





Research Evaluation in the Challenging Evaluation Ecology Of Emerging Countries

Experiences and perceptions from Vietnam

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 Minneapolis, October 25, 2012*

Why do emerging countries find it difficult to implement well-functioning systems for S+T monitoring and evaluation?		
	Vietnam 	Germany 
<i>Illustrative examples</i>		
NIS¹⁾ development status	'Beginners' level: S+T strategies, structures and resources still in development	Fully developed NIS: Sophisticated S+T strategies and programs, efficient structures and strong actors
S+T expenditure	Low total investment Mostly government funding	High total S+T investment Huge enterprise S+T investment
Public research and innovation policies	Limited budget, first generation policies, programs and instruments; limited experience	High budget; sophisticated policies, programs and instruments, long experience
Program evaluation experience	First pilot evaluation experiences, but not yet an established standard S+T policy instrument	Evaluations are established standard in the management of major S+T programs
Necessary evaluation prerequisites	Still building the basics: <ul style="list-style-type: none"> ▪ Shortage of experts and institutions to carry out evaluations ▪ Program managers and researchers not used to cooperate ▪ Necessary data not available ▪ S+T policy makers have no experience how to use results ▪ Evaluation not yet a part of planning, designing and implementing S+T policies 	Everything in place: <ul style="list-style-type: none"> ▪ Many suppliers of evaluation services, competing for projects ▪ Program managers and researchers used to being evaluated ▪ Statistical, program and project data collected systematically ▪ S+T policy makers request evaluations ▪ Standard element of S+T policy making, programs, etc.

1) S+T = Science and Technology; NIS = National Innovation System

Vietnam's efforts to establish M+E have started more than a decade ago



Development of Monitoring and Evaluation in Vietnam



General M+E schemes

- The transition starting with *doi moi* (renovation) in the late 1980s has required a fundamental reorientation of the roles and responsibilities of public sector institutions, institutional reforms and new policies.
- At that time, the newly formed Ministry of Planning and Investment and the Ministry of Finance became key actors with respect to the general introduction of M&E mechanisms. At the sectoral level, each Ministry was responsible for monitoring the activities in its area.
- Foreign assistance was used to introduce and strengthen M+E mechanisms.
Example: In 1989, UNDP/World Bank undertook a program to strengthen the M&E Unit of the State Committee for Cooperation and Investment (SCCI) SCCI. The program (VIE/89/010) provided evaluation training.
- A major challenge in these efforts was inadequate availability and sharing of information, due both to lack of an effective information system, and to the institutional culture bred during the post-war years where information sharing was not encouraged. Efforts were launched to improve availability and sharing of information and to establish a new 'culture' with regard to information sharing.
- Since then continuous efforts have been made to develop the M+E framework.
- One of the drivers of foreign cooperation in M+E has been ODA.
Example: Vietnam-Australia Monitoring and Evaluation Strengthening Project (VAMESP II) to develop an effective national system for M+E to fulfill tasks and responsibilities required by Decree 131/2006/NĐ-CP to maximize the benefits from ODA in Vietnam.

Sources: Cook, J.R., Monitoring & Evaluation Capacity-Building Study, Study on behalf of the Australian Agency for International Development, ACN 001 528 2 883, Sydney, December 1997; Ministry of Planning and Investment, Monitoring and Evaluation Manual, Evaluation Practice Module, Hanoi, May 2007

As a part of this overall M+E initiative, S+T evaluation has begun to emerge since 2000



Development of S+T Monitoring and Evaluation in Vietnam



In 2000, the National Assembly promulgated the *Law on Science and Technology (S+T Law)*. For the first time, Vietnam has its own uniform legal framework regulates the organization of Science and Technology activities.

- *Articles 20, 24 of the S+T Law*
Provides for evaluation, selection and assessment of the results of scientific and technological tasks
- *Article 31 of the S+T Law*
Provides for the evaluation of Science and Technology for the projects and programs of socio-economic development
- Pursuant to the *S+T Law*, the Ministry of Science and Technology (MOST) issues regulations and conducts evaluations of National S+T tasks, for example of the projects conducted under the National S+T Key programs (KC, KX); projects of the Gene Fund; projects of the international S+T Cooperation Program and of other projects conducted under the auspices of MOST
- Other ministries and provincial governments promulgate related regulations on S+T evaluation and evaluate those S+T tasks which they support.

We are now working on putting in place first generation evaluation tools



Examples for S+T Monitoring and Evaluation in Vietnam



- The *National Foundation for Science and Technology Development (NAFOSTED)* evaluates the S+T tasks which are supported by the Foundation, currently mostly basic research projects.
- In other domains, e.g. applied research, S+T evaluation focuses only on selection, evaluation and assessment of S+T tasks (e.g. research projects).
- Systematic performance evaluation of S+T programs not yet established: At the end of each implementation phase (typically five years), S+T program management board self-assesses performance and results through the final report and submits this assessment to high level policy makers.
 - ↳ *First pilot evaluations carried out, currently working on evaluation framework*
- Regular evaluation of S+T organizations not yet established. S+T organizations prepare and submit annual reports on their activities to management agencies.
 - ↳ *First pilot evaluations carried out, currently working on evaluation framework*
- Evaluation of S+T strategies and policies not yet established: At the end of each implementation stage (5-10 years), MOST prepares and submits a report on the results of the implementation of S+T strategies and policies to high level policy makers.

