

Terminal Evaluation Report
on
Project for Strengthening of Local Capacities
to Promote Local Development
with the Life Improvement Approach
in the Eastern Region in El Salvador

September 2022

Japan International Cooperation Agency (JICA)
Economic Development Department

ED
JR
22-164

Terminal Evaluation Report
on
Project for Strengthening of Local Capacities
to Promote Local Development
with the Life Improvement Approach
in the Eastern Region

September 2022

Table of Contents

ABBREVIATIONS AND ACRONYMS.....	5
1 Introduction.....	6
1.1 Purpose of the Terminal Evaluation.....	6
1.2 Members of the Terminal Evaluation Team.....	6
1.3 Schedule for the Evaluation.....	6
1.4 Methodology for the Evaluation.....	6
1.5.1 PDM used for the evaluation.....	7
1.5.2 Points for the evaluation.....	7
2 Outline of the Project.....	8
2.1 Background of the Project.....	8
2.2 Outline of the Project.....	9
3 Accomplishment of the Project.....	10
3.1 Summary of Inputs.....	10
3.1.1 Japanese Side.....	10
3.1.2 El Salvador Side.....	10
3.2 Implementation of Activities.....	11
3.3 Accomplishment of Project Outputs.....	11
3.3.1 Output 1.....	11
3.3.2 Output 2.....	12
3.3.3 Output 3.....	14
3.3.4 Output 4.....	14
3.3.5 Output 5.....	15
3.4 Achievement of Project Purpose.....	16
3.5 Overall Goal.....	16
3.7 Examination of Project Implementation Process.....	17
4 Evaluation results by Six Criteria.....	18
4.1 Relevance.....	18
4.2 Coherence.....	18
4.3 Effectiveness.....	18
4.4 Efficiency.....	19
4.5 Impact.....	19
4.6 Sustainability.....	20
5. Conclusions.....	21
6 Recommendations and Lessons Learned.....	24

6.1 Recommendations for the Remaining Period of the Project.....	24
6.2 Recommendations for after the Project.....	24
6.3 Lessons Learned	25
<i>Annex</i>	29
Annex I: Schedule.....	29
Annex II: Trainings	30
Annex III: Participants of municipalities	31
Annex IV: Equipment List	34
Annex V: Evaluation Grid	36
Annex VI: Project Design Matrix (PDM) Ver.3 (used for evaluation)	46
Annex VII: Plan of Operation (PO)	50

ABBREVIATIONS AND ACRONYMS

Original Abbreviation (in Spanish)	Original in Spanish (in English)	Japanese
ESCO	Agencia de El Salvador para la Cooperación Internacional (El Salvador Agency for International Cooperation)	国際協力庁
AC	Agenda Ciudadana (Citizen Agenda)	市民憲章
n/a	Asamblea Comunitaria	村落会議
ADESCO	Asociación de Desarrollo Comunal (Community Development Association)	村落開発委員会
CENTA	Centro Nacional de Tecnología Agropecuaria y Forestal (National Center of Agricultural and Forestry Technology)	国立農牧林業技術センター
CCC	Comite Conjunto de Coordinación (Joint Coordinating Committee)	合同調整委員会
CODEM	Comité de Desarrollo Municipal (Municipal Development Committee)	市開発委員会
C/P	Contraparte (Counterpart)	カウンターパート
DOM	Dirección Nacional de Obras Municipales (National Directorate of Municipal Works)	地方自治体建設局
EMV	Enfoque de Mejoramiento de Vida (Life Improvement Approach)	生活改善アプローチ
ETM	Equipo Técnico Municipal (Municipal Technical Team)	市役所プロジェクト担当者
FISDL	Fondo de Inversión Social para el Desarrollo Local (Social Investment Fund for Local Development)	地方開発社会投資基金
FODES	Fondo para el Desarrollo Económico Y Social de las Municipalidades de El Salvador (Fund for Economic and Social Development of the Municipalities of El Salvador)	エルサルバドル自治体のための社会・経済開発基金 (地方交付金)
G.G.	Grupo Gestor (Management Group)	PACOの策定と実施に責任を持つコミュニティ代表組織
IOV	Indicadores Objetivamente Comprobables (Objectibly Verifiable Indicator)	客観的に確認できる指標
ISDEM	Instituto Salvadoreño de Desarrollo Municipal (Salvadoran Institute for Municipal Development)	市開発機構
MDP	Matriz de diseño del proyecto (Project Design Matrix)	プロジェクト・デザイン・マトリックス
MV	Memoramiento de Vida (Life Improvement)	生活改善
MC	Mesa Ciudadana (Citizen's Board)	市民会議
MI	Mesa Interinstitucional (Inter-institutional Board)	組織間連携会議
MINDEL	Ministerio de Desarrollo Local (Ministry of Local Development)	地方開発省
MIGOBTD	Ministerio de Gobernación y Desarrollo Territorial (Ministry of Government and Territorial Development)	内務/テリトリ開発省
MINSAL	Ministerio de Salud (Ministry of Health)	エルサルバドル国保健省
MGS	Modelo de Gestión Soacial (Social Management Model)	社会開発モデル
n/a	Municipalidad (Alcaldía Municipal)	市役所
ONG	Organización Non-Gubernamental (Non-governmental Organization)	非政府組織
n/a	Pauta Metodológica	手法ガイドライン (手引書)
PACO	Plan de Acción Comunitaria (Community Action Plan)	集落開発計画
PDC	Plan de Desarrollo Comunitario (Community Development Plan)	村開発計画
PEM	Plan Estratégico Municipal (Strategic Municipal Plan)	市戦略計画
PEP	Plan Estratégico Participativo (Participatory Strategic Plan)	参加型戦略計画
PEPM	Plan Estratégico Participativo Municipal (Municipal Strategic Participatory Plan)	参加型市開発戦略プラン
PO	Plan Operativo (Plan of Operation)	活動計画
POA	Plan Operativo Annual (Annual Operqation Plan)	年間活動計画
PQD	Plan Quinquenal de Desarrollo (Five-Year Development Plan)	国家開発5か年計画
PMV	Promotor de Mejoramiento de Vida (Life Improvement Promoter)	生活改善普及員
FOCAL	Proyecto de Fortalecimiento de las Capacidades Locales (Local Capacity Building Project)	地方開発のための自治体能力強化プロジェクト
PFGL	Proyecto de Fortalecimiento de los Gobiernos Locales (Project to Strengthen Local Governments)	地方行政能力強化プロジェクト
PRODECA	Proyecto para el Desarrollo de las Capacidades de los Gobiernos Locales (Local Government Capacity Building Project)	地方自治体能力強化
RM	Referente Municipal (Municipal Referent/ Project manager in municipality)	市役所助役 (プロジェクト責任者)
R/D	Registro de Discusiones (Record of Discussions)	討議議事録
STPP	Secretaría Técnica y de Planificación de la Presidencia (Technical and Planning Secretariat of the President)	大統領府技術・計画庁
UES	Universidad El Salvador (El Salvador University)	エルサルバドル大学
Original Abbreviation (in English)	Original in English (in Spanish)	Japanese
C/P	Counterpart (Contraparte)	カウンターパート
OVI	Objectibly Verifiable Indicator(Indicadores Objetivamente Comprobables)	客観的に確認できる指標
JCC	Joint Coordinating Committee (Comite Conjunto de Coordinación)	合同調整委員会
JICA	Japan International Cooperation Agency (Agencia de Cooperación Internacional de Japón)	独立行政法人 国際協力機構
M/M	Minutes of Meeting (Minuta de la Reunión)	協議議事録
NGO	Non-governmental Organization (Organización Non-Gubernamental)	非政府組織
PDM	Project Design Matrix (Matriz de diseño del proyecto)	プロジェクト・デザイン・マトリックス
PO	Plan of Operation (Plan Operativo)	活動計画
R/D	Record of Discussions (Registro de Discusiones)	討議議事録

1 Introduction

1.1 Purpose of the Terminal Evaluation

The terminal evaluation examines and analyzes the project activities, results, and achievement of the project goals prior to the project's completion in January 2023 and discusses with the relevant parties in the central and local governments to review and make recommendations on issues to be addressed during the project period and actions and directions to be taken after the completion of the project.

The terminal evaluation also aims to summarize the lessons learned through the implementation of the Project and to make recommendations for the implementation of similar projects in the future.

1.2 Members of the Terminal Evaluation Team

The team consisted of the following members.

(1) C/P government members

Table 1: C/P government members

#	Name	Role in the Team	Title
1	Ms. Ana L. Orantes	Evaluation member	Director, Social Development, MINDEL
2	Ms. Ibelsy C. Hasbun	Evaluation member	Manager, Social Development, MINDEL
3	Ms. Katherine E. Vigil	Evaluation member	Specialist, project coordination, ESCO

(2) JICA members

Table 2: JICA members

#	Name	Role in the Team	Title
1	Mr. Michiyuki Shimoda	Team Leader	JICA International Cooperation Expert
2	Ms. Yoko Ichikawa	Cooperation Planning	JICA Economic Development Dept. Agriculture and agricultural village development Group1, Team3
3	Mr. Takeshi Kikukawa	Evaluation Analysis	Managing Director, Centinos, Inc.
4	Ms. Yuko Yagi	Interpreter	Iroha Translation & Solutions, S.A. de C.V.

1.3 Schedule for the Evaluation

The evaluation was conducted from August 21st to September 14th, 2022. The schedule for the review study is as summarized in Annex I.

1.4 Methodology for the Evaluation

The procedures taken for the evaluation are in accordance with the "JICA Project Evaluation Guidelines Version 1" and "JICA Project Evaluation Guidelines Version 2." The activities of the study mission are described below.

(1) Preliminary work and preparation of an Evaluation Grid

Before commencing the field study, an Evaluation Grid was prepared based on the existing documents related to the Project, which summarized evaluation questions and study points for the review. The evaluation grid is as shown in the Annex.

(2) Field study

While the evaluation team conducted the field study, the team visited project sites and carried out a series of interviews and discussions with the Project Team members (Japanese Experts and counterpart [C/P] personnel), the officials of municipalities and the participants in the

communities in the respective target areas, and other stakeholders to collect necessary data and information.

