

Summary of Evaluation Results

1. Outline of the Project		
Country name: Republic of Chile		Project name: Strengthening the Japan-Chile Partnership Programme (JCPP)
Fields: Support for South-South Cooperation		Assistance type: Technical cooperation project
Supervising office: JICA Chile Office		Monetary amount of cooperation (at time of evaluation): Approx. 183 million yen
Period of cooperation	(Main phase)	Counterpart organization:
	R/D: September 1, 2003	International Cooperation Agency of Chile (AGCI)
	Period of cooperation: September 1, 2003, to	Cooperating organizations in Japan:
	August 31, 2006	Other associated cooperation:
<p>1-1 Background and outline of the Project</p> <p>The Japan-Chile Partnership Programme (JCPP) agreement was signed in June 1999 as a program by Japan to support South-South Cooperation. Based on this agreement, a variety of JCPP projects are being implemented, beginning with cooperation for marine fish aquaculture in Cuba that begin in FY2000. With the JCPP agreement as a foundation, a bilateral evaluation of JCPP activities carried out so far and a review of JCPP's status a framework for implementing cooperation were conducted in February 2003. These steps confirmed the importance of establishing a system in order to confirm the demands and opinions of Japan, Chile, and beneficiary countries, and of strengthening the South-South Cooperation framework (including the project management and evaluation capacities of the International Cooperation Agency of Chile [AGCI], which is the implementing organization of JCPP) in order to more effectively implement JCPP.</p> <p>Based on this, cooperation was commenced for a scheduled period of three years (from September 2003 to August 2006) for the purpose of strengthening AGCI's frameworks for implementing JCPP. This was done with an aim to increasing efficiency and effectiveness in JCPP implementation. Project outputs are as follows: 1) to strengthen AGCI's capacity to identify beneficiary countries' needs and plan JCPP activities, 2) to strengthen AGCI's capacity to formulate JCPP projects, 3) to strengthen AGCI's capacity to monitor and evaluate JCPP activities and projects, 4) to strengthen AGCI's capacity to diffuse JCPP activities, and 5) to increase use of the Project Cycle Management (PCM) among present and potential participants in JCPP. Currently,</p>		

one long-term expert is being dispatched to AGCI. In addition, in the area of PCM, short-term experts have been dispatched and AGCI personnel have been accepted for training in Japan.

1-2 Description of cooperation

(1) Overall Goal

JCPP activities are efficiently and effectively carried out (corrected in this final evaluation survey).

(2) Project Purpose

To strengthen the instructional capacity of AGCI to carry out JCPP activities.

(3) Outputs of the project

- 1) AGCI's capacity to identify beneficiary countries' needs and to plan JCPP activities is strengthened.
- 2) AGCI's capacity to formulate JCPP projects is strengthened.
- 3) AGCI's capacity to monitor and evaluate JCPP activities and projects is strengthened.
- 4) AGCI's capacity to diffuse JCPP activities is strengthened.
- 5) Use of PCM among present and potential participants in JCPP is increased.

(4) Inputs (at time of evaluation)

Japanese side

Dispatch of long-term experts:	2 experts
Dispatch of short-term experts:	4 experts
Provision of machinery and equipment:	Approx. 380,000 yen
Training in Japan:	6 trainees
Amount invested from the Japanese side:	Approx. 183 million yen (at time of evaluation)

Chilean side

Allocation of C/Ps:	8 C/Ps
Facilities, machinery, and equipment:	Machinery and equipment, experts' offices, etc.
Expenses for management of AGCI projects:	2003: 2.13 million Chilean pesos(CLP); 2004: 2.2 million pesos; 2005: 20.4 million pesos (salaries and welfare expenses are not included in

Total investment from the Chilean side:	<p>these expenses, but rather in AGCI management expenses)</p> <p>Approx. 143 million yen (at time of evaluation; amount after calculation at a rates of 1 CLP = 0.00189 USD, 1 JPY = 0.00843 USD.</p>
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2. Outline of the Evaluation Team

Members	(Field of responsibility)	(Name)	(Employment position)
	Leader	Naoki Kamijo	Management Team Director, Regional Department III (Latin America and the Caribbean), JICA
	Evaluation planning	Kaoru Ochi	South America Team staff, Regional Department III (Latin America and the Caribbean), JICA
	Evaluation coordination	Kyoko Kojima	INTEM Consulting Inc.

