


Partner Country-led Evaluations Report on Third Country Training Programmes in the Environment Sector 2012-2018 in the framework of Japan-Mexico Partnership Programme

<p>1. Country: MEXICO</p>	 <p>(Photo : Monitoring mission of TCTP: advisory activities by IMTA officials in Honduras)</p>
<p>2. Evaluators: Mexican Agency for International Development Cooperation (AMEXCID) Consultant, Eriko Yamashita</p>	
<p>3. Period of the Evaluation Study: November 13, 2018 to February 28, 2019</p>	
<p>4. Evaluation Description:</p> <p>(1) Background Japan-Mexico Partnership Programme (JMPP) celebrated the fifteen years anniversary in 2018 and Mexican Agency for International Development Cooperation (AMEXCID) and Ministry of Foreign Affairs of Japan (MOFA) agreed to conduct this Partner Country-led Evaluations to analyze outcome generated by JMPP in its beneficiary countries as well as in Mexico along with analysis on its process.</p> <p>(2) Evaluation Purpose This evaluation study was conducted with the objectives of reviewing Japan's overall policies to JMPP, drawing on lessons from this review to make recommendations for reference in policy planning on future assistance to Mexico by the Government of Japan and its effective and efficient implementation, and ensuring accountability by making the evaluation results widely available to the general public.</p> <p>(3) Evaluation Targets The coverage of this evaluation is four Third Country Training Programmes (TCTP) implemented under JMPP in the environment sector between 2012 and 2018, specifically TCTPs implemented during the Japanese fiscal years (JFY) 2012-2017, which are:</p> <ul style="list-style-type: none"> - TCTP for Coastal Water Monitoring in the Mesoamerican region as Parameters of the Climate Change (JFY 2012-2014) - TCTP on Alternative Technology of Sustainable Water and Sludge Treatment with Focus on Revalorization of Waste (JFY 2012-2014) - TCTP on Development of Instruments for the Integral Waste Management with Focus on 3Rs (Reduction, Reuse, and Recycle) (JFY 2012-2014) - TCTP on Establishment of Resource Recycling Society System (JFY 2015) <p>(4) Evaluation Methodology The evaluation was conducted with the following methodologies</p> <ul style="list-style-type: none"> - Comprehensive literature review of key policy documents, project documents, TCTP reports, statistics and data provided by AMEXCID - Conducting questionnaires to collect information and data with the beneficiary countries 	

and institutions as well as the TCTP implementing agencies in Mexico

- A series of interviews (including telephone interviews), meetings and video-conferences to obtain necessary information for the evaluation.

During the whole process, the evaluator held a series of discussions with AMEXICD to discuss on specific topics on the evaluation including the recommendations until the final version of the evaluation report was authorized.

All the information and data collected through the above evaluation activities were profoundly analysed to elaborate this evaluation report and recommendations. The draft report was thoroughly reviewed by AMEXCID and MOFA.

5. Brief Summary of the Evaluation Results:

Brief Summary:

Analysis on “relevance of policies” and “effectiveness of results” for this evaluation was conducted with the following two evaluation perspectives under the two distinctive Final Goals of JMPP that mutually support achieving the Overall Goal “Strengthening strategic relations between Japan and Mexico through JMPP”;

- i) From the perspective of JMPP assistance toward the Latin American region:

<Final Goal 1> Supporting the regional development of Latin America, enhancing innovative and strategic triangular cooperation, particularly in the environment sector, building on past Japan’s ODA assistance to Mexico;

- ii) From the perspective of Japan’s ODA assistance toward Mexico:

<Final Goal 2> Supporting Mexico to strengthen the institutional capacity of AMEXCID and the implementing agencies through JMPP implementation.

It should be noted that appropriateness of processes was analysed for both Objectives in a single section because activities to achieve the two Final Objectives are common.

