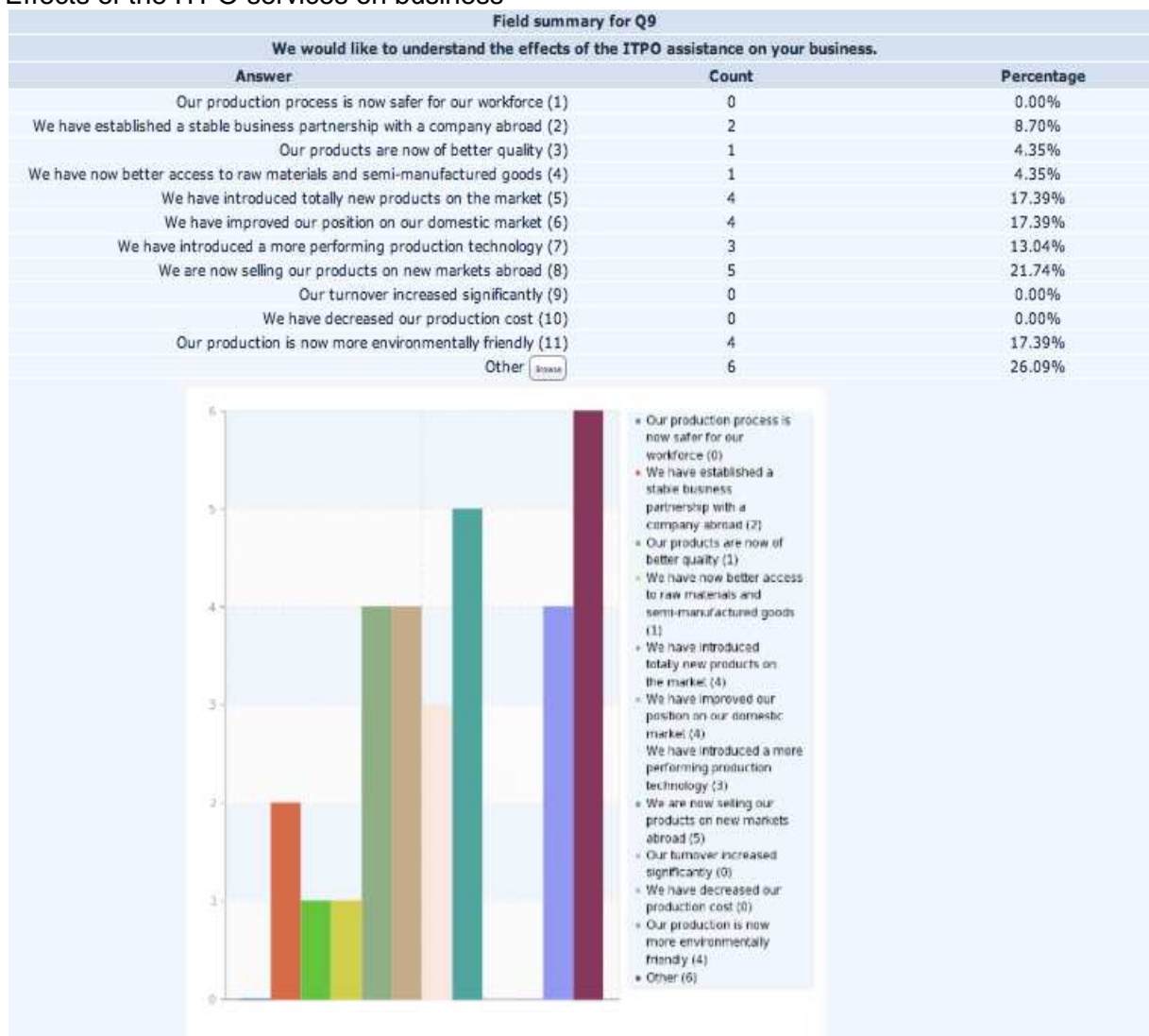
11. Primary objective achieved



12. Achievement of other or different result



Effects of the ITPO services on business



13. Overall amount of investments generated by the project

Field summary for Q10:		
What was the overall amount of investments generated by the project you implemented with the assistance of the ITPO in million JPY?		
Calculation		Result
	Count	15
	Sum	1000283
	Standard deviation	249438.79
	Average	66685.53
	Minimum	0
	1st Quartile (Q1)	0
	2nd quartile (Median)	0
	3rd Quartile (Q3)	30
	Maximum	1000000

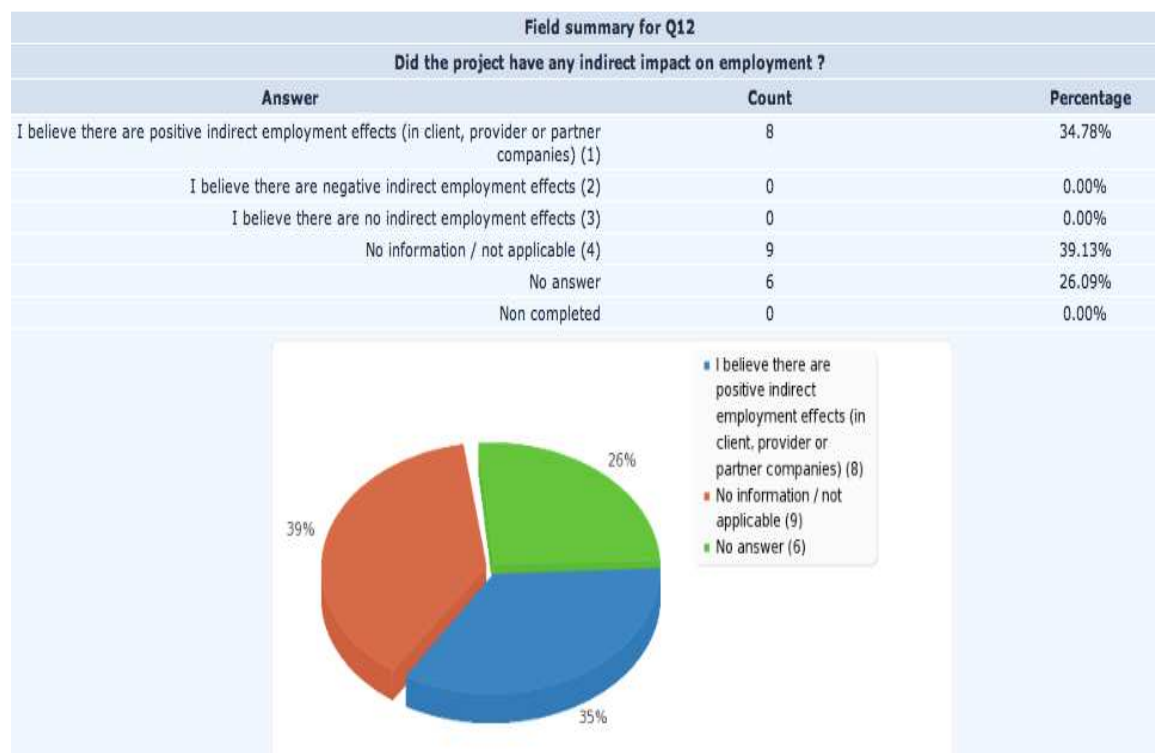
14. Number of new jobs created

Field summary for Q11 [The number of new jobs created in our company was...]:		
Did the project have any impact on employment in your company?		
Calculation		Result
	Count	14
	Sum	661
	Standard deviation	167.19
	Average	47.21
	Minimum	0
	1st quartile (Q1)	0
	2nd quartile (Median)	0
	3rd quartile (Q3)	2.25
	Maximum	650