Evaluation period	February 26, 2006, to March 9, 2006	Evaluation type: Final evaluation
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3. Outline of Evaluation Results

3-1 Confirmation of achievements

3-1-1 Input achievements

(1) Achievements of inputs from the Japanese side

All activities have gone according to schedule, with the exception of supplemental technical guidance on PCM that was supplied by hiring additional local consultants, which was made necessary due to delays in technical guidance pertaining to PCM introduction in the initial fiscal year. And, all activities have been conducted in a generally smooth manner with the exception of one of the Activity 5 activities (execution of PCM workshops by external organizations [universities, etc.]). It should be noted that Japan contributed approximately 56% of project expenses while Chile contributed approximately 44%; thus, the commitment of the partner country is clearly confirmed.

3-2 Outline of evaluation results

(1) Relevance

The Chilean government has been expanding the commitment to JCPP, based on a Chilean international cooperation policy of the Lagos administration (2000-2006) (*La Política de Cooperación Internacional de Chile para el Periodo 2000-2006*) and the JCPP agreement (*Acuerdo Marco de JCPP*). Moreover, in budgetary strategies, the Chilean government makes clear mention of efforts to support for developing countries, and

particularly to its neighbors.

In terms of total budget, approximately 46% of AGCI's operations are invested into the Horizontal Cooperation, and JCPP projects can be described as AGCI's principal activity. It is considered as consistent with the AGCI's internal policy and their mission that the Project implementation for supporting the Horizontal Cooperation and furthering the management capacity in terms of JCPP.

Japan's new Official Development Assistance (ODA) Charter and its new mid-term policy mention the active promotion of South-South Cooperation. And, "Support for South-South Cooperation" is mentioned in a priority field of assistance to Chile from Japan that was agreed upon in August 2006. Support for South-South Cooperation is also being strengthened as a mainstay for cooperation in both JICA's project implementation policy for Latin America and its country-specific project implementation programs, and this is considered to have conformity with the Project Purpose.

For the above reasons, implementation of the Project is identified to have high relevance.

(2) Effectiveness

Targets have already been achieved for Outputs 1 to 4. And, although it is uncertain whether PCM workshop implementers (universities, etc.) other than AGCI exist for Output 5, it is expected that the number of people participating in PCM workshops will reach the target. As a result, favorable progress is being made toward meeting the qualitative indicators of the Project Purpose, and thus it is expected that the Project Purpose will be achieved. Therefore, it is identified that the Project has high effectiveness. One more to be mentioned here, however, it is very important for AGCI to expand the skills and knowledge developed in the Project in both quality and quantity and to transfer those techniques to the organizational and institutional stable technology from the current individual level in each counterpart. Capacity development could be realized through tackling remained challenges in the framework of organization..

(3) Efficiency

Technical transfer through expert dispatches and C/P training in Japan were conducted in a well-timed manner and in accordance with the capacity development progress of

C/Ps. These activities made the emergence of Outputs 1 to 5 possible. In cases where technical transfer by Japanese short-term experts was insufficient, efforts to resolve this problem by, for example, supplementing with local consultants was apparent. In the area of cost sharing by the Chilean side, Chile assumed 43.6% of the Project's cost. In addition, all C/Ps continue to work for AGCI, and therefore no problem is seen in terms of personnel retention. Therefore, it is considered that, in general, the Project has high efficiency.

(4) Impact

Chile is the target of considerable expectation as an assistance partner for Latin American and Caribbean countries, because of its comparative advantage in technology as well as similarity of culture and language. Moreover, JCPP is recognized as an effective and efficient tool for development assistance that applies the technologies, experiences, and advantages of Japan and Chile, and therefore the necessity of its implementation is accepted. The fact that JCPP is already having true impacts in mini-projects for "livestock breeding" in El Salvador and for "teacher education" in the Dominican Republic has been confirmed in the final evaluation surveys of these mini-projects.