(a-1) Relevance of Policies (Final Objective 1) :

The Final Objective 1 to support regional development in Latin America in the environment sector is highly consistent with the high-level policies of both Japan and Mexico at the time of planning and ex-post evaluation: In Mexico, it is consistent with *the International Development Cooperation Law (2012)*, *National Development Plan 2013-2018*, and other related legal frameworks in the environment sector; Japan’s ODA policies toward the Latin American region include support in the environment sector to address climate change, and uphold utilization of Partnership Programmes to support development in the region. All the target TCTPs were also relevant to development policies and needs of the beneficiary countries, as ensured through diagnostic activities and strategic participant selection process of the respective TCTPs.

(b-2) Effectiveness of Results (Final Objective 1) :

Most of the specific goals established for each TCTP were achieved and effectiveness of the target TCTPs was high at the time of finalization of the target four TCTPs.

It was confirmed that a number of the participating institutions have implemented in their country political instruments and pilot projects that were generated as a result of their Action Plans developed in the TCTPs. Through the process, the knowledge and techniques obtained from the TCTPs were also disseminated and they contributed also to the improvement of institutional capacities of the beneficiary institutions. Thus, the TCTPs have generated

substantial results and impact in the beneficiary countries.

(a-2) Relevance of Policies (Final Objective 2) :

Japanese ODA's *Rolling Plans for Mexico and the Country Assistance Program for Mexico (2014)* show the priority areas including enhancement of Triangular Cooperation and supporting efforts to solve global environmental problems. Therefore, strengthening the capacity of Mexican institutions for international cooperation through the target TCTPs in the environment sector was highly consistent with the ODA policies of Japan. Mexican regulations for AMEXCID and the target TCTP implementing agencies in the environment sector also confirmed the importance to conduct international cooperation through increasing regional cooperation and promotion of triangular cooperation.

(b-2) Effectiveness of Results (Final Objective 2) :

The capacities of AMEXCID and the Mexican implementing agencies of the target TCTPs to conduct international cooperation were strengthened through the target TCTP implementation. Particularly the strategic planning process of TCTPs was strengthened between 2012 and 2015 to be 'results-oriented', applying more strategic planning process in terms of course structure and participant selection.

AMEXCID, as JMPP coordinating organization, has demonstrated its increasing capacity to support the related Mexican agencies and actors both from technical and financial perspectives in the target TCTPs. Furthermore, outside of JMPP, dispatched Japanese experts to AMEXCID during the target period provided guidance and advisory for institutional strengthening, especially in the areas of strategic planning and systematization of the operational mechanism of AMEXCID.

As impact, AMEXCID and the Mexican implementing agencies confirmed their increased institutional recognition in the region as prestigiously efficient and effective partners in the mechanism of South-South cooperation or Triangular cooperation.

(c) Appropriateness of Processes:

The high-level decision-making process by the JMPP Planning Committee has been recognized as a strength of JMPP. Additionally, it was affirmed that TCTP in the JMPP framework is one of the most advanced schemes of international cooperation in Mexico in terms of its established mechanisms and operational tools for its implementation, which were developed during this evaluation target period: they contributed in ensuring efficiency and effectiveness of the target TCTPs. A noteworthy tool newly introduced for the target TCTPs is the Project Design Matrix (PDM), a tool conventionally used for Japanese ODA technical cooperation under the concept of the Project Cycle Management.

The diagnostic activities in the target TCTP planning process to identify needs and demands of the beneficiary countries were an integral and critical component that enhanced comparative advantages of JMPP approach, where JICA's important role was highly recognized by AMEXCID and the Mexican implementing agencies, specifically for JICA's regional network and technical support. Another comparative advantage recognized by many beneficiary countries is that all the target TCTPs were offered with advanced and fully equipped facilities as an outcome of Japanese ODA assistance. Furthermore, Japanese techniques were 'tropicalized' by Mexican implementing agencies to the regional context through the TCTP planning and implementation process, which was considered very effective by the TCTP participating countries.