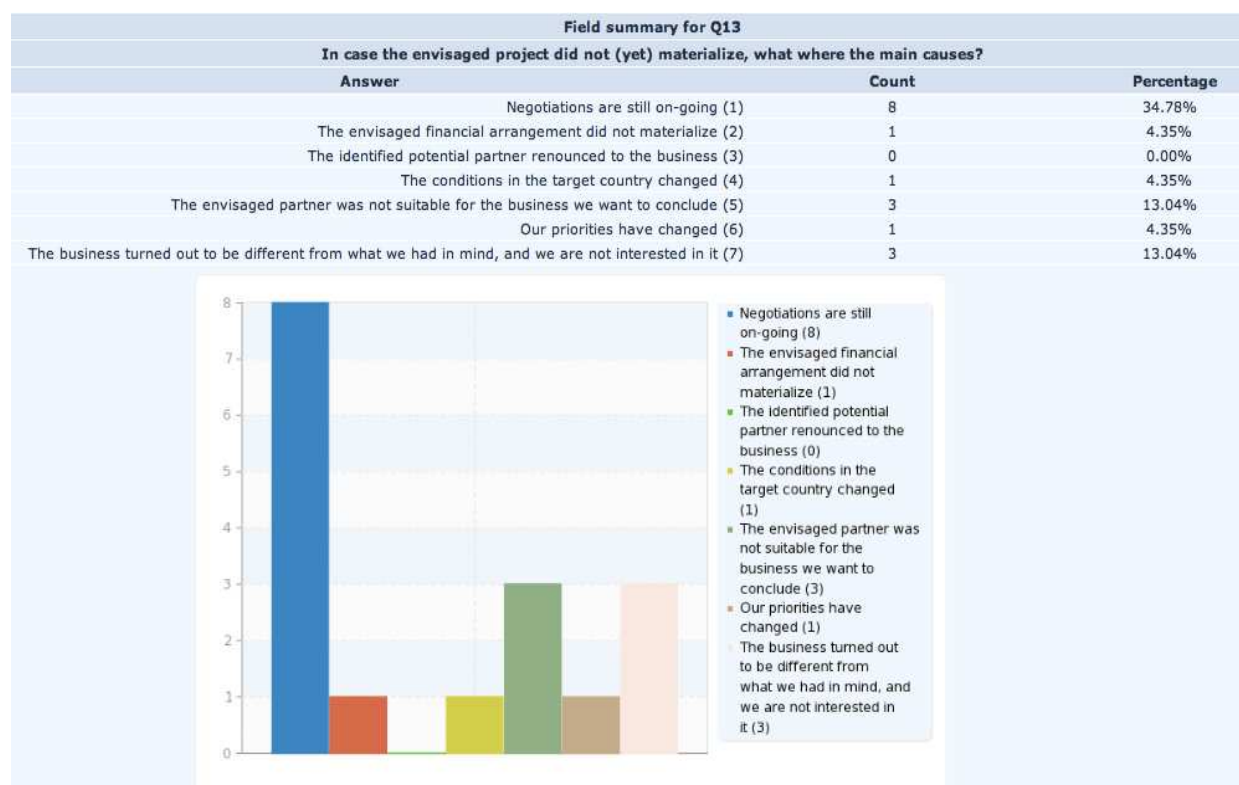
15. Number of jobs lost

Field summary for Q11 [The number of jobs lost in our company was...]:		
Did the project have any impact on employment in your company?		
Calculation		Result
	Count	12
	Sum	2
	Standard deviation	0.55
	Average	0.17
	Minimum	0
	1st quartile (Q1)	0
	2nd quartile (Median)	0
	3rd quartile (Q3)	0
	Maximum	2

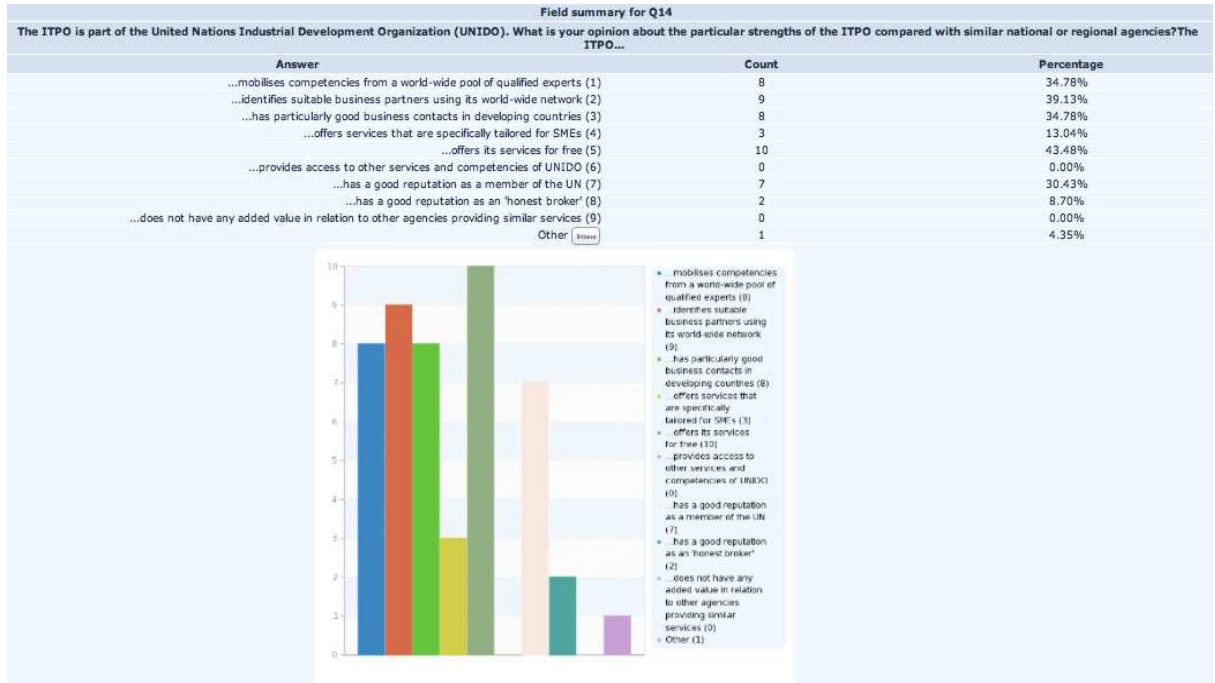
16. Indirect impact on employment



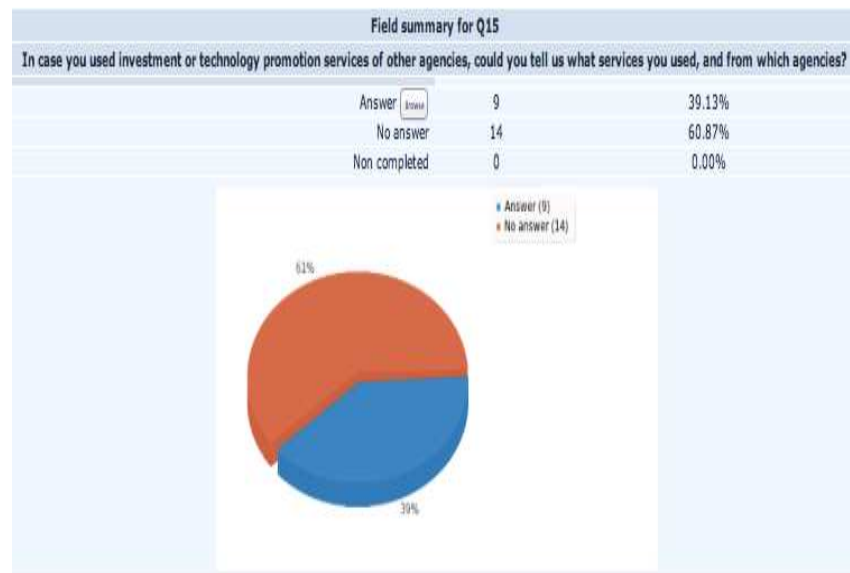
17. Causes of envisaged project not materialised