On the other hand, even more practical experience must be accumulated in AGCI if the Overall Goal is to be achieved. At the same time, there are still system-related topics that must receive further examination, among them JCPP modalities and the project adoption process. Therefore, the degree to which the Overall Goal can be attained will be evaluated based on the scale to which the Project will be continued and how system-related topics are handled.

Two unexpected positive impacts were also discovered. The first was that, through the Project, the capacity of AGCI to implement projects as a regional donor was strengthened in a way that reaches beyond its JCPP implementation capacity, and that AGCI gained the ability to apply this capacity to bilateral cooperation by Chile and triangle cooperation with other donors. And the second was that PCM is becoming recognized inside Chile as an effective tool for social development, and that AGCI is receiving more requests for training from local governments. Because there now exists the possibility that candidates to participate in JCPP activities as third-country experts will be discovered in local governments, AGCI is planning to provide support for Chilean local governments and to identify human resources for participation in JCPP.

Based on a comprehensive evaluation of the above, it is recognized that implementation of the Project is having a positive impact.

(5) Sustainability

The Chilean government has expressed its intention for Chile to continue JCPP projects as a country that provides support and cooperation to Latin American and Caribbean nations. It has also put forward stable plans in the area of JCPP policy, including, in the area of cost sharing with Japan, allocation of 50% or more as of FY2005. As for AGCI, the Horizontal Cooperation projects account for 54% of the agency's overall budget, and therefore implementation of this program has high priority. Thus, there are no obvious problems in terms of policy and funding.

In order to sustain outcomes obtained through the Project implementation in need finding, project formulation, monitoring and evaluation, the skill and knowledge should be embodied at AGCI as a stable institutional capacity. This will enable AGCI to ensure the quality of service and the institutional system establishment of JCPP practices.

For the above reasons, sustainability of the Project has been confirmed to a certain degree.

3-3 Factors contributing to emergence of effects

The content of transferred technologies directly addressed the primary operations of the target organization. Thus, the introduced technical content in both tangible areas (manuals and materials) and intangible areas (PCM method and techniques for continuing operational management) and outputs were immediately applicable to actual operations. They therefore led to high motivation on the part of the C/Ps to acquire the technologies and could be quickly translated into results.

In particular, surveys in JCPP mini-project beneficiary countries included more than just those targeting the implementation and management of regional seminars, diploma courses, and third-country training based on manuals and procedural methods prepared by the Project. They also included six project-formulation surveys and 10 monitoring/evaluation surveys. In this way, the Project helped smoothly promote practical capacity improvement.

3-4 Problem areas and factors leading to problems

Because beneficiary countries were unaccustomed to monitoring despite recognizing its importance, there were instances in which monitoring was not conducted according to schedule and in which reports were delayed. To address this problem, AGCI engaged in discussions with JICA that resulted in efforts to reinforce monitoring capacity (dispatch of missions, etc.) and to establish reports. There were also instances in which large-scale movements of C/Ps after changes in government in recipient countries placed project progress and continuation in jeopardy. Here, AGCI engaged in discussions with JICA that resulted in AGCI's expressing its concern to beneficiary countries and demanding quick resolution in order to bring normalcy to JCPP projects.

3-5 Conclusion

The Project has been smoothly conducted and progressed bear the outcomes and will be completed by the scheduled period. At present, AGCI has started to apply the skills and knowledge acquired through participation in the Project activities into its operations, in which project counterparts personnel take an active role to establish the technical environment at the Agency.

On the other hand, as it is often the case capacity development could not be completed in the organizational level within the short span of time. In line with this, the necessary follow-up and further technical supports should be taken after the Project period so that 1)Counterpart personnel could maintain the technical quality level and 2)systematizing the newly introduces work procedure in AGCI, and 3)also could develop or enhance the Agency's capacity through effective use of the Project outcomes.