1.5.1 PDM used for the evaluation

The evaluation team conducted the review exercise referring to the latest version of PDM that was agreed between El Salvador and Japanese project members. The PDM used for the evaluation is shown in Annex.

1.5.2 Points for the evaluation

The results were examined with particular attention to the following points:

(1) Achievement and Implementation Process of the Project

Degree of the Project achievement including Inputs, Activities, Project Outputs and Project Purpose was assessed with reference to Objectively Verifiable Indicators (OVIs) stated in the PDM. The process of the Project implementation was assessed from the viewpoints of project management.

(2) Evaluation with six evaluation criteria

In addition to assessment of achievement and implementation process of the Project, the evaluation team assessed the Project performance from the viewpoints of six evaluation criteria described in the table below.

Table 3 : Criteria for Evaluation

Criteria	Description
Relevance	A criterion for considering the validity and necessity of the Project regarding whether the expected effects of the project will meet with the needs of target beneficiaries; whether the contents of the Project is consistent with policies of the government of El Salvador; whether the Project strategies and approaches are relevant.
Coherence	A criterion for assessing the consistency of the Project with the development partner's policy, international norms and other relevant standard.
Effectiveness	A criterion for considering whether the implementation of the Project has benefited and/or will benefit the intended beneficiaries or the target society and examining if the benefit has been brought about as a result of the Project, not of external factors.
Efficiency	A criterion for considering how economic resource/inputs is converted to results. The main focus is on the relationship between the project cost and effects.
Impact	A criterion for considering the effects of the Project with an eye on the longer-term effects including direct or indirect, positive or negative, intended or unintended.
Sustainability	A criterion for considering whether produced effects continue after the termination of the Project.

Source: Prepared based on JICA Guidelines for Project Evaluation (2010)

2 Outline of the Project

2.1 Background of the Project

In El Salvador, the economic disparity between urban and rural areas is an issue. There is an economic disparity between urban and rural areas, with absolute and relative poverty rates of 6.4% and 23.5%, respectively, in urban areas by household, while the rural average is 10.4% and 27.2%, respectively. In particular, the eastern regions (Morazán, Usulután, San Miguel, and La Unión provinces) were affected most severely by the civil war and have long been left out of development. The region is also characterized by a high reliance on overseas remittances from migrant families abroad due to low household incomes (about 34% in the Eastern Region compared to about 25% of households receiving remittances nationally). In order to solve poverty issues in the eastern region, there is a Master Plan for Sustainability and Comprehensive Development of the Eastern Region of El Salvador, which consists of six development programs, including social development, and various development projects are being implemented under this plan.

The Social Investment Fund for Local Development (FISDL), which was the implementing agency for the country's social development programs, created the Local Development Section within the Department of Social Development and strengthened its local development efforts in line with the Five-Year National Development Plan. Since strengthening the capacity of mayors' offices is important for local development, FISDL conducted a two-year pilot project starting in July 2015 for 10 cities across the country, including 6 cities in the eastern region, entitled "Strengthening the Capacity of Local Governments for the Implementation of Social Programs Based on the Life Improvement Approach," with the objective of implementing social development projects in a sustainable and self-sustaining manner. The project carried out activities targeting groups of residents and produced results in the form of strengthened relations with mayor's offices, improved housing based on residents' self-help efforts, improved food habits, improved water source environment, support to socially vulnerable groups in the community, and increased cash income.

Based on this, it was considered effective to introduce the Life Improvement Approach in local municipalities and strengthen their capacity to implement development projects based on this approach, thus enabling the country to implement independent and sustainable social development projects in the future. Therefore, a technical cooperation project is being implemented in El Salvador, "Project for Strengthening of Local Capacities to Promote Local Development with the Life Improvement Approach in the Eastern Region," with the objective of establishing a participatory rural development model in the eastern region based on the life improvement approach. In December 2021, following a policy change by the Government of El Salvador, the Social Investment Fund for Local Development (FISDL) was dissolved and the social development sector was transferred to the Ministry of Local Development (MINDEL).

2.2 Outline of the Project

The outline of the Project can be described in the following.

Table 4: Outline of Project

Narrative Summary	Indicators
<p>Overall Goal</p> <p>Institutional and human capacities for local development management in the Eastern Region have been strengthened. (1)</p>	<p>1) 50% of participating municipalities have implemented improvements in their system of monitoring and evaluation of municipal Plans.</p> <p>2) 60% of participating communities that had made a Community Action Plan (PACO), execute self-management and co-management actions contained in their planning.</p>
<p>Project Purpose</p> <p>Establish a social management model (2), based on planning with an MV (Life Improvement) approach.</p>	<p>1) At the end of the project, there is a social management model with a validated life improvement approach in 25% of the participating municipalities.</p> <p>2) 50% of the communities that have their PACO (Community Action Plan), have linked to the municipal plan.</p> <p>3) 50% of the participating municipalities have a Citizen Agenda linked to Municipal Planning (different sectors of municipalities such as civil society, Community Management Groups, ADESCO and others).</p> <p>4) 50% of the pilot municipalities, through the Inter-institutional Committee, support and advise the community and municipal plans (the municipal technical teams participate).</p>
<p>Expected Outputs</p>	
<p>Expected Output 1: The Life Improvement has been disseminated among the institutions present in the participating municipalities as an approach that generates self-managed processes in families and communities.</p>	<p>1) 50% of the target municipalities have the Inter-institutional Committee, whose participating entities have socialized the Life Improvement approach.</p>
<p>Expected Output 2: Community planning processes have been promoted with EMV (Life Improvement Approach) and its articulation with the municipal development plans, as a factor that contributes to the social development of the participating municipalities.</p>	<p>1) 75% of the communities participating in the project prepare their PACO.</p> <p>2) 60% of the communities that have their PACO, manage municipal and/or other institutions support to implement actions in one of the five work areas (3)</p> <p>3) 20 Communities that have prepared their PACO update and evaluate their progress.</p>
<p>Expected Output 3: The local articulation between public and private institutions has been promoted based on the need expressed in the different levels of planning (community and municipal).</p>	<p>1) At least three institutions of each of the participating municipalities generate support actions for the municipal plans.</p>
<p>Expected Result 4: A Training Plan has been designed and executed for municipal personnel on Local Development and Life Improvement.</p>	<p>1) 100% of participating municipalities elaborated the training plan and have been trained.</p> <p>2) 75% of trained persons of pilot municipalities have applied the knowledge of PACO's Planning to Life Improvement approach.</p>
<p>Expected Result 5: The methodological guidelines of the model have been developed, validated and applied, based on the systematization of their execution.</p>	<p>1) At the end of the project, the methodological guidelines are available, once the model has been validated y aplicados by MINDEL.</p>

Source: Summarized from Project Design Matrix (Ver. 3)

3 Accomplishment of the Project

3.1 Summary of Inputs

3.1.1 Japanese Side

The followings are the actual inputs from JICA to support the project implementation.

(1) Dispatch of Experts

A total of 7 experts in respective technical fields have been assigned to the Project by the time of the evaluation mission.

Table 5: Japanese Expert List

#	Name	Position	Assignment Period
1	Minoru Arimoto	Chief advisor/ Local government administration	Aug 2019- present (current, short-term basis)
2	Jiro Nakamura	Deputy general manager	Apr 2021 – present (current, long-term)
3	Yumiko Murakami	Training material development	Feb - Mar 2022
4	Ryuichi Kuwagaki	Chief advisor (former)	Jan 2018 - Jan 2021
5	Natsue Hagishino	Coordination	Jan 2018 – Jan 2020
6	Chiaki Harada	Local development/ Life improvement	Jan 2018 – Jan2020
7	Satsuki Yanagihara	Community development planning/ Life improvement	June 2018 – Jul 2018, Aug 2018 – SEP 2018

Source: Project Team

(2) Counterpart Trainings

The total of 10 officers were sent to Japan for training on “Sustainable Rural Development through the Life Improvement Approach for Latin American Countries” and “Strengthening Local Governments for Local Development with Community Participation.” The total of 33 officers were sent to Honduras for “Experience exchange on the project in Honduras”. The trainings and meetings in the project activities are also shown in the Annex II.

3.1.2 El Salvador Side

(1) Assignment of Counterpart Personnel

The total of 3 managers of MINDEL in respective technical fields are assigned to the Project in the below.

Table 6: El Salvador Expert List

Personal Resources of MINDEL			Updated on August 09, 2022		
Institution	Position	Project Position	Name	Period	
Ministry of Local Development (MINDEL)	Minister / Project Manager	Project Manager	María Ofelia Navarrete de Dubón	June 2019	~
	Deputy Director of the Project	Project Manager	Ana Lucía Orantes Hernández	January 2022	~
	Head of the Productive Development Department	Project Coordinator	Ibelsy Carolina Hasbún de Leiva	January 2022	~

Source: Project Team

(2) Costs borne by El Salvador Side

The government of El Salvador and municipalities have provided the cost and facilities for the following items.

<MINDEL>

- MINDEL Social Development Department's Production and Development Section's technical officer, project office space and office furniture, communication equipment, vehicles, fuel, communication costs, and utilities.
- MINDEL's medical office and doctors/nurses, security guards, cleaners, etc.

<Municipalities>

- Assistant Director, Municipal Development Technical Team (Social Development Promoters, Women Promoters, Environmental Promoters, Youth Promoters, and other Social Development Extension Agents)
- Communication equipment, vehicles, fuel, and communication costs in the Pursuit of Action Plan for Communities (PACO) activities, civic meetings, and inter-institutional meetings.

3.2 Implementation of Activities

The Project started in January 2018 with the kick-off meeting with FISDL. The Project has also experienced the COVID-19 pandemic through which the implementation of the Project was significantly affected and delayed from the originally envisaged schedule.

The Project's executing agency has also changed. At the end of December 2021, the Social Investment Fund for Local Development (FISDL) was dissolved and the Directorate of Municipal Works (DOM) took over all operations. On February 2nd, an Institutional Cooperation Agreement (renewable at the discretion of the parties) was signed between DOM and the Ministry of Local Development (MINDEL), transferring the operations of the social development sector carried out by DOM to MINDEL. Following the revision of the MDP and the PO, on March 9th, the Record of Discussions (R/D) revision act was signed between MINDEL and JICA, and the counterpart was officially assigned.