18. Strength of ITPO compared with similar national or regional agencies

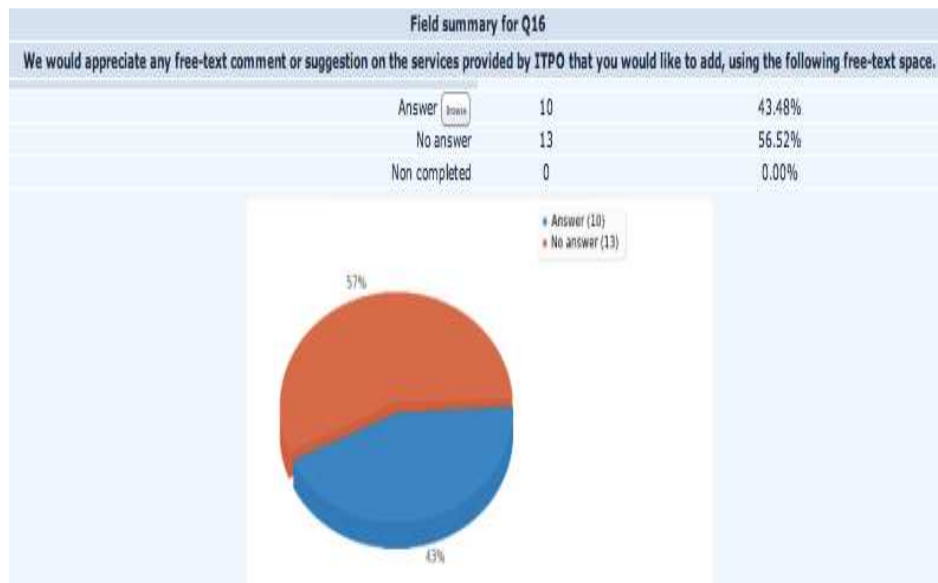


19. Technology promotion services of other agencies used



4	Nothig
6	Ausrtade, Australia
8	We used feasibility study funding and technology assistance offering services from JICA.
10	JETRO officer in the regional office is supporting our daily activities in Bangladesh.
13	N/A
14	n/a
15	JETRO, ASEAN CENTER, etc
18	JETRO Mision tour
21	n/a

20. Comments/suggestions on ITPO services



4	We hope to provide information from you in the future.
6	ont much, i am happy with current service levels and staff in ITPO, I know of.
8	We'd appreciate short-term services by sectors provided by industrial experts.
10	as a SME company, we have limited budget and small market. if ITPO can find a great customers(market) and encourage us to try new market, it could be meaningful.
13	If ITPO gets the funding capability, it could be beneficial for us.
14	We tried to apply ODA FS last year but our proposal was turned down. We are planning to propose METI's FS in July by brushing up. The FS site will be South India and proposing waste plastic recycling to fuels. Will be contacting Ferda-san shortly and thank you very much for your continuous assistance.
15	inviting more high rank officers from now highly interested area especially rising nations(Asian countries) through delegate program to provide information and consultation.
18	I know through ITPO that Our product can satisfy world various needs
20	I feel that these questions are not appropriate for the service provided by ITPO for us.
21	I was impressed by the staff with whom I worked the most. They were dedicated, competent, and very friendly

Annex 7: Programmes/Activities with UNIDO HQ/Field offices/Networks (May 2010- April 2013)

Output 1: Investment Promotion
 Output 2: Technology Transfer
 Output 3: Delegate Programme
 Output 4: Capacity Building/Embassies
 Output 5: UNIDO Promotion/Coordination

Delegate Programmes

Date	Region	Programme/Activity	Counterpart	Output
2010 Sep	Nigeria	Delegate programme (Mr. Luqman Mamudu) 2 weeks	UNIDO Nigeria	3
2010 Nov	Morocco	Delegate programme (Mr. Driss Sekkate) 2 weeks	UNIDO Morocco	3
2010 Nov/Dec	Nigeria	Delegate programme (Ms. Oladunni Oke) 2 weeks	UNIDO Nigeria	3
2011 Mar & Nov	India	Delegate programme (Mr. S. Sugumar) 2 weeks in total	HQ UR India	3
2011 Jul/Aug	Cambodia	Delegate programme (Mr. KY Seng Hoir) 2 weeks	UNIDO Cambodia	3
2011 Nov	Kenya	Delegate programme (Mr. Guracha Adi) 1 week	HQ UNIDO Kenya	3
2011 Nov	Viet Nam	Delegate programme (Mr. Le Xuan Thinh) 2 weeks	HQ UNIDO Viet Nam	3
2011 Dec	Viet Nam	Delegate programme (Mr. Dinh Manh Hung) 2 weeks	HQ UNIDO Viet Nam	3
2012 May	India /Gujarat	Delegate programme (Mr. M. V. Patel) 1 week	HQ UR India	3
2012 Nov	Cambodia	Delegate programme (Mr. Long Naro) 1 week	UNIDO Cambodia	3
2012 Nov	Sri Lanka	Delegate programme (Mr. Sri Lanka) 1 week	UNIDO India	3
2012 Nov	Viet Nam	Delegate programme (Mr. Trinh kim Giang) 1 week	UNIDO Viet Nam	3
2012 Nov	Russia	ITPO Rep. (as delegate) (Mr. Boris Melnichuk) 1 week	UNIDO CIIC Moscow	2
2012 Dec	Myanmar	Delegate programme (Ms. Mie Mie Aung) 2 weeks	UNIDO Thailand	3
2013 Mar	Senegal	Delegate programme (Ms. Adama Ndiaye Gueye) 2 weeks	UR Senegal	3
2013 Apr	Egypt	Delegate programme (Eng. Ehab Farouk) 2 weeks	UR Egypt	3
2013 Apr	Mozambique	Delegate programme (Ms. Khemwattie Muando) 2 weeks	UR Mozambique	3

Other Programmes

Date	Region	Programme/Activity	Counterpart	Output
2010 Jun	Global	UNIDO HQ mission to Japan (Mr. Uramoto & Mr. Otsuka) (8-12 Jun)	HQ	5
2010 Jun	Global	DG Visit to Japan (13-17 June) - UNIDO Symposium at UNU (Africa/Green Industry)	HQ	5
2010 Jun	Nigeria	HQ POPs Follow-ups (Eisa) Nigerian delegation for Kawasaki	HQ UNIDO Nigeria	2
2010 Jun	Nigeria	EDS F/S to Nigeria (to be completed in Jun)	UNIDO Nigeria	2
2010 Jun/Jul	MENA	JCCME to Algeria, Tunisia & Morocco (27 Jun-7 Jul) Meetings arranged by UR Algeria	UR Algeria	1/3
2010 Aug	India	HQ POPs Follow-ups (Eisa) Tendering Visit to India by JPN Companies (24-27 Aug)	HQ UNIDO India	2
2010 Sep	Russia	HQ POPs Follow-ups (Eisa) Visit by Russian Companies to Kitakyushu and Tokyo (3-11 Sep)	HQ UNIDO CIIC Moscow	2
2010 Sep	Sri Lanka	Sri Lanka Business Mission (14-18 Sep)	UR India	1
2010 Oct	Africa	Africa Bio Fuel in Japan (1 Oct)	ITPO Korea	2
2010 Oct	Asia	Asia Regional ITPO Heads Meeting (7-8 Oct)	HQ ITPOs (ITU)	5
2010 Oct	Global	COP 10 at Nagoya & Himeji Attended by Mr. Nishikawa	HQ (on behalf of DG)	5
2010 Nov	Global	Mission to HQ by Mr. Nishikawa (3-6 Nov)	HQ	5
2010 Nov	Russia	HQ POPs Follow-ups (Eisa) Visit to Russia by Mr. Sato (7-14 Nov)	HQ ITPO Moscow	2
2010 Nov	Morocco	Morocco Investment Seminar (18 Nov)	UR Morocco	1
2010 Nov	Libya	Libya Africa-EU Forum (26-27 Nov)	HQ/attended by ITPO Tokyo	1
2010 Dec	Global	Mr. Uramoto's Mission to Japan (21-22 Dec)	HQ	5
2011 Jan	India	Mission to India by Mr. Gelegen to join the Kitakyushu experts for plastics recycling discussion. Discussion with KKY, HQ(Eisa) & UNIDO UR (Fujino)	HQ UR India	2/3
2011 Jan	Global	UNEP Mercury INC2 meeting in Chiba (24-27 Jan)	HQ/Water Unit	5
2011 Mar	Global	International Women's Day (8 Mar)	HQ for Coordination	5
2011 May	Africa	AfrIPANET Seminar (13 May) Mr. Kratzsch/HQ as a speaker	HQ ITU	1/5
2011 May	Morocco	Morocco Incoming Mission (auto parts) (15-21 May) Participated in JSAE Automotive Exhibition	UNIDO Morocco	1
2011 Jun	Global	Smart Grid Exhibition (15-17 Jun) UNIDO-ICHET Brochure	HQ UNIDO-ICHET	2/5