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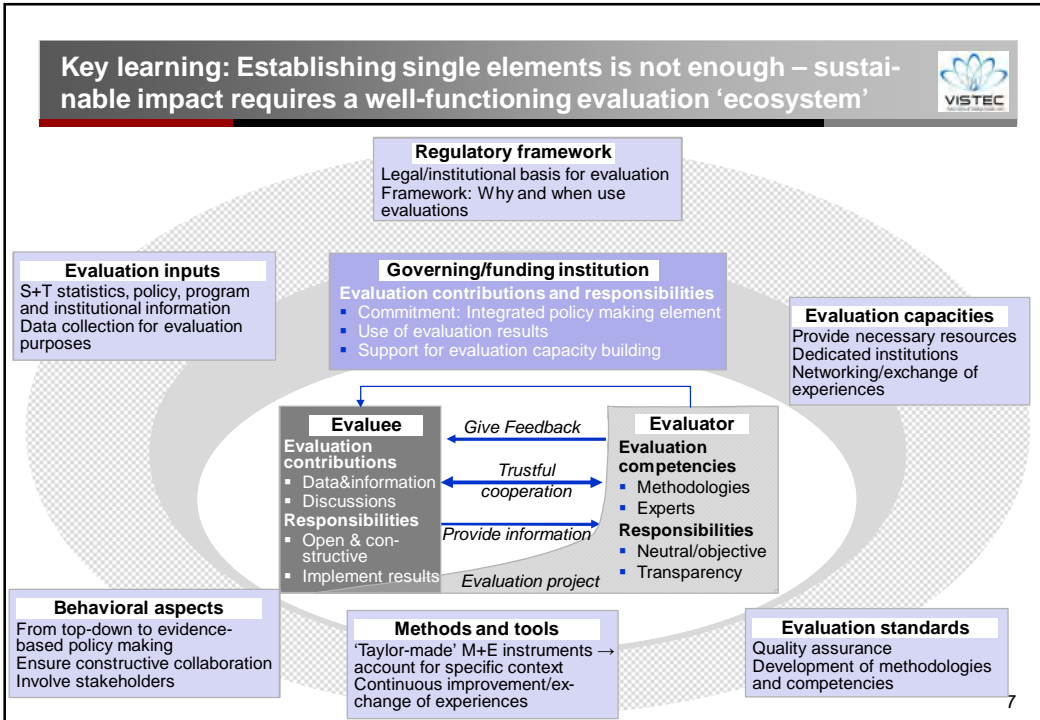
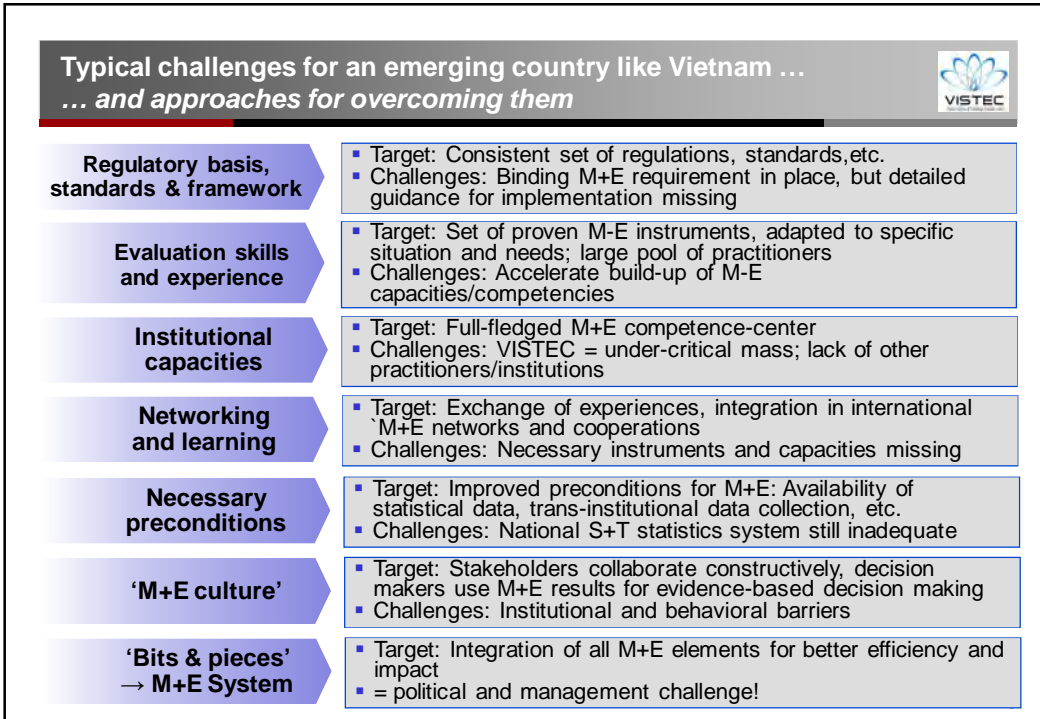
But we encounter challenges