In addition, the number of development extension agents employed by the 12 target municipalities decreased from 72 to 44 in 2022. Some cities have rehired or confirmed the participation of free volunteers in their activities, with 46 development extension agents (promoters) engaged as of the end of June. Furthermore, FISDL contributed approximately US\$50,000 per city to fund activities in the target municipalities until 2021. However, after 2022, there will be no funding support from the central government for any activities.

3.3 Accomplishment of Project Outputs

This section summarizes the achievement of the respective Project Outputs based on Objectively Verifiable Indicators (OVIs) shown in the current version of PDM. The accomplishment is assessed based on the authorized data available as of August 2022 unless otherwise specified. The evaluation however considers the recent trend of the progress in addition to the authorized data.

3.3.1 Output 1

Output 1: Life Improvement has been disseminated among the institutions of the participating municipalities as an approach that generates self-management processes in families and communities.

Table 7: Indicators for Output 1

#	Verifiable Indicators	Achievements
1-1	50% of the municipalities targeted by the Project have an Inter-institutional Committee, whose participating entities have been socialized with the Life Improvement approach.	The cooperation and collaboration in PACO activities have been confirmed in 9 municipalities cities including Joateca, Torola, Chilanga, Guatajiagua, El Rosario, Mercedes Umaña, Nueva Granada, Tecapán and San Antonio as of June 2022. Therefore, the achievement level of this indicator is 75.0% (9/12 cities), which has already been achieved.

Source: Project Team

Output 1	Overall
Life Improvement has been disseminated among the institutions present in the participating municipalities as an approach that generates self-management processes in families and communities.	The output 1 has been achieved.

3.3.2 Output 2

Output 2: Community planning processes have been promoted with EMV and their articulation with municipal development plans as a factor contributing to the social development of the participating municipalities.

Table 8: Indicators for output 2

#	Verifiable Indicators	Achievements																																																															
2-1	75% of the communities participating in the Project prepare their PACO.	The status of the achievement is as shown in the below table. The achievement rate is 79.4%, which is more the target of 75%. Thus, the target is achieved.																																																															
		<table border="1"> <thead> <tr> <th rowspan="2">Department</th> <th rowspan="2">Municipality</th> <th colspan="2"># of PACO</th> <th rowspan="2">Achievement (%)</th> </tr> <tr> <th>Active</th> <th>Completed</th> </tr> </thead> <tbody> <tr> <td rowspan="7">Morazán</td> <td>Joateca</td> <td>6</td> <td>4</td> <td>66.7</td> </tr> <tr> <td>Torola</td> <td>9</td> <td>6</td> <td>66.7</td> </tr> <tr> <td>Chilanga</td> <td>7</td> <td>6</td> <td>85.7</td> </tr> <tr> <td>Guatajiagua</td> <td>8</td> <td>4</td> <td>50.0</td> </tr> <tr> <td>Cacaopera</td> <td>4</td> <td>2</td> <td>50.0</td> </tr> <tr> <td>El Rosario</td> <td>4</td> <td>4</td> <td>100.0</td> </tr> <tr> <td>San Isidro</td> <td>4</td> <td>4</td> <td>75.0</td> </tr> <tr> <td rowspan="3">Usulután</td> <td>Mercedes Umaña</td> <td>11</td> <td>10</td> <td>90.9</td> </tr> <tr> <td>Nueva Granada</td> <td>4</td> <td>4</td> <td>100.0</td> </tr> <tr> <td>Tecapán</td> <td>5</td> <td>5</td> <td>100.0</td> </tr> <tr> <td rowspan="2">San Miguel</td> <td>Sesori</td> <td>4</td> <td>3</td> <td>75.0</td> </tr> <tr> <td>San Antonio</td> <td>2</td> <td>2</td> <td>100.0</td> </tr> <tr> <td colspan="2" style="text-align: center;">Total</td> <td>68</td> <td>54</td> <td>79.4</td> </tr> </tbody> </table>	Department	Municipality	# of PACO		Achievement (%)	Active	Completed	Morazán	Joateca	6	4	66.7	Torola	9	6	66.7	Chilanga	7	6	85.7	Guatajiagua	8	4	50.0	Cacaopera	4	2	50.0	El Rosario	4	4	100.0	San Isidro	4	4	75.0	Usulután	Mercedes Umaña	11	10	90.9	Nueva Granada	4	4	100.0	Tecapán	5	5	100.0	San Miguel	Sesori	4	3	75.0	San Antonio	2	2	100.0	Total		68	54	79.4
		Department			Municipality	# of PACO		Achievement (%)																																																									
			Active	Completed																																																													
		Morazán	Joateca	6	4	66.7																																																											
			Torola	9	6	66.7																																																											
			Chilanga	7	6	85.7																																																											
			Guatajiagua	8	4	50.0																																																											
			Cacaopera	4	2	50.0																																																											
			El Rosario	4	4	100.0																																																											
			San Isidro	4	4	75.0																																																											
		Usulután	Mercedes Umaña	11	10	90.9																																																											
			Nueva Granada	4	4	100.0																																																											
Tecapán	5		5	100.0																																																													
San Miguel	Sesori	4	3	75.0																																																													
	San Antonio	2	2	100.0																																																													
Total		68	54	79.4																																																													
2-2	60% of the communities that have a PACO negotiate	The current status of the progress is as summarized in the below table. The indicator has been met with the current achievement rate of 92.6%.																																																															

#	Verifiable Indicators	Achievements																																																
	support with municipal and/or other institutions to implement actions in one of the five areas of work (3).	Municipality	# of communities that completed PACO by Aug 2022	# of communities that have been provided support from municipalities and related organizations	Achievement (%)																																													
		1 st group	Joateca	4	4	100.0																																												
			Torola	6	6	100.0																																												
			Chilanga	6	6	100.0																																												
			Guatajiagua	4	4	100.0																																												
			Mercedes Umaña	10	10	100.0																																												
			Sesori	3	1	33.3																																												
		2 nd group	Cacaopera	2	2	100.0																																												
			El Rosario	4	4	100.0																																												
			San Isidro	4	3	75.0																																												
			Nueva Granada	4	4	100																																												
			Tecapán	5	4	80.0																																												
			San Antonio	2	2	100.0																																												
			Total	54	50	92.6																																												
2-3	20 Communities that have prepared their PACO update and evaluate their progress.	<p>The number of the communities that have prepared their PACO update and evaluate their progress is 15. The target is 20 communities, which have not been achieved.</p> <table border="1"> <thead> <tr> <th>Municipality</th> <th># of communities that have completed PACO by Aug 2022</th> <th># of communities that have been supported by the municipality and related organizations (the activity of PAC is assessed.)</th> </tr> </thead> <tbody> <tr> <td rowspan="6">1st group</td> <td>Joateca</td> <td>4</td> <td>1</td> </tr> <tr> <td>Torola</td> <td>6</td> <td>1</td> </tr> <tr> <td>Chilanga</td> <td>6</td> <td>3</td> </tr> <tr> <td>Guatajiagua</td> <td>4</td> <td>4</td> </tr> <tr> <td>Mercedes Umaña</td> <td>10</td> <td>5</td> </tr> <tr> <td>Sesori</td> <td>3</td> <td>1</td> </tr> <tr> <td rowspan="6">2nd group</td> <td>Cacaopera</td> <td>2</td> <td>0</td> </tr> <tr> <td>El Rosario</td> <td>4</td> <td>0</td> </tr> <tr> <td>San Isidro</td> <td>4</td> <td>0</td> </tr> <tr> <td>Nueva Granada</td> <td>4</td> <td>0</td> </tr> <tr> <td>Tecapán</td> <td>5</td> <td>0</td> </tr> <tr> <td>San Antonio</td> <td>2</td> <td>0</td> </tr> <tr> <td></td> <td>Total</td> <td>54</td> <td>15</td> </tr> </tbody> </table>				Municipality	# of communities that have completed PACO by Aug 2022	# of communities that have been supported by the municipality and related organizations (the activity of PAC is assessed.)	1 st group	Joateca	4	1	Torola	6	1	Chilanga	6	3	Guatajiagua	4	4	Mercedes Umaña	10	5	Sesori	3	1	2 nd group	Cacaopera	2	0	El Rosario	4	0	San Isidro	4	0	Nueva Granada	4	0	Tecapán	5	0	San Antonio	2	0		Total	54	15
Municipality	# of communities that have completed PACO by Aug 2022	# of communities that have been supported by the municipality and related organizations (the activity of PAC is assessed.)																																																
1 st group	Joateca	4	1																																															
	Torola	6	1																																															
	Chilanga	6	3																																															
	Guatajiagua	4	4																																															
	Mercedes Umaña	10	5																																															
	Sesori	3	1																																															
2 nd group	Cacaopera	2	0																																															
	El Rosario	4	0																																															
	San Isidro	4	0																																															
	Nueva Granada	4	0																																															
	Tecapán	5	0																																															
	San Antonio	2	0																																															
	Total	54	15																																															

Source: Project Team

Output 2	Overall
Community planning with EMV and its articulation with municipal development plans have been promoted as a factor contributing to the social development of the participating municipalities.	The one of the indicators has been achieved while the other two indicators are in progress. Considering the progress of the activities on output2, the completion of output 2 appears promising and the monitoring is necessary.

3.3.3 Output 3

Output 3: The local articulation between public and private institutions has been promoted based on the need expressed in the different planning levels (community and municipal).

Table 9: Indicators for Output 3

#	Verifiable Indicators	Achievements			
3-1	At least three institutions of each of the participating municipalities generate support actions for the municipal plans.	The number of the organizations that support PACO is as shown in the below table. All the municipalities have been supported by more than 3 institutions. Thus, the target indicator is achieved.			
			Municipality	# of the organizations in active	# of the organizations that support PACO
		1 st group	Joateca	23	7
			Torola	19	14
			Chilanga	11	10
			Guatajiagua	13	7
			Mercedes Umaña	11	4
			Sesori	8	6
		2 nd group	Cacaopera	15	5
			El Rosario	17	12
			San Isidro	17	9
			Nueva Granada	18	13
			Tecapán	22	15
			San Antonio	19	9
Total		192	111		

Source: Project Team

Output 3	Overall Prospects
The local articulation between public and private institutions has been promoted based on the need expressed in the different levels of planning (community and municipal).	The target of Output 3 has been achieved.