2011 Jun/Jul	Global	Mission to HQs by Mr. Nishikawa Energy Forum/IDB/Green Industry Conf. Prep Meeting (20 Jun-3 July)	HQ	2/5
2011 Jul	Asia	HQ POPs Follow-ups (Eisa) SETM (11-16 Jul) Indonesia/China/India(Gujarat)/ Viet Nam(Hai Phong)/Philippines	HQ POPs UR India	2
2011 Aug	Global	DG mission to Japan (22-25 Aug)	HQ/DG	5
2011 Sep	China	Mission to Xiamen by Mr. Gelegen & Ms. Imazu China-Africa Invest Sympo AfIPANet/ITPO Heads Meetings	HQ ITU ITPOs	1/5
2011 Oct	Global	UN Day 2011 (24 Oct)	HQ	5
2011 Nov	Global	Tokyo Green Industry Conference -Study Tour (Eco Town:Kawasaki, Minamata & Kitakyushu) -Study Tour (Steel: Kawasaki, Tokyo & Osaka)	HQ UR Vietnam NCPCs UR India ITPO Seoul & Moscow	1/2/5
2011 Dec	Morocco	Morocco Incoming mission (Auto) (4-10 Dec) Seminar in Tokyo, Nagoya & Osaka	UR Morocco	1
2011 Dec	Global	DESA/ESCAP/ILO Forum Attended by Mr. Nishikawa for DG (7 Dec Kyoto)	HQ (on behalf of DG)	5
2011 Dec	Africa	AfriPANet mission by Ms. Imazu to Uganda & Rwanda	HQ UNIDO Rwanda	1/2/5
2012	Kenya	Kenya Soybean Programme	HQ	2/5
2012 Feb	Global	Mission to HQ by Ms. Toshinaga	HQ	5
2012 Mar	Global	Seminar on "Smart Community Proposals for Reconstruction the Disaster Affected Areas" (2 Mar Fukushima)	HQ for Coordination	5
2012 Mar	Global	Mission to HQ by Mr. Gelegen	HQ	5
2012 Mar	Africa/SADC	SADC Infra Seminar & Networking (14 & 15 Mar)	HQ ITU	1/5
2012 Apr	East Asia	East Asia Low Carbon Partnership Dialogue (14-15 Apr) TN/Rene	HQ	5
2012 May	Russia	HQ POPs Follow-ups (Eisa) SETM 2012 (21-25 May Kitakyushu) ITPO Russia discuss with Anchor Network	HQ POPs ITPO Moscow	2
2012 May	Global	Smart Grid 2012 (30 May-1 Jun) UNIDO-ICHET Brochure	HQ UNIDO-ICHET	2/5
2012 Jun	Africa	Mission to Ethiopia by Mr. Gelegen & Ms. Imazu to attend AU Conference (4-5 Jun)	HQ ITU	1/5
2012 Jun	Global	Rio+20 Japanese Tech Exhibition (13-24 Jun)	HQ BNU Branch ITPOs Unit	2/5
2012 Jun	Morocco	Business Mission to Morocco by UNIDO/JCCME (23-30 Jun)	UR Morocco	1

2012 Jul	Global	Large Scale Natural Disasters at Sendai Side event (3-4 Jul)	HQ for Coordination	5
2012 Jul	Afghanistan	Afghan Meeting (8 Jul)	HQ Mission to Japan	5
2012 Jul	Global	Mission to HQ by Mr. Furutani (8-13 Jul)	HQ	5
2012 Jul	Global	METI MP Seminar (31 Jul) at UNU	HQ MP Branch	5
2012 Jul/Aug	Cambodia	Business Mission to Cambodia (30 Jul-3 Aug)	UR Thailand UNIDO Cambodia	1
2012 Aug	Asia	ITPO Seoul Mission to Tokyo (3 Aug)	ITPO Seoul	5
2012 Aug	Global	HQ mission to Japan UNIDO Seminar at UNU (28 Aug)	HQ DDG	5
2012 Oct	Nigeria	Nigeria Investment Summit (11 Oct)	UNIDO Nigeria	1/5
2012 Oct	Global	ITPO Heads Meeting (3-7 Oct Moscow)	ITPO Moscow	5
2012 Nov	India	HQ POPs Follow-ups (Eisa) Indian mission to Kitakyushu	HQ POPs	2/3
2012 Nov	Global	Green Innovation Expo 2012 (14-16 Nov)	UR Viet Nam & Thailand ITPO Moscow	1/5
2012 Dec	Morocco	Morocco Business Mission to Japan (16-21 Dec) B2B meetings, Seminar	UR Morocco	1
2013 Feb/Mar	Bahrain	9 th Bahrain Int'l Garden Show (BIGS) (28 Feb-2 Mar)	ITPO Bahrain	2/5
2013 Mar	Global	Mission to HQ by Mr. Gelegen (3-8 Mar)	HQ	5
2013 Apr	Egypt	Egypt Renewable Energy Seminar (4 Apr)	UR Egypt	1
2013 Apr	Global	HQ/DDG mission to Japan (15-19 Apr)	HQ DDG	5
2013 Apr/May	Global	Mission to HQ by Mr. Murakami (21 Apr-2 May)	HQ	5
2013 May	China	Mission to Shanghai by Mr. Furutani & Ms. Toshinaga China (Shanghai) Int'l Technology Fair (8- 11 May)	HQ ITPO Shanghai	2/5
2013 May	Global	HQ mission to Tokyo ECC (12-19 May)	HQ mission	2/5
2013 May	Global	HQ POPs Follow-ups (Eisa) Mayor Kitahashi/DG meeting (22 May)	HQ POPs DG, DDG	5
Upcoming 2013 Jun	<i>Africa</i>	<i>TICAD V Yokohama</i> (1-3 Jun)	<i>HQ</i>	1/5