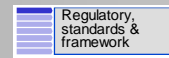
Some evaluation elements – compared in a leading and an emerging country

Issues	Vietnam today 	Germany 	Issues for development
Evaluation framework	Still 'bits and pieces', important elements missing	Consistent M+E, all major S+T elements evaluated systematically	Design and implement a consistent evaluation framework
Evaluation approach	Usually internal (self-) evaluation; low stakeholder involvement	External evaluation by neutral experts; strong stakeholder involvement	Establish standards to ensure transparency and stakeholder involvement
Evaluation instruments	Working on first generation M+E instruments	Proven M+E instruments, based on scientific methods	Establish consistent set of M+E instruments; continuous improvement
Data for evaluation	Administrative focus, lack of reliable performance-oriented data	Necessary data available and systematically collected	Improve S+T statistics, learn to collect necessary data from programs, etc.
Evaluation expertise	National competence center VISTEC, too few evaluation experts	Large pool of experienced evaluation institution and experts	Strengthen VISTEC, disseminate M+E knowledge; build expert community
System and behavioral restrictions	M+E-type interactions not encouraged; limited use of M+E results	Stakeholders used to collaborate, M+E results used for decision making	Amend relevant system elements, build evidence-based policy processes

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The general legal basis for S+T evaluation is defined by the Law on Science and Technology



Law on Science and Technology (No. 21/2000/QH10 of June 9, 2000)

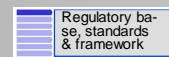


Article 24. Evaluation and after-test acceptance of the results of performance of scientific and technological tasks

1. The evaluation and after-test acceptance of the results of performance of scientific and technological tasks must be based on the contents of scientific and technological contracts, ensuring the objectivity and accuracy on the basis of consultative opinions of the specialized scientific and technological councils, which shall be set up and provided with tasks and powers by the heads of agencies of all levels which exercise the State management over science and technology. The specialized scientific and technological councils are composed of capable experts with professional qualifications compatible with their assigned tasks. The councils shall take responsibility for the results of their evaluation and after-test acceptance.

2. The scientific research and technological development results, which are not brought about through the use of the State budget but widely applied throughout the country, in a branch or locality or affect the national interests, defense, security, environment or people's health and life, must also be expertised before application by the competent agencies which exercise the State management over science and technology.

The next step is now to formulate detailed regulations and guidelines to implement this political directive efficiently



Some necessary elements

- **Consistent framework**
 - Clarify
 - What and when to evaluate?
 - How to evaluate?
 - How to use evaluation results?
- **Legal basis**
 - Binding for evaluatees and other involved stakeholders
 - Guidance for implementation by the administration
- **Standards**
 - Consistent quality
 - Continuous improvement
- **Policy framework**
 - Evaluation-related policies
 - Use of evaluation results
 - Continuous improvement

Illustrative example Philippines

PART ONE: UNDERSTANDING MONITORING AND EVALUATION (M&E)	
1.1 Why is monitoring and evaluation important?	Page 1
1.1.1 About this policy framework	
1.1.2 The importance of M&E	
1.1.3 Definition of monitoring: Are we doing it right?	
1.1.4 Definition of evaluation: Are we doing it right?	
1.1.5 Key M&E concepts	
1.2 Principles of M&E	Page 3
1.2.1 Contributes to improved governance	
1.2.2 Right-based	
1.2.3 Developmentally-oriented	
1.2.4 Should be undertaken ethically	
1.2.5 Utilization-oriented	
1.2.6 Methodologically sound	
1.2.7 Operationally effective	
1.3 What are monitoring and evaluation systems?	Page 4
1.3.1 Definition of an M&E system	
1.3.2 What the GWM&E system is not	
1.3.3 Relationship between institutional M&E systems and the GWM&E system	
PART TWO: THE GOVERNMENT-WIDE MONITORING AND EVALUATION (GWM&E) SYSTEM	
2.1 System overview	Page 5
2.1.1 Aim of the GWM&E system	
2.1.2 Overview	
2.1.3 System description	
2.1.4 System goals	
2.2 The three data streams underpinning the GWM&E system	Page 7
2.2.1 Programme performance information	
2.2.2 Social, economic, and demographic statistics	
2.2.3 Evaluations	

Source: <http://www.neda.gov.ph/publications/db/publications.asp>

Typically, consistent evaluation frameworks emerge over time, based on learning and experience