3.3.4 Output 4

Output 4: A Training Plan has been designed and executed for municipal personnel on Local Development and Life Improvement.

Table 10: Indicators for Output 4

#	Verifiable Indicators	Achievements																																																														
4-1	A training plan has been designed and implemented for 100% of pilot municipalities.	<ul style="list-style-type: none"> The officers in the municipalities, who are trained in the Project, have extended the training to the leaders in the communities. The total number of the trained people by February 2022 are 417 people (male 223 and female 194) in total from 59 communities in 12 municipalities. Thus, the indicator is achieved. 																																																														
4-2	75% of trained people from pilot municipalities have applied the knowledge of PACO Planning with an MVE approach.	<p>The number of social development promoters that attended the trainings and the number of active officers are summarized in the below. The rate of the active officers is 89.1% which exceeds the target of 75%.</p> <p># of social development promoters that attended the trainings and the # of active officers</p> <table border="1"> <thead> <tr> <th rowspan="2">Municipality</th> <th colspan="2"># of trainees</th> <th rowspan="2"># of active officers out of trainees</th> </tr> <tr> <th>Male</th> <th>Female</th> </tr> </thead> <tbody> <tr> <td>Joateca</td> <td>2</td> <td>1</td> <td>3 (100%)</td> </tr> <tr> <td>Torola</td> <td>1</td> <td>3</td> <td>4 (100%)</td> </tr> <tr> <td>Chilanga</td> <td>2</td> <td>1</td> <td>3 (100%)</td> </tr> <tr> <td>Guatajiagua</td> <td>1</td> <td>0</td> <td>1 (100%)</td> </tr> <tr> <td>Mercedes Umaña</td> <td>3</td> <td>6</td> <td>8 (88.9%)</td> </tr> <tr> <td>Sesori</td> <td>2</td> <td>0</td> <td>0 (0%)</td> </tr> <tr> <td>Cacaopera</td> <td>2</td> <td>6</td> <td>7 (87.5%)</td> </tr> <tr> <td>El Rosario</td> <td>1</td> <td>2</td> <td>3 (100%)</td> </tr> <tr> <td>San Isidro</td> <td>1</td> <td>1</td> <td>1 (50.0%)</td> </tr> <tr> <td>Nueva Granada</td> <td>2</td> <td>0</td> <td>2 (100%)</td> </tr> <tr> <td>Tecapán</td> <td>4</td> <td>2</td> <td>6 (100%)</td> </tr> <tr> <td>San Antonio</td> <td>2</td> <td>1</td> <td>3 (100%)</td> </tr> <tr> <td>Total</td> <td>25</td> <td>21</td> <td>41 (89.1%)</td> </tr> <tr> <td></td> <td colspan="2" style="text-align: center;">46</td> <td></td> </tr> </tbody> </table>	Municipality	# of trainees		# of active officers out of trainees	Male	Female	Joateca	2	1	3 (100%)	Torola	1	3	4 (100%)	Chilanga	2	1	3 (100%)	Guatajiagua	1	0	1 (100%)	Mercedes Umaña	3	6	8 (88.9%)	Sesori	2	0	0 (0%)	Cacaopera	2	6	7 (87.5%)	El Rosario	1	2	3 (100%)	San Isidro	1	1	1 (50.0%)	Nueva Granada	2	0	2 (100%)	Tecapán	4	2	6 (100%)	San Antonio	2	1	3 (100%)	Total	25	21	41 (89.1%)		46		
Municipality	# of trainees			# of active officers out of trainees																																																												
	Male	Female																																																														
Joateca	2	1	3 (100%)																																																													
Torola	1	3	4 (100%)																																																													
Chilanga	2	1	3 (100%)																																																													
Guatajiagua	1	0	1 (100%)																																																													
Mercedes Umaña	3	6	8 (88.9%)																																																													
Sesori	2	0	0 (0%)																																																													
Cacaopera	2	6	7 (87.5%)																																																													
El Rosario	1	2	3 (100%)																																																													
San Isidro	1	1	1 (50.0%)																																																													
Nueva Granada	2	0	2 (100%)																																																													
Tecapán	4	2	6 (100%)																																																													
San Antonio	2	1	3 (100%)																																																													
Total	25	21	41 (89.1%)																																																													
	46																																																															

Source: Project Team

Output 4	Overall Prospects
A Training Plan has been designed and executed for municipal personnel on Local Development and Life Improvement.	Output 4 has been achieved.

3.3.5 Output 5

Output 5: The methodological guidelines of the model have been developed, validated and applied, based on the systematization of their execution.

Table 11: Indicators for Output 5

#	Verifiable Indicators	Achievements
5-1	At the end of the Project, the methodological guidelines of the Social Management Model validated and applied by MINDEL are available.	The methodological guidelines are already developed and available in an electronic file. The guideline for the social development model will be completed based on the project results in the municipalities.

Source: Project Team

Output 5	Overall Prospects
The methodological guidelines of the model have been developed, validated and applied, based on the systematization of their execution.	Output 5 has almost been achieved.

3.4 Achievement of Project Purpose

Project Purpose:

Establish a social management model, based on planning with an MV (Life Improvement) approach.

Table 12: Indicators for project purpose

#	Verifiable Indicators	Achievements
1	At the end of the Project, 25% of municipalities apply a social management model with a validated life improvement approach.	All four municipalities have approved the citizen agenda as of August 2022, including Chilanga, Joateca, Guatajiagua and Mercedes Umaña. The latest performance of the indicator is 33.3% (=4/12). Therefore, the indicator has been met. The interpretation of the indicator is that the indicator is considered to be met if the Citizen Committee is managed by citizen representatives and works in coordination with the Inter-institutional Committee.
2	50% of the communities that have developed their PACO have linked it to the municipal plan.	The municipalities in which the communities have their PACO and have been linked to the municipal plan are: Joateca, Torola, Chilanga, Guatajiagua and Merces Umaña. The performance of the indicator is 41.4% (=5/12). Therefore, the indicator has not been met. The interpretation of the indicator is that the citizen agenda is developed with the participation of community leaders who have implemented the PACO.
3	50% of the participating municipalities have a Citizen Agenda linked to Municipal Planning (different sectors of municipalities such as citizenship, Management Groups, ADESCO and others).	The municipalities that have a Citizen Committee are Chilanga, Torola and Joateca. Among them, only Chilanga has a Citizen Agenda. The compliance rate is 25.0% (=3/12). Therefore, the indicator has not been met.
4	50% of the pilot municipalities, through the Interinstitutional Committee, support and advise the community and municipal plans (the municipal technical teams participate).	The municipalities that implement the activities of recommendation, suggestion, coordination of activities and support are the 6 municipalities of Torola, Chilanga, Joateca, Guatajiagua, Mercedes Umaña and El Rosario. The compliance percentage is 50.0% (=6/12). Therefore, the indicator has been met.

Source: Project Team

Project Purpose	Overall Prospects
Establish a social management model, based on planning with an MV (Life Improvement) approach.	Out of 4 indicators, the two are considered to be achieved. While the indicator #3 has not been met at the moment, the project activities have been accelerated particularly in the year 2022. It is therefore judged that the project implementation has been highly evaluated. It is expected that the project purpose would be achieved at the end of the project period.

3.5 Overall Goal

Overall Goal:

Institutional and human capacities for local development management in the Eastern Region have been strengthened.

Table 13: Indicators for overall goal

#	Verifiable Indicators	Achievements
1	50% of participating municipalities have implemented improvements in their system of monitoring and evaluation of municipal Plans.	The baseline of the indicator at the beginning of the Project is 0%. There is no reported data, in the project implementation period, available to monitor the progress of the work by the C/P. It would be necessary to articulate the methodology to monitor and evaluate the performance by the implementing agency.
2	60% of the participating communities that have a PACO implement self-management and co-management actions included in their planning.	The baseline of the indicator at the beginning of the Project is 0%. There is no reported data, in the project implementation period, available to monitor the progress of the work by the C/P. There would be a necessity to establish the guide on the assessment of the actions by the participating communities.

Source: Project Team

Overall Goal	Overall Prospects
Institutional and human capacities for local development management in the Eastern Region have been strengthened.	No observation at this point given the no available data to assess.

3.7 Examination of Project Implementation Process

The project implementation process is as summarized in the Chapter 5.

4 Evaluation results by Six Criteria

The performance of the Project was reviewed from the six evaluation criteria, as discussed.

4.1 Relevance

The relevance of the Project is likely to be moderate.

Table 14: Relevance

#	Evaluation Criteria	Evaluations
1	Needs	<ul style="list-style-type: none"> • El Salvador has emphasized the importance of citizen participation and coordination of local stakeholders through the “Plan Cuscatlán” (2019-2024). • The Project is considered to address the policy and needs of the Government of El Salvador.
2	Priority	<ul style="list-style-type: none"> • MINDEL also established the development policy in the “Plan Estrategico Institucional 2022 – 2024”. Some of the main pillars of the strategy contain “Human and institutional capacities for territorial management strengthened”, and “Strengthened the exercise of the rights of people in vulnerable situations”. The capacity development of citizens and local government would be one of the top priorities. • Thus, the Project is in line with a priority of MINDEL. The details of the policy prioritization of MINDEL on the Project, however, may not be clearly observed in the survey.
3	Project Strategy and Approach	<ul style="list-style-type: none"> • The Project PASO aims to establish a model to develop the capacity of the community and municipality. In addition, the experiences in the project for the life improvement of then-FISDL would also be an asset. • The approach of the Project is therefore well designed and structured.

Source: Evaluation team

4.2 Coherence

The consistency of the Project is high.