Annex 8: Seminars and events

No. (since 98)	Events	City	Date	Venue	Total Participants*	Co-organizer(s)	Supporter(s)	In-kind contribution	Remarks
330	Sri Lanka Investment Seminar	Tokyo	13/05/00	JIBC	102	JOI, BOI, Embassy	UNIDO, JCCI, JETRO		
331	Azerbaijan Seminar	Tokyo	17/05/00	Hotel	150	Azerbaijan Embassy	UNIDO ITPO Tokyo & KOTOBO		
332	Cambodia Investment Seminar	Osaka	24/05/00	Osaka Kokusai Koryu Center	90	ASEAN Centre, METI, CDC, JICA, JETRO	Embassy, MOFA, UNIDO, SMU, OCC, Kansaienv		
333	Czech Technology Seminar	Tokyo	25/05/00	JETRO	183	Czechinvest & Embassy	UNIDO		
334	Cambodia Investment Seminar	Tokyo	26/05/00	The Prince Park Tower Tokyo	250	ASEAN Centre, METI, CDC, JICA, JETRO	Embassy, MOFA, UNIDO, SMU, OCC, Kansaienv		
335	Croatia Business Seminar	Tokyo	26/05/00	JIBC	34	JOI Embassy, APU	UNIDO, JCCI, JETRO		
336	Turkey Seminar on Food & Agri	Tokyo	10/06/00	Prince Park Tower Hotel	183	ISPAT Tokyo Embassy, JCCME & JCCI	UNIDO ITPO Tokyo, JETRO MFG		
337	African Seminar "Opportunities and Business Opportunity in Africa"	Tokyo	15/06/00	UNU	350	UNIDO HQ	MOFA, METI, JICA, JETRO, JDI		DG Seminar All cost covered by HQ
338	Press Conference "Launching the AG ECC Report"	Tokyo	16/06/00	Foreign Correspondence Club	50	UNIDO HQ			Lecture by DG
339	DC's Meeting with Keizai Doyukai UNIDO	Tokyo	16/06/00	Keizai Doyukai	100	UNIDO HQ			
340	Czech Bio Sector Seminar	Yokohama	05/07/00	Yokohama IDEC	29	Czechinvest, Embassy, IDEC	UNIDO, JOI		
341	Sri Lanka Business Seminar	Tokyo	28/07/00	JCCI	81	Japan-Sri Lanka Business Cooperation Committee (JSLBCC), Embassy	UNIDO, JCCI & TCCI		Meeting with the visit of Prof. Priso, Minister of External Affairs, & Mr. Basu Rajapaksa, Minister of Economic Development
342	COMFAR Practice COMFAR	Tokyo	28/07/00	UNIDO ITPO Tokyo	3				7 more training for Marubeni Utility Services, Ltd. (Mr. Noguchi & Ms. Ikeda; Nuclear Power Dept-3 Tel: 03-3214-9071)
343	Water and Energy Tech. in Hiroshima	Hiroshima	05/08/00	METI Chugoku	45	METI Chugoku			17 participants from 10 embassies
344	Croatia Economic Forum	Tokyo	09/09/00	TCCI	82	JCCI, TCCI, Embassy	UNIDO, JETRO		Croatia Foreign Minister + 6 business delegates from Croatia
345	African Global Seminar	Yokohama	01/00/00	Pacific Yokohama	94	JBA, NibeaBP			ITPO Seoul
346	Turkey Seminar on Logistics	Tokyo	07/00/00	JCCI	230	JCCI, ISPAT, Emb.	UNIDO		
347	Czech IT Forum	Tokyo	20/00/00	JCCI	80	Embassy, JCCI, Czech ICT Alliance, CzechTrade	UNIDO, JETRO, JISA, CIAI		
348	UN Day 2010	Tokyo	22/00/00	UNU	250	UN Agencies			

349	Roundtable Meeting on Energy Saving Railway Technologies for Embassies	Makuhari, Chiba	10/01/00	Makuhari Messe	37	Fuji Sankei Business Wk UNIDO		Round trip bus: Fuji Sankei Business I	
370	Morocco Investment Seminar	Tokyo	18/01/00	UNU	103	Embassy, JCCME & UNIDO	METI, JETRO & Japan-Morocco Association		Delegate - former delegates (Mr. Hasani and Mr. Beltrami APPS 2008-attended)
371	Slovakia Investment Seminar	Tokyo	24/01/00	JCCI	53	Embassy, JCCI	UNIDO		
372	Bangladesh Business Seminar	Tokyo	29/01/00	Tokyo Kaikan	289	JCCI, UNIDO, JETRO	JTIA, 5 embassies Shimizu		Prime Minister of Bangladesh, participation of Bangladesh side: 49
373	Petu Business Seminar	Osaka	03/02/00	OCCI	43	OCCI, Embassy			delegate
374	Tamil Nadu Investment Seminar	Tokyo	03/02/00	JCCI	80	JCCI	UNIDO		
375	Petu Business Seminar	Tokyo	08/02/00	Inter-American Development Bank	86	UNIDO, IDB, Embassy		venue by IDB	delegate, invitation from CEP/EA
376	Bulgaria Investment Seminar	Tokyo	25/01/01	JCCI	103	JCCI, Embassy	UNIDO		business delegation of 32 people
377	Philippines Business Seminar	Tokyo	01/02/01	Tokyo Kaikan	360	JCCI, Embassy, ASEAN Center	UNIDO		DTI Secretary, Energy Secretary
378	Turkish Investment Seminar (Distribution)	Tokyo	07/02/01	The Tokyo Chamber of Commerce and Industry	223	JCCI, TCCI, ISPAT, MFG	UNIDO, Turkish Airlines, JETRO		All Japanese seminar, speeches by Honda Turkey and Nippon Express Turkey
379	Roundtable Meeting on MSMEs Promotion for African Countries	Tokyo	23/02/01	JICA Tokyo International Centre	21	Hiroshima International Centre, UNIDO	Embassies of Cameroon, Ghana, Kenya, Malawi, Nigeria, Senegal, & Uganda		
380	International Women's Day 2011 Symposium	Tokyo	08/03/11	Asahi Hall	600	Asahi News Paper & UN (including UNIDO)	MOFA		
381	Bangladesh Business Seminar	Gifu	08/03/11	Ogaki Kyoritsu Bank in Gifu	35	Ogaki Kyoritsu Bank (DKB), Kyoritsu Research Institute		venue by OKB, translation by IT	delegate as a main speaker
382	COMFAR Practice COMFAR	Tokyo	28/04/11	UNIDO ITPO Tokyo	2				Mr. Shinya Kitazawa of Marubeni Utility Services, Ltd. (Nuclear Power Project Dept. Tel: 03-3214-9071)
383	India Seminar	Tokyo	12/05/11	International Conference Hall, JCCI	130	Japan-India Business Cooperation Committee & Japan-India Association	UNIDO		5 speaker: Amb. Gohmichi (Former Japanese Amb. to India)
384	Road to Investment and Technology Promotion towards Africa	Tokyo	13/05/11	Kenya Embassy	41		Kenya Embassy		5 speaker: Stefan Kratoch, UNIDO HQs
385	Lecture on investment climate of Asian emerging countries	Tokyo	19/05/11	Shinkin Central Bank Conference Room	50	Shinkin Central Bank		Lecture by IT	
386	Turkish Investment Seminar	Tokyo	01/06/11	Int'l Conference Hall of TCCI	170	ISPAT & Bank of Tokyo-Mitsubishi UFJ	UNIDO, Turkish Airlines, JETRO, JCCI & TCCI		Only in Japanese.
387	Sri Lanka Exhibition & business meetings	Tokyo	21/06/11	Imperial Hotel	200	Embassy, Sri Lanka Japan Business Committee	UNIDO		Business delegation from Sri Lanka
384	Road to Investment and Technology Promotion towards Africa	Tokyo	13/05/11	Kenya Embassy	41		Kenya Embassy		5 speaker: Stefan Kratoch, UNIDO HQs
385	Lecture on investment climate of Asian emerging countries	Tokyo	19/05/11	Shinkin Central Bank Conference Room	50	Shinkin Central Bank		Lecture by IT	
386	Turkish Investment Seminar	Tokyo	01/06/11	Int'l Conference Hall of TCCI	170	ISPAT & Bank of Tokyo-Mitsubishi UFJ	UNIDO, Turkish Airlines, JETRO, JCCI & TCCI		Only in Japanese.
387	Sri Lanka Exhibition & business meetings	Tokyo	21/06/11	Imperial Hotel	200	Embassy, Sri Lanka Japan Business Committee	UNIDO		Business delegation from Sri Lanka