Illustrative example

Regulatory base, standards & framework

Development of the evaluation framework of the European Framework Programs

FP 4 (1995-1998)	FP 5 (1999-2002)	FP 6 (2003-2006)	FP 7 (2007-2013)
two evaluation exercises (mid-term and final), in each case for its 20 sub-programmes plus the FP: final evaluation overlaps with mid-term of FP5	two simultaneous evaluation exercises (mid-term), in each case for its 7 Specific Programmes plus the FP	one evaluation exercise for the FP and its 3 Specific Programmes (mid-term), but not specifically for all 20 sub-programmes, complemented by specific evaluation and regular progress (i.e. monitoring) reports	at least five evaluation exercises (ex-ante, mid-term and final) including specific progress report before interim evaluation
Ex-ante: No	Ex-ante: No	Ex-ante: No	Ex-ante: Incorporated in Impact Assessment of the Commission's proposal for FP7 (2005)
Mid-term: Five-year Assessment mid-way through FP, prior to subsequent FP (1997)	Mid-term: Five-year assessment prior to presenting proposal for subsequent FP (2000); progress review mid-way through FP (2001)	Mid-term: Evaluation of effectiveness of instruments (2004); five-year assessment, prior to presenting proposal for subsequent FP (2004); regular progress (i.e. monitoring) reports	Mid-term: Ex-post, 2 years after the end of previous FP (2008); progress report before interim evaluation (before 2010); interim evaluation (2010)
Final: On completion on FP (1999)	Final: No	Final: No [modified by FP7 Decision]	Final: Two years after completion of FP (2015), supported by specific studies, the interim evaluation and other evaluation activities carried out throughout the FP period

Source: Braun, M., Lepori, B., Reale, E., Slipersaeter, S., Kaloudis, A., Filatreau, G., Larédo, P., Tools and Indicators for Community Research Evaluation and Monitoring, Final Report to the European Commission, DG Research, Brussels, July 2009

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In parallel to building the skills of a competence center, evaluation knowledge must also be disseminated

Evaluation skills and experience

Vietnam's first S+T evaluation Summer School

Hanoi, September 18 - 20, 2012

Time	Agenda Point
8:30 - 8:45	Opening Ceremony and Drawings
8:45 - 9:15	Introduction of Participants and their Expectations for the Summer School
Morning Session: Introduction to Research Evaluation	
9:15 - 10:00	Status of Research Evaluation in Vietnam
10:00 - 10:30	Coffee break
10:30 - 11:30	Theory and Concepts of Research Evaluation, Types of Evaluation, Basic Tools and Approaches
11:30 - 12:15	Principles and Standards of Research Evaluation
12:15 - 12:30	Lunch break
Afternoon Session: Role of Research Evaluation in S+T Policy Formulation and Implementation	
13:15 - 14:15	Research Evaluation and its Role and Value for Formulating, Implementing and Revising Science Policies
14:15 - 15:15	Linking Research Evaluation to Science Policy: The Example of the Evaluation of the Higher Education Institutions in South Africa
15:15 - 16:45	Discussion: How can S+T Evaluation help to improve S+T System? What S+T Evaluation System do we need?
16:45 - 17:00	Coffee break
Day 2 Evaluation practices Program evaluation	
Morning session: How to Evaluate Research Institutes	
8:30 - 9:30	Evaluating Research Institutes in Countries in Transition - A Suggested Framework
9:30 - 10:30	Evaluation of Research Institutes: Practices, Approaches and Experiences from Germany
10:30 - 12:00	Practice Session: Designing, planning and implementing an Institutional Evaluation Coffee will be served during the Practice Session
12:00 - 12:30	Presentation of group results and discussion
12:30 - 12:30	Lunch break
Afternoon session: Indicators - A Key Instrument for Evaluation and Monitoring	
13:30 - 14:30	Indicators Used for Research Evaluation - an introduction
14:30 - 15:00	Practice Session: Possible Indicators for Monitoring and Evaluating Research in Vietnam
15:00 - 16:00	Presentation of Group Results and Discussion Coffee will be served during the Practice session
Closing Session: Conclusions and pathways research Implementation	
16:00 - 16:45	Speaker & Participant Feedback: Lessons (to be) learnt: How to implement Research Evaluation in Vietnam?
16:45 - 17:00	Closing Remarks & closing Ceremony

Hanoi, September 18 - 20, 2012

Day 1
Evaluation principles
Evaluation standards
Use of eval. results

Day 2
Evaluation practices
Program evaluation

Day 3
Institutional Eval.
Usr of indicators
Implement. learnings

Training Workshop on Planning, Monitoring, Evaluation, and Impact Assessment of R&D Investments in Agriculture

May 18 - 29, 2009 - Johannesburg, South Africa



Source: http://www.sadc.int/fanr/agricresearch/icart/meetings/M&ETTrainingWorkshopReport_Sept2009.pdf

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Own scientific work in research on S+T evaluation – indicator for an (emerging) broader skill base?