Table 15: Coherence

#	Viewpoints	Evaluations
1	Consistency with Japanese policy	<ul style="list-style-type: none"> • The development cooperation policy of the government of Japan states, “Among the important development issues being addressed by the Government of El Salvador, Japan will provide assistance with a focus on economic revitalization and employment expansion in order to promote independent and sustainable development in the country, and will also support the country’s efforts for disaster prevention and environmental conservation. Japan will also strive to support the country’s efforts in disaster prevention and environmental conservation. “This is in line with the autonomous and sustainable approach of the Project.
2	Relation with other projects and international practice	<ul style="list-style-type: none"> • The Master Plan for Development of Eastern Region has a relation with the Project in the administration of the local government. The JICA training program on the rural development through life improvement approach has supported the capacity development of the officers on rural development in El Salvador. Furthermore the prior FISDL project is a basis of the activities of the Project.
3	Relation with SDG	<ul style="list-style-type: none"> • Given the nature of the project activities closely related with the local residents, T Project addressed several SDG goals. These would include: GOAL 1: No Poverty, GOAL 2: Zero Hunger, GOAL 3: Good Health and Well-being, GOAL 5: Gender Equality, GOAL 6: Clean Water and Sanitation, GOAL 10: Reduced Inequality, and GOAL 11: Sustainable Cities and Communities

4.3 Effectiveness

The effectiveness of the Project is high.

Table 16: Effectiveness

#	Viewpoints	Evaluations
1	Achievement of Project Purpose	<ul style="list-style-type: none"> The five outputs of the Project are logically and chronologically designed to achieve the project purpose by starting with providing the trainings and establishing the organization.
2	Detailed Project Design	<ul style="list-style-type: none"> The Project is designed based on the experiences of FISDL (then-C/P), municipalities and citizens that participated in the previous project. The activities of the output are supported by the knowledge and good practices gained through the trainings, the hand-on experiences in their own community and the coordination among the relevant parties. The approach is therefore well structures in the Project.
3	Cooperation with other development partners/projects	<ul style="list-style-type: none"> While there are no ongoing similar development projects in the target municipalities, the knowledge and experiences in the past continue to positively affect the project implementation.
4	Roles and Responsibility	<ul style="list-style-type: none"> The roles and responsibility of the C/P and municipalities are now clear. Most of the field activities are planned and managed by the municipalities.
5	Appropriateness of Indicators/Monitoring	<ul style="list-style-type: none"> The indicators are considered appropriate to monitor and assess the progress and achievement of the project implementation. It is noted that some of the indicators may not be self-explanatory due to the insufficient expression and that the assessment work needs additional interpretation.
6	Hindering Factors	<ul style="list-style-type: none"> The organizational change in the counterpart of FISDL has been one of the significant factors. The funding support was discontinued to the municipalities by FISDL on the project implementation (US\$50,000), in 2022. This has negatively affected the field activities by the municipalities. CODID-19 has also significantly affected the project implementation.

Source: Evaluation team

4.4 Efficiency

The efficiency of the Project is moderate.

Table 17: Efficiency

#	Viewpoints	Evaluations
1	Causal Relations	<ul style="list-style-type: none"> The causal relations of the activities are efficiently established to achieve the project purpose. The project implementation would not just leave the hands-on experiences with the municipalities and communities but establish a verified development model to the relevant organizations on the Project. This approach would be based on the previous experiences of the C/P and the knowledge of the experts of the Japanese side.
2	Resources/Timing	<ul style="list-style-type: none"> The promoters in respective field are deployed by the municipalities. The Japanese side also provided the local consultants to support the municipalities. The Project input the three Japanese experts at the beginning of the Project in 2018 to establish the project organizations, to develop the project documents and materials, and to provide trainings to C/P and municipalities. While this may have been larger than other similar projects, given the complex nature of the Project the inputs would have been necessary for a foundation of the Project. The implementation progress of the group 2 municipalities appears to be faster than those of group 1. A part of reasons would be the solid technical foundation that was constructed during the year 2018. A cause may also include the learning curve effects on the sides of the C/P.

Source: Evaluation team

4.5 Impact

It would be assessed that the Project would have positive impacts.

Table 18: Impact

#	Viewpoints	Evaluations
1	Prospect of Achieving Overall Goal	<ul style="list-style-type: none"> The experiences and achievements in the Project have demonstrated the effectiveness of the social development model. This will and can also be effectively applied in the other communities in the target municipalities. If applied in a correct and timely manner it is expected that the continued efforts by the El Salvador officials would be able to achieve the overall goal. There would be a positive perspective in achieving the overall goals.
2	Ripple Effects	<ul style="list-style-type: none"> The Project has also impact to other non-pilot communities in the target municipalities. Some of the communities consider telling their experiences to other communities.

Source: Evaluation team

4.6 Sustainability

The sustainability of the Project is likely to be moderate based on the currently available evidence.

Table 19: Sustainability

#	Viewpoints	Evaluations
1	Policy and System	As reviewed in the section 4.1 Relevance, the Project is consistent with the current development policy of the government of El Salvador. However, as little time has passed since MINDEL took over as C/P (February 2022), a clear strategy for the project follow-up has not been established.
2	Organization	All municipalities have completed more than one PACO and have established the organization with the communities. As little time has passed since MINDEL took over as project counterpart (February 2022), it has not been possible to define a clear role on project follow-up.
3	Technology/ practice	The municipal officials and community members who have participated in the Project have accumulated practical experience and are equipped with sound competencies. It has also been confirmed that many municipalities have established the necessary organizations, such as the MC and the MI. Therefore, no major problems are expected in the continuation of activities.
4	Finance	Since the central government of El Salvador suspended financial support to the municipalities, this has affected the execution of the project.
5	Overall Evaluation	<ul style="list-style-type: none"> While most of the municipalities and communities are now capable and willing to continue the project activities, there are still some uncertainties on the factors that would support the activities for the next few years. Thus, the Evaluation Team concluded that the sustainability of the Project would be moderate, given the uncertainty of some factors towards the achievement of the overall goal.

Source: Evaluation Team.

5. Conclusions

The Team has conducted a series of field visits and interviews with government officials, municipal officials and other Project stakeholders, collected the necessary information for the review work and assessed the progress of the Project. As a result, the following conclusions are reached.

5.1 Relevance and Effectiveness of the Model Developed

- The “Social Management Model” developed by the Project is based on the initiative of the alumni who participated in the “Life Improvement Approach (EMV)” training course in Japan. It was created by modifying Japan’s EMV according to El Salvador’s own conditions. It was carefully designed to work better in the low-income rural communities in the country. In this sense, it is a “Made in El Salvador Model.”
- The Model is based on residents’ self-help efforts to improve their lives using the resources available around them. It can be said that the approach was very well suited to the environment in which the low-income residents and local governments with very limited budgets were located.
- In the Project target areas, communities began the process of gaining experiences of small but concrete successes with this EMV; as these experiences accumulated, the awareness of residents and leaders changed in the following ways:
 - ✧ From “Ask for what you don’t have” to “Look for what you do have.”
 - ✧ From “dependence” on the government (outside) to self-confidence and self-esteem that we can do a lot.
- At the same time, it also changed the awareness of local government officials who witnessed the change process.
 - ✧ Technical personnel and mayoral officials changed (from “focused on social aid” to respecting and accompanying the efforts of the communities).
 - ✧ Mayors and councilors (political leaders) realized the importance of this change in the communities and began to support it.
- Another outstanding characteristic of this model is the strategic step of EMV - Community Action Plan (PACO) - Inter-institutional Committee (MI) - Citizen Committee (MC) - Citizen Agenda (AC).
 - ✧ Community members discuss, gather their ideas and elaborate the PACO. As a result of preparing the PACO, their needs and resources were made very clear to them (both members and leaders).
 - ✧ As a result, the communities will be able to independently control their own development process as the main actors, without being influenced by outside interference or interventions (Social Management). And that, in turn, leads to greater self-esteem and self-confidence.
 - ✧ In addition, through their PACO being accepted and respected by the mayor’s office and other institutions, community leaders feel that they are taken into account.
- Also, some local governments have initiated the process of formulating a “Municipal Development Plan with EMV” based on the Citizen Agenda that represents the needs and voices of the citizens (Municipal Strategic Plan that has three axes: projects for DOM, projects for FODES, and community self-management projects with EMV). Also, they

propose elaborating it by forming a work team composed of members of the Municipal Technical Team (ETM), MC, etc., instead of hiring external consultants.

- A great advantage for the government is that, with this model, many local development actions can be carried out with a limited budget. (The reduction of the transfer fund led to a stronger recognition of this approach's importance and necessity by local governments).
- The good practices in these communities and municipalities can serve as a reference for other communities and municipalities. It would be good if they could be shared through publications or workshops to exchange experiences.

5.2 Sustainability

5.2.1 Local Level

- As mentioned above, the model has generated significant positive changes in the local communities and mayors' offices in the pilot areas, and has proven to be extremely effective and relevant as a model of its own for El Salvador.
- However, at this stage, only a limited number of municipalities have reached the stage of formulating Citizen Agendas, and many others are still in the process of doing so. In such circumstances, the following efforts are required to continue during the next four months until the end of the Project and during the entire period after the end of the Project.
 - ✧ For local governments that have not yet achieved the Citizen Agenda, it is necessary to achieve it in the future after ensuring the establishment and functioning of MI and MC.
 - ✧ The municipalities that have already formulated the Citizen Agenda (AC) need to start formulating the Municipal Strategic Plan (with EMV) based on the AC. In this sense, the Municipality of Chilanga has started to work on this, and it is hoped that other municipalities can learn from them.
 - ✧ On the other hand, it is necessary to continue municipal efforts to ensure that this model is applied equally to other communities in the future. It must be extended to communities within municipalities that have not received EMV and/or PACO.
- The presence and contribution of the four local consultants hired by the Project have been of utmost importance for the effective deployment of this model in the intervention areas. Their contract ends when the Project ends. In the next four months until the end of the Project, it would be important to take the maximum measures to ensure conditions and allow the continued development of this model in each municipality without their support.
- On the other hand, if it is determined that the continuous support of consultants is necessary for a certain period of time, especially for those municipalities that have made less progress in the application of this model, it is necessary to make it feasible in some way. Some possible options are the following:
 - ✧ Seek alternative funding to hire them (including other donors, MINDEL, etc.).
 - ✧ Several municipalities hire them jointly.
 - ✧ Fill the technical gaps in other ways (share knowledge from more experienced municipalities, etc.).
- On the other hand, the knowledge of these consultants with extensive experience in implementing this model is a treasure for the country. It is hoped that their valuable experience and knowledge will be put to good use without being wasted.
- Prior to 2020, a certain amount of fund transfer and budget support for EMV implementation activities of approximately \$50,000 per year on average was provided to target municipalities. Now that this has disappeared, municipalities are making a considerable effort to fund themselves with their own limited financial resources to

promote this model. In this sense, if there were some kind of alternative fiscal measures, it would be easier to implement.