388	Individual business meetings for Sri Lanka BOI	Tokyo	22-23/06/10	Hotel New Otani	14 meetings	BOI/Sri Lanka, UNIDO			
389	Neem Association Seminar	Tokyo	23/06/11	Shibuya Ward Labour hall	50			venue by SCB	delegate
390	Cambodia Investment Seminar in Osaka	Osaka	26/07/11	Shinkin Central Bank	15	Shinkin Central Bank, Osaka		venue by SCB	delegate
391	Cambodia Business Meetings	Gifu	27/07/11	Kyoritsu Research Institute	3 meetings	Ogaki Kyoritsu Bank (DKB), Kyoritsu Research Institute		venue by Kyoritsu Research Institute	delegate
392	Cambodia Investment Seminar in Tokyo	Tokyo	29/07/11	E. mb. of Cambodia	65	Embassy, UNIDO		venue and refreshments by Embassy	delegate
393	Bo Round Table Meeting for Embassies	Yokohama	07/08/11	Pacific Yokohama	26	JBA, NibeaBP	JBA, NibeaBP		Chair of Round Table for Embassies
394	Joint Workshop 2011 for ADC	Tokyo	14/08/11	JICA Research Institute (Shiga)	100	JICA, BTMU & UNIDO			40 diplomats from 30 ADC embassies in Tokyo participated
395	Lecture on investment climate of Asian emerging countries	Nagoya	19/08/11	Shinkin Central Bank, Nagoya Branch	80	Shinkin Central Bank		Lecture by IT	13 hr lecture, hosted by SCB Nagoya
396	UN Day 2011	Sendai	24/08/11	Tohoku University	700				UNIDO participated in UN info. booth
397	India Seminar	Tokyo	02/09/11	JCCI	210	JCCI	UNIDO		
398	Tokyo Green Industry Conference 2011(GIC)	Tokyo	16-18/02/11	Tokyo Big Sight	700	UNIDO, METI			ITPO Tokyo facilitated the conference
399	Presentation at UNIDO Booth of NICHEM 2011	Tokyo	06-10/02/11	Tokyo Big Sight	300	UNIDO	UNU		15 presentations took place at UNIDO booth
400	Turkey Workshop on various industrial sectors	Tokyo	12/05/11	Nikka Hall	180	UNIDO, ISPAT, JCCME			Moderator by FG
401	Morocco Investment Seminar in Tokyo	Tokyo	06/02/11	UNU	141	Embassy, JCCME, MFG & UNIDO	JETRO, AMU, TMA, Japan-Morocco Association		
402	Morocco Investment Seminar in Nagoya	Nagoya	08/02/11	JETRO Nagoya	46	Embassy, AMU, TMA, JCCME & UNIDO	Chambres, METI, Japan-Morocco Association Cooperation (BTMU)		
403	Morocco Investment Seminar in Osaka	Osaka	09/02/11	OCCI	59	Embassy, AMU, TMA, JCCME, JETRO, OCC & UNIDO	Kansai-ken, Japan-Morocco Association Cooperation (BTMU)		
404	Vietnam Investment Seminar	Toyama	08/02/11	Toyama Pref. Hall	27	Hokuriku Research Institute, UNIDO		venue and translation by Hokuriku Research Institute	Vietnam delegate
405	Vietnam Investment Seminar	Nagoya	16/02/11	Ogaki Kyoritsu Bank/Memory Hall in Nagoya	40	Ogaki Kyoritsu Bank (DKB), UNIDO		venue and reception by OKB	Vietnam delegate
406	Banana Trade Forum	Tokyo	20/05/12	U Thant Hall, UNU	230	Seno Art University & UNIDO	UNU, JICA, Bentu, NHC Production, Seno Art Motor Corporation & Embassies (B. Rwanda, Uganda & South Africa)	Sponsored by Oda Japan, Ltd.	Exhibition at G-EC (18 - 28 Jan)
407	Lecture on investment climate of Asian emerging countries	Tokyo	20/05/12	Okazaki Shinkin Bank Hall	70	Okazaki Shinkin Bank		Lecture by IT	2-hour lecture & B2B consultations, travel by Okazaki Shinkin

188	Individual business meetings for Sri Lanka BDI	Tokyo	22-25/06/11	Hotel New Otani	14	BDSI Sri Lanka, UNIDO			
189	Neem Association Seminar	Tokyo	23/06/11	Shibuya Ward Labour hall	50				
190	Cambodia Investment Seminar in Osaka	Osaka	26/07/11	Shinkin Central Bank	15	Shinkin Central Bank, Osaka	venue by SCB	delegate	
191	Cambodia Business Meetings	Gifu	27/07/11	Kyushu Research Institute	5 meetings	Ogaki Kyushu Bank (OKB), Kyushu Research Institute		delegate	
192	Cambodia Investment Seminar in Tokyo	Tokyo	28/07/11	Emb. of Cambodia	65	Embassy, UNIDO	venue and refreshments by Embassy	delegate	
193	Bo Round Table Meeting for Embassies	Yokohama	07/08/11	Pacifico Yokohama	33	JBA, NikkeiBP	JBA, NikkeiBP	Closed Round Table for Embassies	
194	Joint Workshop 2011 for ADC	Tokyo	14/08/11	JICA Research Institute (Tokyo)	102	JICA, BTMU & UNIDO		46 diplomats from 36 ADC embassies in Tokyo participated	
195	Lecture on investment climate of Asian emerging countries	Nagoya	19/08/11	Shinkin Central Bank, Nagoya Branch	80	Shinkin Central Bank		1.5 hr lecture, travel by SCB Nagoya	
196	UN Day - 2011	Sendai	24/09/11	Tohoku University	700			UNIDO participated in UN info. booth	
197	India Seminar	Tokyo	02/10/11	JCCI	216	JCCI	UNIDO		
198	Tokyo Green Industry Conference 2011(TGIC)	Tokyo	16-18/10/11	Tokyo Big Sight	700	UNIDO, METI		TFPO Tokyo facilitated the conference	
199	Presentation at UNIDO Booth of INCHEM 2011	Tokyo	16-18/10/11	Tokyo Big Sight	300	UNIDO	UNU	15 presentations took place at UNIDO Booth	
200	Turkey Workshops on various industrial sectors	Tokyo	12/05/11	Nikkei Hall	180	UNIDO, IS PAT, JCCME		Moderator by FG	
401	Morocco Investment Seminar in Tokyo	Tokyo	06/12/11	UNU	141	Embassy, JCCME, MOF G & UNIDO	JETRO, AMDI, TMSA, Japan-Morocco Association		
402	Morocco Investment Seminar in Nagoya	Nagoya	08/12/11	JETRO Nagoya	44	Embassy, AMDI, TMSA, JCCME, JETRO & UNIDO	Chukuren, NCCL, Japan-Morocco Association Cooperation, BTMU		
403	Morocco Investment Seminar in Osaka	Osaka	09/12/11	OCCI	59	Embassy, AMDI, TMSA, JCCME, JETRO, OCCI & UNIDO	Kaikenren, Japan-Morocco Association Cooperation, BTMU		
404	Vietnam Investment Seminar	Toyama	08/12/11	Toyama Pref. Hall	27	Hokuriku Research Institute, UNIDO		venue and translator by Hokuriku Research Institute	Vietnam delegate
405	Vietnam Investment Seminar	Nagoya	16/12/11	Ogaki Kyushu Bank (OKB) Hall in Nagoya	60	Ogaki Kyushu Bank (OKB), UNIDO		venue and reception by OKB	Vietnam delegate
406	Banana Textile Forum	Tokyo	20/01/12	U Thant Hall UNU	258	Tatta AE UNUN & UNIDO	UNU, JICA, Dentsu, NKKF, Promobank, Utsuki Motor Corporation & Embassies (Rwanda, Uganda & South Africa)	Sponsored by Dole Japan Ltd.	Exhibition at G-0C (18 - 28 Jan)
407	Lecture on investment climate of Asian emerging countries	Tokyo	20/01/12	Osazaki Shinkin Bank Hall	70	Osazaki Shinkin Bank		Lecture by IT	2-hour lecture & B2B consultations, travel by Osazaki Shinkin