Evaluation skills and experience

Illustrative Examples



Evaluating Effectiveness of Public Support to Business R&D in Turkey through Input and Output Additionality¹⁾

Issues

- Linkage between evaluation output and policy makers?
- Collect and analyze data over a longer period
- Need for a legislative framework → coordinate evaluation activities, ensure use of outcomes by policy makers
- A recent law in Turkey enforces impact assessment for public R&D policies

	Indicator	2006-2003 Difference (%)
With Support	Density of R&D Personnel	70
	R&D expenditure per employee	25
	Export density*	10
Without Support	Density of R&D Personnel	-20
	R&D expenditure per employee	-12
	Export density*	-10

1) Source: Sinan Tandogan, Teoman Pamakcu, Paper presented at Evaluation 2011; Annual Conference of the AEA; Anaheim; November 2-5, 2011

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Dedicated institutions are necessary different organizational solutions possible

Institutional capacities

Main tasks of NSTC in evaluation and performance management domain

- Evaluation of national R&D performance
 - Conduct results-oriented evaluation of R&D performance to enhance efficiency of R&D investment and contribution of R&D to socio-economic development.
 - Individual ministries conduct internal evaluations of own R&D projects
- Evaluation of R&D and management performance of government-funded research institutes
- Distribution and utilization of the R&D results
- Management and joint utilization of national R&D facilities
- R&D information services(NTIS)

Source: <http://www.nstc.go.kr/eng/index.jsp>

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Dedicated institutions are necessary ...
 ... different organizational solutions possible (continued)

Institutional capacities



112 / 10 / 22 / Monday

- About NCSTE
- Achievements
- Special Report
- Publications

Partnerships

- UNDP Evaluation Office
- World Bank Independent Evaluation Group
- OECD Evaluation Office
- Korea Institute of Science and Technology Evaluation and Planning (KISTEP)
- Dutch Ministry of Financial Affairs - Policy and Operations Evaluation Department (IOB)
- Technopolis Group



Founded in 1997 with the approval of Ministry of Science and Technology of China, the National Center for Science and Technology Evaluation (NCSTE) is one of the leading organizations in the field of evaluation in China. NCSTE aims to provide an objective and impartial basis for government departments, enterprises and investment organizations to make better decisions, offer consulting service within a wide range of sectors and promote a dialogue between government, industries and academies.

Illustrative example
 China

Source: <http://www.nstc.go.kr/eng/index.jsp>

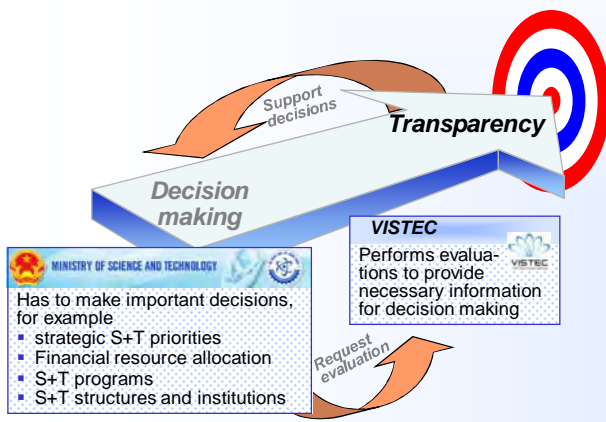
Tasks of NCSTE

- Program Evaluation
- Project Evaluation
- Evaluation of Institutes
- China's S&T Evaluation Standards
- Aid Evaluation
- Evaluation Cooperation Network

What's new:

- Sino-UK Joint R&D Evaluation Research Project Training Course for Performance Assessment (2006-10-14)
- Performance Assessment of International S&T The Evaluation of 803 Program in the 10th 5-Year Plan
- Chinesebly, China finishes its first evaluation Evaluation seminar (2007-03-30)
- Country-led Joint Evaluation of the ORET 2006 World Bank-China IPDET Week/Training
- Photo report-Activities of Country-led Joint Evaluation (May-August, 2004) (2004-09-03)
- Netherlands IOB Delegation visits China (May, 2004) (2004-09-01)

A long-term vision: VISTEC's role = create transparency and provide inputs for decision making



- Typical information needs**
- **Actual status**
 - Current performance of S+T system, research institutions, etc.;
 - International research and technology trends;
 - etc.
 - **Assessment**
 - Strengths, weaknesses, opportunities threats (SWOT);
 - Improvement needs;
 - Improvement priorities;
 - **Strategic options**
 - Attractiveness and feasibility of possible new programs/initiatives;
 - Priorities;
 - Requirements for future policies/programs;
 - etc.
 - **Recommendations**

**Evaluation networks are emerging in individual countries ...
... but driven by general M+E, not specifically by S+T**

Networking and learning

The Monitoring & Evaluation Network | Philippines

Objectives

- Provide a venue for dissemination and discussion of evaluation findings
- Serve as platform for purposive collection of M&E findings on particular themes
- Foster exchange of views among M&E practitioners on various aspects of M&E
- Generate policy agenda for action from M&E experiences and recommendations
- Improve the quality of results orientation among M&E units and strengthen the capacities of members

Mission

- To enhance the skillset of its members to meet objectives by utilizing and continuously improving evaluation systems and processes

Vision

- To ensure achievement of development results

Source: <http://devplan.neda.gov.ph/m&e-network/about-us.php>

Illustrative example Philippines

MALAYSIAN EVALUATION SOCIETY (MES)
(Persatuan Penilaian Malaysia)

Objectives

- To facilitate and promote the exchange of ideas, experiences, and resources of M&E practitioners to all aspects of evaluation
- To provide a platform for M&E practitioners to discuss, exchange, and disseminate their findings and recommendations
- To provide a venue for M&E practitioners to discuss, exchange, and disseminate their findings and recommendations
- To provide a venue for M&E practitioners to discuss, exchange, and disseminate their findings and recommendations

Source: http://mes.org.my/home/index.php?option=com_content&view=article&id=67&Itemid=66

Illustrative example Malaysia

African Community of Practice on Managing for Development Results

Processes learning and knowledge exchange among public managers, organizations, consulting agencies and practitioners on how to manage better for Development Results.