- At the Third Semi-Annual Evaluation of the Project, held on September 7th and 8th, 2022 in the city of San Miguel, the municipalities expressed their interest in continuing to work on the achievements made and the capacities installed in the municipalities and communities.
- It is suggested that the twelve target municipalities sign a letter of understanding endorsed by MINDEL for the establishment of a communication network or partnership for the Social Management Model (MGS) with EMV.

5.2.2 National Level

- FISDL, which promoted the Project as counterpart since its inception in 2018, was dissolved in December 2021, and the disruption of the Project guidance and coordination system in the central government had a significant impact on the final stage of the Project. Subsequently, the counterpart function for this Project was transferred to MINDEL, but the position and role of MINDEL as counterpart in the Project is reduced, as the characteristics granted to MINDEL are different in terms of organizational mission and budgetary aspects.
- It goes without saying that it is essential that each target municipality continue to sustain and develop its efforts after the completion of the Project, but in order to take full advantage of the results of this Project at the national level, the role of MINDEL is extremely important. It is essential to clarify its role and relationship with each target municipality in order to sustain and expand the results obtained to date. Some possible options are the following:
 - ✧ It is suggested that MINDEL facilitate a letter of understanding between the twelve municipalities to establish a communication network or association of MGS with EMV.
 - ✧ It is suggested that MINDEL play an articulating role with other institutions.
 - ✧ It is suggested that MINDEL be a facilitator in terms of procedures, processes and financial management with other institutions or donors.

As a result, the Project has achieved broadly positive results. However, significant challenges remain to be overcome to ensure the sustainability of the results achieved.

Therefore, the Evaluation Team would like the Project Team and the staff involved to consider the recommendations described in the following chapter.

6 Recommendations and Lessons Learned

6.1 Recommendations for the Remaining Period of the Project

The Evaluation Team recommends that the Project consider the following items for the remaining period.

6.1.1 Local Level

- At this stage of the Terminal Evaluation, only a limited number of municipalities have reached the stage of formulating Citizen Agendas, and many others are still in the process. In such circumstances, the following efforts are required to continue during the next four months until the end of the Project, and during the entire period after the end of the Project.
 - ✧ For local governments that have not yet achieved the Citizen Agenda, it is necessary to achieve it in the future after ensuring the establishment and functioning of MI and MC.
 - ✧ The municipalities that have already formulated the Citizen Agenda (AC) need to start formulating the Municipal Strategic Plan (with EMV) based on the AC. In this sense, the Municipality of Chilanga has started to work on this, and it is hoped that other municipalities can learn from them.
 - ✧ On the other hand, it is necessary to continue municipal efforts to ensure that this model is applied equally to other communities in the future. It should be extended to communities within the municipalities that have not achieved EMV and/or PACO.
- The presence and contribution of the four local consultants hired by the Project have been of utmost importance for the effective extension of this model in the intervention areas. Their contract ends when the Project ends. In the next four months until the end of the Project, it would be important to take the maximum measures to ensure the continued development of this model in each municipality without their support.
- Now that FODES has been reduced and FISDL financial support for EMV implementation has disappeared, municipalities are making a considerable effort to finance with their own limited internal resources to promote this model. In this sense, if there were some kind of alternative fiscal measures, it would be easier to implement.
- It is suggested that the twelve target municipalities sign a letter of understanding to establish a communication network or partnership of the Social Management Model (MGS) with EMV, which will be supported by MINDEL.

6.1.2. National Level

To maximize the results of this project at the country level, the role of MINDEL is extremely important, and it is essential to clarify its role and relationship with each target municipality to sustain and expand the results obtained to date. Some possible options are the following:

- ✧ It is suggested that MINDEL facilitate a letter of understanding between the twelve municipalities to establish a communication network or association of MGS with EMV.
- ✧ It is suggested that MINDEL play an articulating role with other institutions.
- ✧ It is suggested that MINDEL be a facilitator in terms of procedures, processes and financial management with other institutions or donors.

6.2 Recommendations for after the Project

The Evaluation Team recommends that the Project C/P and the offices involved consider the following points at the end of the Project period.

6.2.1. Local Level

- The good practices obtained in the project communities and municipalities can serve as good examples for other communities and municipalities. It would be good if they could be shared through publications or workshops to exchange experiences.
- There would be a need for continued support from the local consultants for a certain period of time after the end of the Project, especially for municipalities that are less advanced in the application of this model. Possible options include the following:
 - ✧ Seek alternative funding to hire them (including other donors, MINDEL, etc.).
 - ✧ Several municipalities hire them jointly.
 - ✧ Fill the technical gaps in other ways (share knowledge from more experienced municipalities, etc.).
- On the other hand, the knowledge of these consultants with extensive experience in implementing this model is a treasure for the country. It is hoped that their valuable experience and knowledge will be fully used.
- It is suggested that the municipalities and communities continue working on the project activities with their gained capacities, as they expressed their interest during the Third Semi-Annual Project Evaluation held on September 7th and 8th in the city of San Miguel.

6.2.2. National Level

To maximize the results of this project at the country level, the role of MINDEL is extremely important, and it is essential to clarify its role and relationship with each target municipality to sustain and expand the results obtained to date. Some possible options are the following:

- ✧ It is suggested that MINDEL play an articulating role with other institutions.
- ✧ It is suggested that MINDEL be a facilitator in terms of procedures, processes and financial management with other institutions or donors.

Likewise, it is extremely important to monitor the implementation status of the Social Management Model in 12 municipalities.

6.3 Lessons Learned

The Evaluation Team identifies the following lessons learned from the Project's implementation.

6.3.1. Effectiveness and Relevance of the MGS Model

<Effectiveness of the Life Improvement Approach (EMV)>

The Model is based on the self-help efforts of residents to improve their lives using the resources available around them. It can be said that the approach was very well suited to the environment in which low-income residents and local governments with very limited budgets were located.

In the areas targeted by the Project, communities began the process of gaining experiences of small but concrete successes with this EMV; as these experiences accumulated, the awareness of the residents and leaders changed in the following ways:

- From "Ask for what you don't have" to "Look for what you do have."
- From "dependence" on the government (outside) to self-confidence and self-esteem that we can do a lot.

At the same time, there was also a change in the awareness of local government officials who witnessed the change process.

- The Technical personnel and officials of the mayor's office changed (from "focused on social aid" to respecting and accompanying the efforts of the communities).

The mayors and councilors (political leaders) realized the importance of this change in the communities, and began supporting it.

< Effectiveness of the process for reflecting needs in the Municipal Development Plan >

- Another outstanding characteristic of this model is the strategic step of EMV - Community Action Plan (PACO) - Inter-institutional Committee (MI) - Citizen Committee (MC) - Citizen Agenda (AC).
 - ✧ Community members discuss, gather their ideas and elaborate the PACO. As a result of preparing the PACO, their needs and resources were made very clear to both members and leaders.
 - ✧ As a result, the communities will be able to independently control their own development process as the main actors, without being influenced by outside interference or interventions (Local Development). And that, in turn, leads to greater self-esteem and self-confidence.
 - ✧ In addition, through their PACO being accepted and respected by the mayor's office and other institutions, community leaders feel that they are taken into account.
- In addition, some local governments have initiated the process of formulating a "Municipal Development Plan with EMV" based on the Citizen Agenda that represents the needs and voices of the citizens (Municipal Strategic Plan that has three axes: projects for DOM, projects for FODES, and community self-management projects with EMV). Also, they propose to elaborate it by forming a work team composed of members of the Municipal Technical Team (ETM), MC, etc., instead of hiring external consultants.

< Great advantages for the government in being able to execute many actions with a limited budget >

The budgetary situation of local governments in El Salvador is extremely difficult. Especially in municipalities located in areas of extreme poverty, such as the Eastern Region, the target area of the Project, the sources of direct income of the municipal budget are very limited. On the other hand, the needs of communities and the difficult living conditions are immense.

In view of this situation, it can be said that the application of this model was extremely effective from the standpoint of the budget of fragile municipalities, as it allows improving living conditions, achieving community development and conditioning social infrastructures by using resources available in the communities through their self-management. Many people related to the Project, including the mayors, highlighted the effectiveness and relevance of the Project in these aspects.

In this sense, the comment of the mayor of Torola was impressive as he mentioned several times that this model is beneficial since it allows "generating great results with little budget."

6.3.2. Importance of the conviction and trust of community residents in local development programs

In conventional local development programs and projects, in many cases, communities have been asked to participate only as beneficiaries or as objects of intervention. Consequently, in many cases, the investments made were not well used or could not ensure the sustainability due to lack of maintenance.

In contrast, in the present Project, the process of solving community problems was established through the process of focusing on life improvement, where the communities themselves think about their own the problems and discuss them until they are convinced. By respecting this initial process, the activities' results are maximized, since they respond directly to the

communities' needs. At the same time, actions such as the community taking care of and maintaining their activity products autonomously are observed.

In addition, this model makes it possible to discuss the communities' problems and elaborate the community Action plan (PACO), after the communities and their leaders have achieved changes in their awareness through the process with a life-improvement approach. This allowed the communities and their leaders to identify their needs more clearly and logically. This process of elaborating the PACO turned out to be a process of instilling in the communities the awareness that they are the main actors of their own development.