In terms of monitoring and follow-up mechanisms, the target TCTPs put emphasis on providing institutional follow-up during the three years of the implementation period. Its effectiveness was highly recognized by the beneficiary countries as well as the Mexican implementing agencies to generate concrete results. However, at the time of this evaluation, the practice of monitoring activities is not systematically structured in the established TCTP process.

With high recognitions by the two governments on the strengthened capacity of Mexican international cooperation and on high effectiveness achieved in the regional development through JMPP implementation including the target TCTPs, the strategic relations between the two countries have been strengthened in qualitative manners evidenced by the evolution of the TCTP modality in JMPP.

6. Recommendations

(a) Enhance strategic selection process of TCTP beneficiary participants

The evaluation results show that the degree of effectiveness and impacts can be better achieved in countries with ongoing initiatives in the related thematic sectors and with institutions possessing certain capabilities to take advantage of the transferred techniques or knowledge by TCTPs. The strategic target country selection should be therefore enhanced for each TCTP while selection criteria should be discussed case by case by the TCTP Committee.

(b) Strengthen and integrate monitoring and evaluation mechanisms in the TCTP implementation framework to increase the effectiveness of TCTPs

Monitoring and evaluation activities are considered indispensable for TCTP participants to effectively implement Action Plans in the beneficiary countries and for TCTP implementing agencies to enhance strategic planning and implementation of the subsequent training courses. Considering the actual needs and the recognized high effectiveness of monitoring and evaluation activities including on-site missions, their practice should be standardized for all TCTPs to increase its effectiveness and generate further impacts in the beneficiary countries.

(c) Support sustainability of the TCTP achievements to generate further impact

Application of new knowledge and techniques in political instruments takes long as it involves variety of actors and long-term political and social campaigns to change culture. Therefore additional supporting mechanisms for the TCTP beneficiary countries in the ex-post TCTP period should be considered as an integral part of TCTP strategy for a longer-term.

Strategic utilization of Dispatch of Mexican Experts, an effective modality of JMPP, should be positively enhanced to support the TCTP participants' efforts to implement their Action Plans, thus achieving better TCTP results in the beneficiary countries.

Moreover, it is worth analysing a feasibility to establish a flexible funding mechanism to promptly support the related posterior activities to TCTPs requested by beneficiary countries to increase TCTP sustainability.

(d) Develop further triangular cooperation projects including TCTPs in the environment sector where JMPP comparative advantages are substantially recognized by the beneficiary countries as well as the Mexican side.

At the time of this evaluation, there is no TCTP neither other JMPP activities in the environment sector in spite of the confirmed comparative advantages and needs of the related JMPP knowledge and techniques. Recognizing that the Mexican implementing agencies have

acquired and developed capacity to perform international cooperation activities by conducting TCTPs, they are expected to play active roles in future international cooperation programmes, whereas JMPP should have a sufficient number of projects effectively drawing on their capacity in the environment sector.

(e) Further strengthen and enlarge the coordination role of AMEXCID.

As the capacity of AMEXCID has been substantially strengthened through JMPP implementation and by support provided by dispatched Japanese experts to AMEXCID as confirmed in this evaluation, knowledge-sharing of TCTP experiences should be enhanced inside AMEXCID to drive capacity strengthening of other divisions of AMEXCID as well as Mexican embassies. AMEXCID should also lead in seeking further coordination with other donors' activities which equally support strengthening the capacity of AMEXCID to benefit from potential synergy effects. Moreover, acknowledging that AMEXCID has increased its financial participation in TCTPs over the past six years, strategic reallocation of financial responsibility should be considered in the planning process of future TCTPs.

(f) Strengthen the visibility of JMPP and increase its publicity activities

This evaluation reveals that TCTP and JMPP have not yet achieved sufficient visibility in the beneficiary countries. JMPP visibility should be promoted in all the beneficiary countries in collaboration with Mexican embassies and JICA local offices.

Note: The opinions expressed in this summary are based on the research by the Evaluators (in the case the evaluation was a joint evaluation, please delete the following words) and do not reflect the views or positions of the Government of Japan.