Sign Up

Source: <http://www.cop-mfr-africa.org/page/about-afcop>

Conferences can drive the exchange of experiences and joint learning

Networking and learning

Conference on Research Evaluation and Technology Valuation

Day 1: Institutional evaluation – approaches and contributions to the development of Vietnam’s research system

- Morning Session: Role of Institutional Evaluation in the optimization of the National Science System
- Afternoon Session: Best practices in institutional evaluation

Day 2: Technology Valuation

- Morning Session: Technology valuation and its strategic role
- Afternoon Session 1: Practical approaches and instruments of technology valuation
- Afternoon Session 2: Summary and conclusions

Hanoi, Nov. 30 – Dec. 1, 2010

Khoa học. Phát triển

Press reports about EvaCap conference

IncoNet
CA/SC

Stakeholders Conference
"Evaluation approaches in S&T policy making sharing good practices"

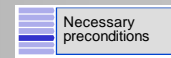
S&T Inter-tribal Cooperation Network for Central Asian and South Caucasus Countries

Astana, Kazakhstan
26-27 May 2011

Conclusions

Illustrative example IncoNet

A key requirement for successful M+E: Actual and reliable data



Necessary data

➤ S+T statistics

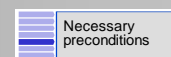
- Provide information about actual resources and resource deployment, performance, etc.
- Must be available and actual
- Should be regularly assembled → cannot be collected ad hoc by evaluators
- Typically task of statistical offices, etc.

➤ Program and/or project data

- Provide information about funded research (funding, recipients, results, etc.)
- Must be collected during the program
- Requires a structured program reporting scheme
- Data typically provided by program managers or agencies

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Another important prerequisite: Develop a common language



Glossary of Key Terms in Evaluation and Results Based Management 评估和面向结果管理的关键术语



	Page		
Relevance	28	相关性	
Reliability	29	可靠性	
Sustainability	32	可持续性	
Terms of reference	33	委托调查范围	
Triangulation	33	三角法	33
Validity	33	正确性	33
Types of evaluations 评估类型			
Cluster evaluation	14	群体评估	14
Country program evaluation, Country assistance evaluation	15	国家计划评估/国家援助评估	15
Ex-ante evaluation	18	前评估	18
Ex-post evaluation	19	后评估	19
External evaluation	19	外部评估	19
Formative evaluation	20	形成性评估	20
Independent evaluation	20	独立评估	20
Internal evaluation	21	内部评估	21
Joint evaluation	22	联合评估	22
Meta-evaluation	23	广义评估	23
Mid-term evaluation	23	中评估	23
Participatory evaluation	24	参与式评估	24
Process evaluation	26	过程评估	26

Illustrative example

Source: <http://www.ncste.org/doc/Glossary-cn.pdf>



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Do we need an 'evaluation culture'?

Evaluation culture

Some thoughts about 'evaluation culture', from our experience

Typical symptoms or warning signs

- Policy makers and other decision makers do not use evaluation results for policy formulation and decision making
- Evaluatees do not (or only superficially) cooperate in evaluation exercises
- Exchange of information, data and opinions is hindered by organizational/institutional barriers.
- Information is withheld or filtered, for example because of personal fears or interest.
- etc.

Characteristics of an Evaluative Culture

An organization with a strong evaluative culture ...

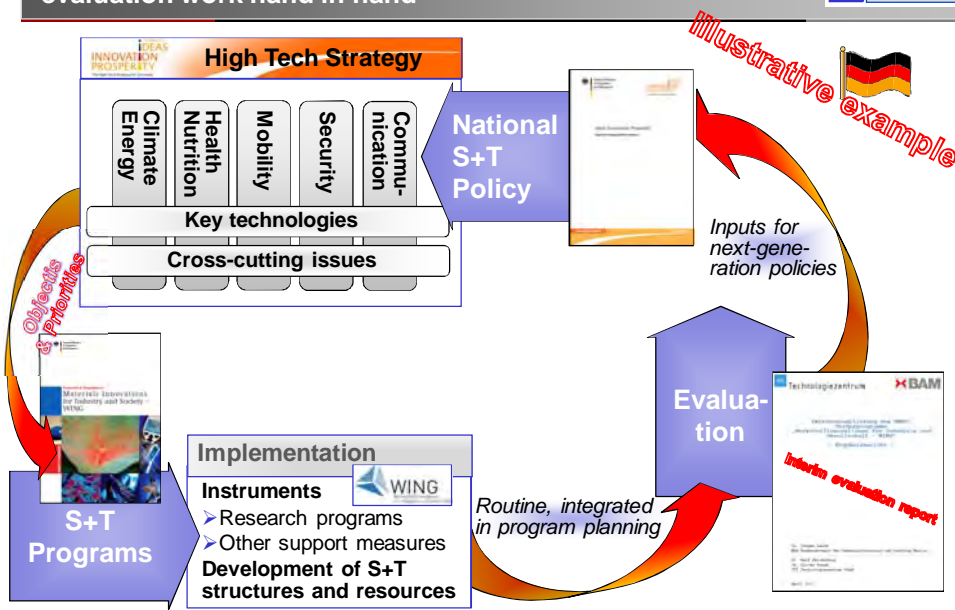
- ... engages in self-reflection and self-examination:
 - ... deliberately seeks evidence on what it is achieving, such as through monitoring and evaluation,
 - ... uses results and information to challenge and support what it is doing, and
 - ... values candor, challenge and genuine dialogue;
- ... engages in evidence-based learning:
 - ... makes time to learn in a structured fashion,
 - ... learns from mistakes and weak performance, and
 - ... encourages knowledge sharing;
- ... encourages experimentation and change:
 - ... supports deliberate risk taking, and
 - ... seeks out new ways of doing business.