3-6 Recommendations (specific measures, proposals, and advice pertaining to the Project)

(1) Recommendation for the remaining Project Period

1) Expansion of PCM workshop implementers

One of the indicators of Output 5 (at least one Chilean university subscribes to an agreement with AGCI to implement PCM workshops) has not been accomplished. Therefore, it will be necessary to identify a broad range of potential bodies, rather than focusing entirely on universities, and to conclude contracts and agreements with these bodies during the Project Period. This is because work to achieve this output seeks 1) to accumulate and extend know-how on PCM, which is an effective method for planning and supervising economic and social development projects, and by extension 2) to foster and secure human resources capable of serving as actors in Horizontal Cooperation in Chile.

2) Capacity development at individual level

Although all of the Project output indicators are quantitative, it will also be necessary to evaluate the capacity development of individual C/Ps in terms of qualitative aspects. Thus, efforts to create more opportunities for practical application that also consider efficiency will be needed in order to raise quality. This will involve, for example, 1) holding of intra-organizational study groups, 2) participation in workshops as moderators, and 3) participation in project-formulation study teams/evaluation teams (or, if this is difficult, in evaluations in projects in which Japan is extending cooperation to Chile through bilateral cooperation).

3) Capacity development at organizational level (1)

For each output, it will necessary to establish application of skills and knowledge acquired by individual C/Ps through participation in the Project as common practice in operations. This should be done by, for example, systematizing such application in a JCPP Guideline to be complied with in operations.

4) Capacity development at organizational level (2)

The following can be listed as functions that AGCI should bring together as the JCPP implementing agency: 1) study of optimum approaches and formulation of mid- and long-term cooperation scenarios for priority fields, priority issues, cooperation needs, and support in the development of final beneficiary countries; 2) strengthening and expansion of domestic cooperation frameworks; 3) creation of an institutional environment for finding, developing, and utilizing (including rank and working conditions) aid personnel; and 4) reinforcement of project supervision in final beneficiary countries. Although establishing such functions in the remaining time of the Project will be difficult, even just preparing a rough plan for a mid-term program by the end of the Project will prove both vital and effective.

5) Strategic promotion of JCPP activities

Clear identification of public-relations targets for inside Chile and outside Chile and then promotion of effective responses for each target will be necessary.

(2) Recommendation after the end of the Project Period

1) Continuous follow-up toward system establishment and stabilization

Recommendations mentioned above 2) to 5) of 3-6 (1), for remaining period should continuously be followed-up.

2) Position of JCPP projects in final beneficiary countries

Treatment of requested JCPP activities in final recipient countries can be

discussed **as an issue** of project supervision and management during project implementation. It is recommended that demarcation and role to be taken in local site by each actor of JCPP, namely recipient country, Embassy of Chile, and JICA local office, should be clarified and identified. Both sides of JICA and AGCI should begin the study this issue from an operational standpoint.

3) Expansion of collaboration among Latin American countries which have Partnership Program(PP) Agreement with Japan

AGCI's knowledge and know-how, including the results of capacity development as a South-South Cooperation implementing agency that were achieved through this Project, should be shared with other countries having the similar PP in the region.), and that activities to further strengthen collaboration be promoted.

3-7 Lessons learned (items drawn from the Project that will prove useful as references when identifying and formulating, implementing, and managing similar projects)

(1) Support for reinforcement of aid resources from aid organizations

Under the Project, it is steadily started to establish relationships between aid organizations and domestic sectors, through. incorporation of external agencies which have special expertise into project formulation study and monitoring/evaluation teams, technical transfer on PCM to universities and other cooperating institutions, and participation of public-sector and local government personnel in PCM training. When implementing similar projects, it is effective to actively mention among targets the inclusion of domestic sectors from the beginning of project design.

(2) Characteristics as capacity development-related projects

In projects to strengthen aid organizations, it is important to develop both the capacity of the individuals who make up the organization as well as of the organization itself.

In capacity development of individuals, it is important to be monitored by establishing clear indicators, including the quality of technologies acquired and ability to put them into actual practice.

In capacity development of the organization, the concept of "organizational strengthening" is sometimes ambiguous. Thus, it is important to establish this concept as clearly and as concretely as possible at the design stage so that persons concerned can get a more tangible picture.