In addition to the above, the present model includes a process in which all the communities' PACOs are compiled to discuss and determine the guideline for municipal development. This model establishes the Inter-Institutional Committee (MI), which brings together related government institutions, NGOs and other existing organizations in the municipalities to discuss municipal development and respond to the communities' needs. The Citizen Committee is also established, which brings together representatives of the communities that have prepared their PACOs to discuss municipal development. In the model, this mechanism is also used to prepare the Citizen Agenda, which shows the direction of municipal development and the needs of citizens, summarizing and ordering the PACOs. Through these processes, the voices and needs of citizens are made clearer. The mayor's offices, in turn, are currently working on the municipal development plan with the intention of reflecting these needs in their plan. Conventionally, many mayors' offices used to prepare the community development plan by hiring external consultants. The municipal development plan prepared through the processes of this model manages to reflect the communities' ideas and contains life-improving activities that are self-implemented by the communities, including activities that do not require the public administration's budget.

Consequently, it is expected that the communities' interests, as the main actors in local development, will be included in the municipal development plan and its implementation in order to verify the presence of the answers to their needs. This is an ideal figure of local administration and is a sign of local governance strengthening through community empowerment.

6.3.3. Importance of changes in mayoral awareness in local development programs

As mentioned before, there is no need to emphasize the importance of awareness changes in the communities and their leaders who feel as the main actors of local development. However, to achieve this, it is indispensable to make changes in the awareness of the officials of municipality. In this sense, in this Project, the officials of municipality who accompanied the communities witnessed the changes in awareness and attitude of the residents and their leaders, realizing the effectiveness of the model. Consequently, the officials also began to change, listening more to the opinions of the communities and respecting their needs. This whole process allowed to generate and strengthen the trusting and collaborative relationship between the communities and the officials of municipality. In addition, this process allowed officials to identify, recognize and understand with greater precision the communities' needs. It is worth mentioning that the respect and accompaniment of the officials towards the changes occurring in the communities were indispensable in this process.

It should be noted that political leaders and political decision makers, such as mayors and municipal councils, began to notice the effectiveness of the model, and that many political leaders began to support this model in many municipalities.

Mayors and councilors have always received many requests for assistance from their communities, but they comment that, with the introduction of this model, such requests have been reduced. On the other hand, there was an increase in the number of consultations and the request for collaboration for activities that the communities themselves carry out, and the voices of gratitude towards the mayors increased. There were also voices of mayors and

councilors commenting that the relationship with the communities has improved and strengthened significantly. In addition, there were comments stating that being able to identify the communities' needs through the PACO and respond to them accurately would become a positive factor for political leaders in gaining more support and being reelected.

In the country's public administration, the influence of the mayors is extremely strong. In this sense, through the process mentioned above, the mayors and municipal councils confirmed the model's effectiveness, and consequently began to support the implementation of the Project's activities. This was extremely important to promote local development through this type of model. It could be said that an important key in the implementation of this type of local development model is to build a win-win relationship with the mayors, officials of municipality and councilors in order for them to become indispensable co-protagonists in the model's execution.

6.3.4. Effectiveness of the learning evolution of the training received in Japan to create a model made in El Salvador

The "Social Management Model" developed by the Project is based on the initiative of the alumni who participated in the "Life Improvement Approach (EMV)" training course in Japan. It was created by modifying Japan's EMV according to El Salvador's own conditions. It was carefully designed to work better in the low-income rural communities in the country. In this sense, it is a "Made in El Salvador Model."

Annex

Annex I: Schedule

Itinerario de la Misión de la Evaluación Final del Proyecto PASO						
Fecha	Actividades				Lugar de Alojamiento	Acompañantes
	por la mañana		por la tarde			
		(MS.YAGI) NH180 16:30 Narita 15:15 MEX NH7845 17:45 MEX 19:00SAN SALVADOR (Dr.Kikukawa)UA876 03:45PM Narita 09:10AM San Francisco UA1883 10:50AM San Francisco 04:30PM Dallas UA6629 05:20PM Dallas 07:45PM San Salvador		Llega el Consultor de la Misión	San Salvador	JN
22	lun	Visita oficial a MINDEL (Entrevista)		Proyecto (Entrevista)	San Salvador	MA, JN
23	mar	Traslado a Departamento Morazán		Visita a Alcaldía Guatajiagua	Jocoaitique	JN, AS
24	mié	Visita a Alcaldía Chilanga		Visita a Alcaldía Cacaopera	Jocoaitique	LM, DG
25	jue	Visita a Alcaldía Torola		Visita a Alcaldía El Rosario	Jocoaitique	DG
26	vie	Visita a Alcaldía Joateca		Traslado a San Salvador	San Salvador	FR
		Ordenamiento y Elaboración de informe			San Salvador	-
		Ordenamiento y Elaboración de informe			San Salvador	-
29	lun	Visita a Alcaldía Mercedes Umaña		Visita a Alcaldía Sesori	Jocoaitique	JN, LM
30	mar	Visita a Alcaldía San Antonio		Visita a Alcaldía San Isidro	Jocoaitique	FR
31	mié	Visita a Alcaldía Nueva Granada		Visita a Alcaldía Tecapán	San Salvador	AS
1	jue	Elaboración de Borrador de Informe de Elaboración Final del Proyecto			San Salvador	-
2	vie	Elaboración de Borrador de Informe de Elaboración Final del Proyecto			San Salvador	MA, JN
		Elaboración de Borrador de Informe de Elaboración Final del Proyecto			San Salvador	-
		Elaboración de Borrador de Informe de Elaboración Final del Proyecto			San Salvador	-
5	lun	Elaboración de Borrador de Informe de Elaboración Final		Llega la Misión principal de Japón	San Salvador	MA, JN
6	mar	Visita oficial a MINDEL		Reunión con Proyecto, Traslado a San Miguel	San Miguel	MA, JN
7	mié	3ra Evaluación Semestral de Proyecto PASO con los Alcaldías			San Miguel	Todos
8	jue	3ra Evaluación Semestral de Proyecto PASO con los Alcaldías			San Salvador	Todos
9	vie	Elaboración de Informe de Elaboración Final del Proyecto y la Minuta			San Salvador	MA, JN
		Elaboración de Informe de Elaboración Final del Proyecto y la Minuta			San Salvador	
		Elaboración de Informe de Elaboración Final del Proyecto y la Minuta			San Salvador	
12	lun	Definir y revisar el Informe de Elaboración Final del Proyecto y la Minuta para firmar en CCC			San Salvador	MA, JN
13	mar	Comité Conjunto de Coordinación (CCC)		JICA El Salvador	San Salvador	MA, JN
14	mié	Salida de El Salvador		AV430 08:45 SAN SALVADOR 11:55 MEX NH179 02:05 MEX(9/15)- 06:30 Narita(9/16) (Dr.Kikukawa) 2022/9/14 UA1130 03:40PM San Salvador 07:49PM Houston UA1705 09:51PM Houston 11:59PM San Francisco 2022/9/15 UA875 10:40AM San Francisco 01:55PM Tokyo(16日)		JN

Annex II: Trainings

CURSO EN JAPÓN "Desarrollo Rural Sostenible mediante el Enfoque de Mejoramiento de Vida para los países Latinoamericanos"

課題別研修「中南米地域生活改善アプローチ持続的農村開発のための普及手法の適用と普及員育成」

Año	Periodo	Nombre	Institución	Cargo	Observación
2018	22 de octubre al 24 de noviembre	Laura Maria Cerritos	FISDL	Asesora Desarrollo	Del 25 de noviembre al 4 de diciembre en Republica de dominica.
		Mayra Iveth Arévalo de López	Alcaldía Municipal de Sesori (San Miguel)	Jefa de UACI	
2019	22 de octubre al 23 de noviembre	Cecilia Margarita Rodríguez de Alberto	FISDL	Técnica	Del 24 de noviembre al 3 de diciembre en Guatemala.
2020	Cancelado por COVID-19				
2021	3 de agosto al 15 de octubre	Domingo Saenz Pereira	ISDEM	Asesor Municipal Región Oriental	Virtual
		Hilda Marizol Nolasco Pereira	Chilanga	Referente	
2022	16 de agosto al 30 de septiembre	José Ricardo Lara Quintanilla	MINDEL	Técnico	Virtual

CURSO EN JAPÓN "Fortalecer Los Gobiernos Locales para el Desarrollo Local con la Participación Comunitaria"

課題別研修「参加型地域開発のための地方行政強化」

Año	Periodo	Nombre	Institución	Cargo	Observación
2018	No ofertado				
2019	14 al 30 de agosto	Hilda Marizol Nolasco Pereira	Alcaldía Chilanga	Referente	
2020	Cancelado por COVID-19				
2021	2 de septiembre al 12 de octubre	Lazaro Ulises Gomewz Santos	Alcaldía Guatajiagua	Referente	Virtual
2022	16 de septiembre al 8 de octubre	Ricardo Alfredo Ortiz Vigil	Alcaldía Torola	Promotor Social	Presencial en Japón
		Jorge Adalberto Garcia Majano	Alcaldía Chilanga	Promotor Social	

INTERCAMBIO DE EXPERIENCIA entre el proyecto FOCAL y el Proyecto PASO en Honduras

技術交換: ホンジュラスFOCALプロジェクトとエルサルバドルPASOプロジェクト

Año	Periodo	Miembros
2018	el 29 de mayo al 1 de junio	11 personas
2019	el 9 al 11 de octubre	22 participantes (5 alcaldes, 1 consejal, 1 representante municipal, 1 representante de ISDEM, 7 promotores municipales, 1 técnico de FISDL, 3 Asesores en desarrollo de FISDL, 3 expertos japoneses)