Source: Mayne, J. Building an Evaluative Culture for Effective Evaluation and Results Management, ILAC Working Paper 8, November 2008, Institutional Learning and Change (ILAC) Initiative; c/o Bioversity International; http://www.cgiar-ilac.org/files/publications/working_papers/ILAC_WorkingPaper_No8_EvaluativeCulture_Mayne.pdf

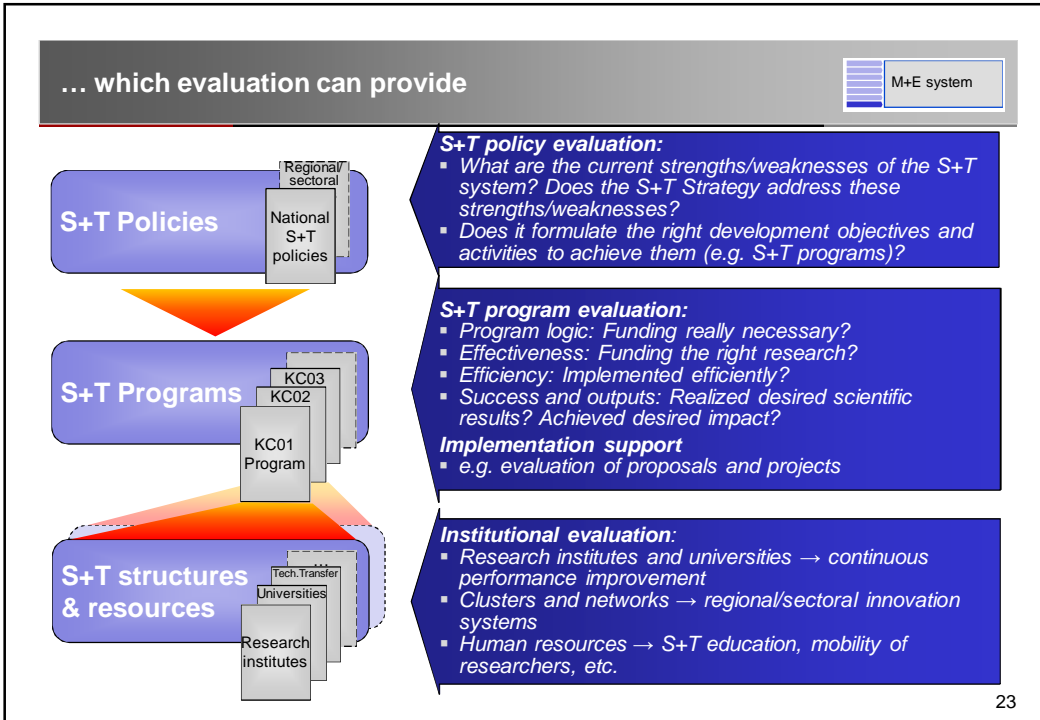
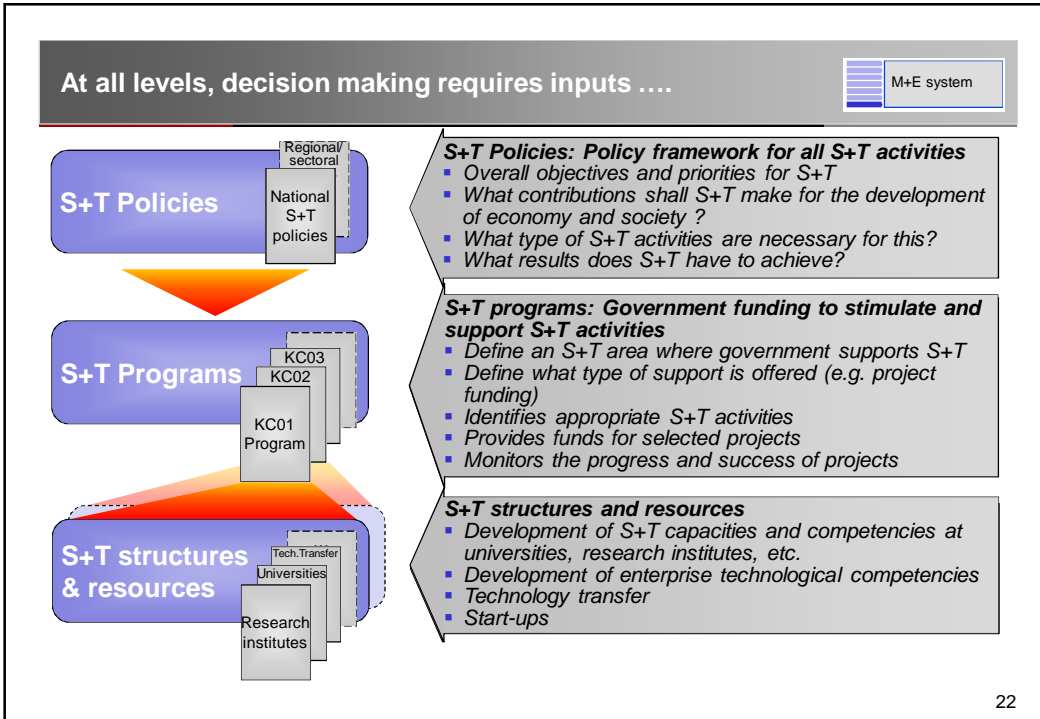
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In leading countries, S+T policies, their implementation and evaluation work hand in hand