407	Lecture on investment climate of Asian emerging countries	Tokyo	20/01/12	Osazaki Shinkin Bank Hall	70	Osazaki Shinkin Bank		Lecture by IT	2-hour lecture & B2B consultations, travel by Osazaki Shinkin
408	Kawasaki Int'l Eco Tech Fair	Kawasaki	10-11/02/12	Todoroki Arena		UNIDO/Kawasaki City			
409	Mozambique Investment Seminar	Tokyo	14/02/12	Grand Arc Hanzomon	95	Embassy, JOI			Mozambique Delegate
410	Turkish Investment Seminar	Tokyo	20/02/12	JCCI	235	JPFA, BTMU, & Fuji Sanket Business I	JCCI, TCCI, JETRO, Turkish Air, & UNIDO		M&A
411	COMFAR Practice COMFAR	Tokyo	21/02/12	UNIDO TFPO Tokyo	4				Daiwa Can Company
412	Sri Lanka Individual Business Meetings	Tokyo	12-14/03/12	Hotel New Otani	35	UNIDO, Sri Lanka BDI			Mr. Dharmake Basesayake, BDI (12 meetings in total)
413	SADC Infrastructure Seminar	Tokyo	14/03/12	JIBC	240	MOFA S ADC	UNIDO	2 from HQ, 4 IPAs	2.5 speakers from HQs and 4 IPAs' CEOs
414	Tur. et al. Business Meetings	Tokyo	10/04/12	Hotel New Otani	62	UNIDO, DEK			DEK delegation (11 companies) & 40 Japanese companies, 1 interview with Nikkan Jishu Shimbun (80 meetings in total)
415	Tamil Nadu, India Business Seminar	Tokyo	14/05/12	JCCI	100	TCCI, Japan-India Chamber of Commerce and Industry	UNIDO		
416	India Confederation of Indian Industry (CI) B2B	Tokyo	21/05/12	Embassy of India	80	JCCI, Embassy of India	UNIDO		
417	Tanzania Investment Seminar	Tokyo	21/05/12	Grand Arc Hanzomon	96	Embassy	JOI		Tanzania Delegate
418	Serbia Business Seminar	Tokyo	22/05/12	Grand Arc Hanzomon	80	UNIDO, Embassy, TCCI	JOI, JETRO		Delegate from SIEPA
419	Serbia Business Seminar	Osaka	29/05/12	OCCI	11	UNIDO, OCCI			Delegate from SIEPA
420	Turkish Business Forum	Tokyo	30/05/12	Meiji Kinokan	200		UNIDO		UNIDO as speaker
421	Smart Grid 2012	Tokyo	30/05-01/06/12	Tokyo Big Sight	300	Nikkan Kogyo Shimbun, NEDO		Attended Tape-cut at Opening Ceremony by FG	UNIDO as exhibitor
422	Rio+20 Japanese Technology Exhibition	Rio de Janeiro, Brazil	13-24/06/12	Japan Pavilion, Athletes Park, Rio	3090	MOFA, HQ	JMA		UNIDO as exhibitor w/6 Japanese technologies, B2B: 342
423	Rio+20 Japan Pavilion Networking Session	Rio de Janeiro, Brazil	21/06/12	Japan Pavilion, Athlete Park, Rio	50				
424	COMFAR Practice COMFAR	Tokyo	19/06/12	UNIDO TFPO Tokyo	3				Mr. Baj of Kaho Sangyo (Mr. ...)
425	World Ministerial Conference on Disaster Reduction in Tohoku and Exhibition at Sendai	Sendai	03-04/07/12	Sendai International Center	120	MOFA and other relevant ministries, JICA, relevant local governments, relevant international organizations			Attended by representatives from the Government of 63 countries, 14 international organizations, representatives from local governments, the private sector and civil societies

442	Joint Workshop 2013 for African Diplomatic Corp in Japan	Tokyo	21/02/13	JICA Research Institute	111	UNIDO, JICA & BTMU			40 ADC diplomats from 31 ADC Embassies
444	Kawasaki Inert Co. Tech Fair 2013 Exhibition and Tour	Kawasaki	01-02/02/13	Todoroki Arena	19	UNIDO, Kawasaki City			Tour accompanied by Kawasaki City (UNIDO 2 Inv. Inv)
445	Turkey Investment Seminar	Osaka	12/02/13	BTMU Osaka	116	ISPAT, BTMU & Toyo Keizai Shingyo	UNIDO, JETRO, Turkish Airline		
446	Turkey Investment Seminar	Nagoya	13/02/13	BTMU Nagoya	64	ISPAT, BTMU & Toyo Keizai Shingyo	UNIDO, JETRO, Turkish Airline, NCC, Chubu Keizai Rengo		
447	Turkey Investment Seminar	Tokyo	14/02/13	Tokyo Shokun Kaikan	94	ISPAT, BTMU & Toyo Keizai Shingyo	UNIDO, JETRO, JCCJ, Turkish Airline		
448	JAS IS (Japan Analytical Scientific Instrument Show) 2013 Roundtable Luncheon	Tokyo	20/02/13	Fuji 5 anken Bldg.	14	Fuji Sankei Business I.			
449	5th Private Label Trade Show Japan	Tokyo	21/02/13	Tokyo Big Sight	14	JMA			
450	International seminar "Building an art communication in TOHOKU together with the World: Collaborating with and spreading to the Int'l Community"	Tokyo	28/02/13	International Conference Hall, MOFA	100	MOFA, METI, Ministry of the Environment			Mr. Furutani made a presentation as a panelist
451	Investment Meetings with BDI Sri Lanka	Tokyo	06-08/02/13	Hotel New Otani	23	UNIDO, BDI Sri Lanka			13 individual meetings organized
452	Serbia IT Outsourcing Meeting	Tokyo	14/03/13	Embassy of Serbia in Tokyo	16	UNIDO, Embassy of Serbia		meeting room and refreshments by the embassy	presentation by Mr. Mlenkovic, delegate from Serbia
453	Philippine Investment Seminar	Tokyo	14/03/13	Tokyo Kaikan	306	JPA/PH, Economic Coop Committee, ASEAN Centre, JETRO, Embassy	UNIDO, JCCI		
454	Egypt Renewable Energy Seminar	Tokyo	04/04/13	Emb. of Egypt	81	UNIDO & Embassy of Egypt	JCCME	drink & snack by Embassy	
455	Senegal Investment Seminar	Tokyo	09/04/13	JETRO	134	JICA, JETRO, AFK	UNIDO		
456	Mozambique Investment Seminar	Tokyo	16/04/13	J&IC Hall	158	JICA & UNIDO		Venue & interpreters (Portuguese-Japanese) by JICA/Co-fee by UNIDO	Mission of 14 members including provincial officials from Mozambique arranged by JICA participated.

426	Turkish Trade and Investment Seminar	Tokyo	19/07/12	Conrad Tokyo	301	Ministry of Economy of Turkey, Council of Turkey Export Companies, Aegean Textiles and Raw Materials Exporters' Association	JETRO, MPRO, TCCI, Japan Textiles Importers Association & UNIDO		Participants: from Japan: 226 from Turkey: 81 828: 46 companies (60 people)
427	Zambia Investment Seminar (Tokyo)	Tokyo	24/07/12	Grand Arc Hanscom	138	UNIDO/JICA	Embassy, JDI, Alliance Forum Foundation		Zambia Delegates from ZDA
428	Zambia Investment Seminar (Osaka)	Osaka	25/07/12	Osaka Bankers Association Annex	39	UNIDO/JICA	MUFG, Embassy		Zambia Delegates from ZDA
429	UNIDO Seminar "Partner for Prosperity"	Tokyo	28/08/12	UNU	154	UNIDO	UNU, MOFA & METI		
430	Turkey Investment Seminar	Tokyo	24/09/12	JCCI	224	ISPAT & Bank of Tokyo-Mitsubishi UFJ	JETRO, Turkish Air & UNIDO		
431	Goshal Fest	Tokyo	06-7/10/12	Hibiya Park	100,000				
432	Nigeria Economic Briefing / Investment Forum	Tokyo	11/07/12	Hotel Grand Arc Hanscom	203	Nigeria Federal Ministry of Finance, Bank of Industry, Nigerian Embassy in Japan	UNIDO, Deutsche Bank, JDI, MOFA, METI		All costs covered by Nigerian Government, IMF World Bank Annual Meeting 2012 Nigeria delegate: 60(?), Japanese: 242
433	Lecture on Serbia business climate at Serbia Seminar	Tokyo	29/08/12	Foreign Correspondents Club of Japan	60	Embassy, J-EPA			lecture by IT
434	Lecture on UNIDO	Tokyo	23/08/12	Tamagawa University	36	Tamagawa U.			F.G gave a lecture
435	Nigeria Agriculture Business Forum	Tokyo	30/08/12	Hotel Okura Tokyo	139	Nigeria Embassy, Ministry of Agriculture of Nigeria	UNIDO, JETRO, JICA		Mr. Furutani made a presentation
436	Smart City Week 2012 "Introduction to Smart City Technologies and Solutions Workshop and Tour"	Yokohama	31/08/12	Pacifico Yokohama	56	Nikkei BP		Venue and shuttle bus by Nikkei BP	All costs covered by Nikkei BP
437	Seminar on Water Business and Management Opportunities in Cambodia, Russia, Sri Lanka & Viet Nam	Tokyo	14/01/12	Tokyo Big Sight	100	The Society of Chemical Engineers, Japan (SCJ) & Japan Management Association (JMA)		Venue and interpreters by JMA	All costs covered by JMA
438	"Green Innovation EXPO 2012" - Water Innovation	Tokyo	14-16/01/12	Tokyo Big Sight	941			Basic Booth cost was covered by JMA	GIE 2012 attracted 24,332 visitors in total UNIDO booth had approximately 545, 155 business meetings at the booth.
439	Workshop & Tour for African Embassies "Introduction to Water Supply Technologies & Solutions"	Yokohama	21/01/12	Pacifico Yokohama	11	UNIDO/Yokohama City		Venue, Bus and Interpreters by Yokohama City	6 Emb + 1 UNU
440	Myanmar Business Seminar	Osaka	11/02/12	OCCI	56	OCCI	UNIDO, JETRO, Embassy	All costs by OCCI	Another speaker from JETRO
441	Myanmar Investment Seminar	Nagoya	12/02/12	Hammony Hall, Ogaki-Kyoriu Bank, Nagoya	60	Ogaki Kyoriu Bank (OKB)	UNIDO	Venue by OKB, interpreter by UNIDO	Another speaker from Sampo Japan.
442	Kingdom of Morocco Investment Seminar	Tokyo	20/02/12	The Prince Park Tower Tokyo	219	Embassy, JCCME, JETRO, UNIDO, TMSA & AMDI	Honorary Consulate of Morocco in Osaka, The Japan-Morocco Association & BTMU		