M+E system



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Integration in a strong community and knowledge transfer can help to accelerate M+E system and capacity building



Example: Chronology of key S+T policy reviews in Estonia

Source: Erkki Karo, Policy mix reviews in Estonia, paper presented at the Policy Stakeholders Conference "Evaluation approaches in S&T policy making: sharing good practices", Astana, Kazakhstan, 26-27 May 2011

Year	Review	Reviewers	Initiator
2000	Evaluation of the Estonian Innovation System	FIN expert	National initiative (PHARE funding)
Since 2000	INNO-Policy Trendchart	National experts (since 2004)	EU initiative
2003	Assessment of the Estonian Research Development Technology and Innovation Funding System	UK experts	National initiative (MER)
2005	Evaluation of the design and implementation of Estonian RTDI policy: implications for policy planning	UK/BEL experts	National initiative (MEAC)
2007	OMC Policy Mix Review Report	Experts from NOR, SLO, NED	EU Lisbon Agenda initiative
Since 2008	Erawatch Country Reports	National/foreign experts	EU initiative

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A special case: Evaluation of international S+T collaboration



Source:
http://www.international.gc.ca/about-a_propos/oig-big/2010/evaluation/istpp_ppist10.aspx?lang=eng&view=d

Evaluation issues

- Program objectives;
- Governance;
- Delivery organizations (Canada/partner countries)
- ISTPP recipients
- Program resources

Important limitations

- Not mandated to assess the impact or effectiveness of the S&T Treaty negotiation on ISTPP objectives;
- ability to fully assess the performance of ISTPP was premature
 - ↳ started operations mid-term in its five year program cycle, in 2007, and only in 2009-10, did it become fully operational in all four partner countries.

Some interesting issues¹⁾

- Real benefits for participants and countries (monetary/non monetary)
- Program rationale: Assumptions/objectives confirmed?
- Implementation efficiency: Limited accountability at strategic level → operational management issues → disbursement delays → desired results and impacts delayed

1) From our perspective, not necessarily reflecting the views of the study authors







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The VISTEC approach: Capacity building through “learning by doing” in collaboration with experienced international partners



VISTEC's international collaborations for evaluation capacity building

Overview

- Since the foundation of VISTEC, international collaboration has been used systematically to build evaluation capacity
- Some important milestones
 - Vietnam's Evaluation of the Science and Technology System (VISION) 
 - Joint Research on R&D Programs and Projects Evaluation in Vietnam 
 - (Joint) Evaluation of the KC05 applied research program 
 - Evaluation Capacity Building (EvaCap)  
- Complementary knowledge transfer and continuous support by an integrated German expert 
- Continuous exchange with other leading S+T policy/M+E institutions, e.g. in Germany, France, China, Taiwan and Korea

Actual cornerstone of “learning by doing: The EvaCap project



- Module 1: International conference on research evaluation**
Initiation of the *EvaCap* initiative: Two day conference to provide state-of-the-art information on S+T evaluation approaches and to stimulate new initiatives, exchange and cooperation between German and Vietnamese experts.
- Module 2: Pilot evaluations of Vietnam's research structures and institutions**
Collaborative project to develop evaluation know how through 'learning by doing' in Vietnam through two joint pilot studies:
 - Analysis of Vietnam's Science and Technology structures;
 - Development and test of methodologies for the evaluation of research institutes.
- Module 3: Evaluation Summer School – knowledge and capacity building**
Initiation of systematic dissemination of evaluation knowledge to experts and stakeholders in Vietnam.
- Module 4: Analysis of the human resource situation for S+T in Vietnam**
The availability of young researchers is important for the success of S+T in Vietnam. This important issue will be investigated in a survey of young Vietnamese researchers in Vietnam and Germany.

Questions? Suggestions?
Please do not hesitate to contact me



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