Annex 9: Publications list

Prepared/Contributed to by ITPO Tokyo (May 2010 – April 2013)

	Date	Source	Title
1	05/2012	Prevention of Global Warming (Magazine)	Growing Global Market for Green Technologies (Part I)
2	07/2012	Prevention of Global Warming (Magazine)	Growing Global Market for Green Technologies (Part II)
3	09/2012	Prevention of Global Warming (Magazine)	Growing Global Market for Green Technologies (Part III)
4	06/2012	Compendium for Rio+20	Selected Japanese Environmental Technologies for Green Industry
5	06/2012	DVD prepared for Rio+20	Green Industry: Selected Technologies from Japan
6	11/2011	Prepared for Tokyo Green Industry Conference (TGIC) 2011	Introducing UNIDO (E & J)
7	11/2011	Prepared for Tokyo Green Industry Conference (TGIC) 2011	Green Industry (E & J)
8	II-2012	ITPO Tokyo Publication (3 times/year)	UNI World (Vol. 41)
9	III-2012	ITPO Tokyo Publication (3 times/year)	UNI World (Vol. 42)
10	05/2013	APO News	SMEs and market access: Opportunities and Challenges

List of ITPO Tokyo-related articles

List of Articles (May 2010-April 2013)

	Date	Source	Article
1	2010/06	International Development Journal	Banana Textile
2	2010/06/15	Mainichi Shimbun	Kitakyushu City & UNIDO signed MOU
3	2010/06/15	Nishi-Nihon Shinbun	Kitakyushu City signed MOU with UN
4	2010/06/15	Yomiuri Shimbun	Kitakyushu City signed MOU with UN
5	2010/06/15	Asahi Shimbun	Kitakyushu City & UN signed MOU
6	2010/06/30	Nihon Keizai Shimbun (Nikkei) (evening edition)	Invest in Asia on "Solar Energy"
7	2010/09/09	Peoples Daily, Nigeria	CEO recommends tire retreading technology for Nigeria (Nigerian Delegate Prog.)
8	2010/09/13	Daily Trust, Nigeria	Japanese business performance in Africa improves-Survey (Nigerian Delegate Prog.)
9	2010/09/13	The Guardian, Nigeria	Nissan sells 4,000 vehicles in Nigeria yearly, says official (Nigerian Delegate Prog.)
10	2010/09/13	The Guardian, Nigeria	Auto council urges Japanese investors to build plants in Nigeria (Nigerian Delegate Prog.)
11	2010/09/14	The Guardian, Nigeria	Japanese business performance in Africa improves, says survey (Nigerian Delegate Prog.)
12	2010/09/14	The Guardian, Nigeria	Japan's investors task Nigeria on business climate (Nigerian Delegate Prog.)
13	2010/09/17	The Guardian, Nigeria	Council to partner Japanese firm on old vehicles' recycling
14	2010/09	United Nations in Nigeria Monthly Newsletter	UNIDO and NAC partnership with Japanese auto investors
15	2010/09/17	Nikkan Jidosha Shimbun	Auto Recycle
16	2010/11	Fourin's Monthly Report on the Global Automotive Industry	Interview with Luqman Mamudu
17	2010/11/22	Nikkan Kogyo Shimbun	Kenya - Middle level income country
18	2010/11/30	Nikkan Kogyo Shimbun	Peru Investment Support
19	2010/12/06	Nikkan Kogyo Shimbun	Morocco Corp. Tax
20	2010/12/14	Peoples Daily	Commending Nigeria-UNIDO's partnership in auto industry development
21	2010/12/17	The Heavy & Chemical Industry News	UNIDO ITPO Tokyo's Peru Business Seminar in Tokyo
22	2010/12	International Business Support Office Monthly vol. 188	Bangladesh investment environment
23	2011/01	Fourin's Monthly Report on the Global Automotive Industry	Morocco Freezone structuring, human resource education
24	2011/4/15	Asia Market Review	Investment opportunity in Bangladesh
25	2011/06/07	Nikkei Industrial	Uganda's expectation for Japanese Agricultural Technology
26	2011/06/24	Nikkei Industrial	Technology for Industrial diversity -Botswana
27	2011/06/27	Nikkan Kogyo Shimbun	Economic Development - Sri Lanka
28	2011/07/18	Nikkan Kogyo Shimbun	Invitation of Enterprise - Sri Lanka
29	2011/08/24	Nikkei Newspaper evening edition	UNIDO cooperation with BRICS
30	2011/09/07	Nikkei Business Daily	Interview with Dr. Yumkella -infrastructure support in developing countries
31	2011/12/21	Nikkan Jidosha Shimbun	SPX center - Viet Nam
32	2012/02	Converttech	Banana Textile
33	2012/03	International Development Journal	Banana Textile
34	2012/03	Nikkan Kogyo Shimbun	Development in Mozambique
35	2012/03/19	Nikkan Kogyo Shimbun	Invitation of Enterprise - Sri Lanka
36	2012/06/09	Fuji Sankei Business i	Interview with Mr. Mateja Milenkovic Inumaru
37	2012/07/25	Tekko Shinbun	Investment appealing - Zambia
38	2012/08	The Daily Yomiuri	Zambia's relationship with Japan continues to steadily grow
39	2012/09/02	Shinano Mainichi Shimbun	Expectation for SMEs Investment - Mr. Nishikawa (UNIDO)
40	2012/09/15	Asia Market Review	Increasing Japanese Investment in Cambodia
41	2012/10/01	The Daily Yomiuri	Nigeria paving new path to improved relations with Japan
42	2012/10/05	Nikkei Shimbun	JICA Global Festa Japan 2012
43	2012/11/08	Suido Sangyo Shimbun	Special lecture by UNIDO - interview with Mr. Furutani
44	2013/01/15	Asia Market Review	Interview with Ms. Mie Mie Aung
45	2013/04/08	Kagaku Kogyo Nippo	Egypt - NREA
46	2013/04/18	Kagaku Kogyo Nippo	Egypt - NREA