Annex III: Participants of municipalities

Departamento	Municipio	Cargo	Nombre	Periodo	Capacitado
Morazan	Guatajiagua	Alcalde	Abad Mauricio Velis Benitez	may. 21 ~	
		Referente	Lázaro Ulises Gómez Santos	ene. 18 ~	SI
		Promotor de Medio Ambiente	Marcos Rivas	ene. 18 ~	SI
	Chilanga	Alcalde	Pedro de Jesús Vásquez Martínez	ene. 18 ~	
		Referente	Hilda Marizol Nolasco Pereira	ene. 18 ~	SI
		Promotor Social	Jorge Adalberto Majano	ene. 18 ~	SI
		Promotor de Medio Ambiente	Noel Pérez Romero	ene. 18 ~	SI
		Promotor de Mujer	Evelyn Janeth Prudencio Sánchez	ene. 18 ~	SI
	Joateca	Alcaldesa	Esmeralda Beatriz Pereira de Chica	may. 21 ~	
		Promotor Social / Referente	Jose Carlos Chica	ene. 18 ~	SI
		Promotor de Mujer	Celena Cecibel Argueta Ramos	ene. 18 ~	SI
		Promotor de Medio Ambiente	José Guadalupe Argueta Rivera	ene. 18 ~	SI
	Torola	Alcaldesa / Referente	Gloria Argentina Barahona	may. 18 ~	
		Promotor social y tesorero municipal	Ricardo Alfredo Ortiz Vigil	may. 18 ~	SI
		Promotor de Mujer	Glenda Azucena Argueta Argueta	jun. 18 ~	SI
		Promotor de Medio Ambiente	Santos Elizabeth Lopez	jun. 17 ~	SI
Unidad de La Niñez, Adolescencia y Juventud		Ceylin Emely Chicas Garcia	jul. 19 ~	SI	
San Miguel	Sesori	Alcalde	Edgar Rutilio Serrano Lovo	may. 21 ~	
		Sindico / Referente	Jessica Lisseth Zelaya Castro	ene. 18 ~	
		Unidad de promocion Social	Rafael Portillo Guzman	ene. 18 ~	SI
		Gestor de Desarrollo y Proyectos	Mario Alexander Cárdenas Alvarado	ene. 18 ~	
Usultán	Mercedes Umaña	Alcalde	Juan Carlos Pineda	ene. 18 ~	
		Referente	Nubia Yamileth Guerrero	ene. 18 ~	SI
		Concejala	Albertina Rodriguez	ene. 22	SI
		Proyeccion Social	Luz del Carmen Zepeda Cortes	ene. 22	SI
		Unidad de la Mujer	Veronica Linares de Ticas	ene. 22 ~	SI
		Auxiliar de Auditoria	Melvin Roberto Arias Mejia	ene. 22 ~	SI
		Turismo	Yancy Maricela Orantes Mejia	ene. 22 ~	SI
			Oscar Alexis Cruz	ene. 22 ~	SI
		Proteccion Civil	Maria Patricia del Cid	ene. 22 ~	SI
		Medio Ambiente	Jose Roberto Batres Cruz	ene. 22 ~	SI
			Carlos Antonio Torres	ene. 22 ~	SI

Morazán	Cacaopera	Alcalde	Jose Lorenzo Argueta Canales	may. 18 ~	
		Sindico / Referente	Willian Emeldo Ramirez Pereira	may. 21 ~	SI
		Promotor social	Maria Benita Ramirez (Ad honorem)	abr. 22	SI
			Juan Beltran Ortiz (Ad honorem)	abr. 22	SI
			Flor de María Alvarenga (Ad honorem)	abr. 22 ~	SI
			Jackeline Fuentes (Ad honorem)	abr. 22	SI
			Santos Dimas Martínez	abr. 10 ~	SI
		Unidad de la mujer, Niñez y adolescencia y Juridico	Nohemy Claros de la Paz	jun. 21 ~	SI
	Juventud y deporte	Magaly Ivonne Fuentes	ago. 19 ~	SI	
	Unidad de Medio Ambiente	Modesto Pérez Martinez	ene. 07 ~	SI	
	El Rosario	Alcalde	Loida Celina Claros de Urbina	may. 21 ~	SI
		Sindico/ Referente	Patricia Orellana	may. 21 ~	SI
		Unidad de la mujer	Laura Margarita Claros de Hernandez	abr. 14 ~	SI
		Promotor Social	Lucio Yobany Amaya Hernandez	jun. 12 ~	SI
		Unidad de Medio Ambiente	Muxolini Elenixon Diaz Ponce	jun. 21 ~	SI
	San Isidro	Alcalde	Carlos Alberto Coca	ago. 21 ~	SI
		Referente	Wilian Enrique Ramirez	ago. 21 ~	SI
		Unida de la Mujer	Santos Abigail Ventura Martinez	ago. 21 ~	SI
		Unidad de Medio Ambiente	Gregorio Magno	jun. 22 ~	SI
		Unidad de La Niñez, Adolescencia y Juventud	Marina Argueta	ago. 21 ~	SI

Usulután	Tecapan	Alcalde	Willian Lorenzo Vasquez Ponce	may. 21 ~	SI
		Jefe Unidad Proyeccion Social / Referente	Oscar David Castillo	abr. 20 ~	SI
		Unidad de la mujer	Zulma Lissete Herrera	ene. 22 ~	SI
		Proyeccion Social	Veronica Estela Nataren Lara	ene. 22 ~	SI
			Juan Carlos Eduardo Montoya	ene. 22 ~	SI
		Unidad de La Niñez, Adolescencia y Juventud	Carlos Salvador Sanchez Rivas	ene. 22 ~	SI
	Unidad de Medio Ambiente	Kevin Ronaldo Ayala	ene. 22 ~	SI	
	Nueva Granada	Alcalde	Isaac Antonio Guevara Coreas	may. 21 ~	SI
		Jefe de Unidad de Promocion Social / Referente	Salvador Antonio Rodríguez Guzmán	mar. 22 ~	SI
Promotor Social		Jose Gerson Flores	feb. 22 ~	SI	
San Miguel	San Antonio	Alcalde	Jose Osmin Martinez Guevara	ago. 21	
		Referente	Dina Guadalupe Ordoñez Argueta	may. 21 ~	SI
		Proyeccion Social	Jose Santos Chicas Interiano	ago. 21 ~	SI
		Unidad de la mujer	Grissel Guadalupe Batres	ago. 21 ~	SI
		Promotor de la Juventud	Uriel Manases Rodriguez	ago. 21 ~	SI

Annex IV: Equipment List

#	Equipment/ Articulos	Standard	Budget #	Acquisition	Price	Price in USD	Location	Registration #
1	Vehicle Nissan Pathfinder 2017 (MI1507)	Nissan Pathfinder Exclusive 2017	201600294	2018/01/12	4,825,217	42,600.00	MINDEL	17-3-001587
2	Desktop PC	HP EliteDesk 800 G3 SFF i7-7700 Win10P	201600294	2018/02/16	151,943	1,395.55	MINDEL	17-3-002144
3	Camera	CAMARA PROFESIONAL SONY A6000	201600294	2018/02/19	97,512	895.62	MINDEL	17-3-002145
4	Desktop PC	CH160/CHRET	201600294	2018/02/22	27,653	253.98	FISDL	17-3-002146
5	Safe	First Alert 2092F-BD	201600294	2018/02/09	23,123	212.38	MINDEL	17-3-002147
6	Chair	HX-525N	201600294	2018/02/22	25,052	230.09	FISDL	17-3-002148
7	Chair	HX-525N	201600294	2018/02/22	25,052	230.09	FISDL	17-3-002149
8	Chair	HX-525N	201600294	2018/02/22	25,052	230.09	FISDL	17-3-002150
9	Chair	HX-525N	201600294	2018/02/22	25,052	230.09	FISDL	17-3-002151
10	Shelf	1351	201600294	2018/02/22	43,358	398.23	FISDL	17-3-002152
11	Desk	CH-1.20	201600294	2018/02/22	39,023	358.41	FISDL	17-3-002153
12	Desk	CH-1.20	201600294	2018/02/22	39,023	358.41	FISDL	17-3-002154
13	Desk	CH-1.20	201600294	2018/02/22	39,023	358.41	FISDL	17-3-002155
14	Drawer	NUPM	201600294	2018/02/22	50,103	460.18	FISDL	17-3-002156
15	Drawer	NUPM	201600294	2018/02/22	50,103	460.18	FISDL	17-3-002157
16	Drawer	NUPM	201600294	2018/02/22	50,103	460.18	FISDL	17-3-002158
17	Drawer	NUPM	201600294	2018/02/22	50,103	460.18	FISDL	17-3-002159
18	Air-conditionaer	AIRE MINISPLIT 9000BTU PANASONIC YS9TKV	201600294	2018/02/23	55,787	512.39	FISDL	17-3-002160
19	Book shelf	16561	201600294	2018/03/01	24,477	229.21	MINDEL	17-3-002459
20	Priner	Multifuncional HP PageWide Pro 477dw	201600294	2018/02/16	53,888	494.94	MINDEL	17-3-002573
21	Projector	EPSON Powerlite X41+	201600294	2018/02/16	76,697	704.44	MINDEL	17-3-002574
22	Projector	EPSON Powerlite X41+	201600294	2018/02/16	76,697	704.44	MINDEL	17-3-002575

23	Notebook PC	HP 250 G6 intel Core i3-6006U 2.0 Ghz.	201600294	2018/09/05	51,830	465.25	FISDL	18-3-000348
24	Notebook PC	HP 250 G6 intel Core i3-6006U 2.0 Ghz.	201600294	2018/09/05	51,830	465.25	FISDL	18-3-000349
25	Notebook PC	HP 250 G6 intel Core i3-6006U 2.0 Ghz.	201600294	2018/09/05	51,830	465.25	FISDL	18-3-000350
26	Notebook PC	HP 250 G6 intel Core i3-6006U 2.0 Ghz.	201600294	2018/09/05	51,830	465.25	FISDL	18-3-000351
27	Notebook PC	HP 250 G6 intel Core i3-6006U 2.0 Ghz.	201600294	2018/09/05	51,830	465.25	FISDL	18-3-000352
28	Notebook PC	HP 250 G6 intel Core i3-6006U 2.0 Ghz.	201600294	2018/09/05	51,830	465.25	FISDL	18-3-000353
29	Shelf	180130 ARCHIVO 4 GAVETA NEGRO 1.35X48X70	201600294	2018/09/10	19,718	177.00	FISDL	18-3-000354
30	Shelf	180130 ARCHIVO 4 GAVETA NEGRO 1.35X48X70	201600294	2018/09/10	19,718	177.00	FISDL	18-3-000355
31	Shelf	180130 ARCHIVO 4 GAVETA NEGRO 1.35X48X70	201600294	2018/09/10	19,718	177.00	FISDL	18-3-000356
32	Shelf	180130 ARCHIVO 4 GAVETA NEGRO 1.35X48X70	201600294	2018/09/10	19,718	177.00	FISDL	18-3-000357
33	Shelf	180130 ARCHIVO 4 GAVETA NEGRO 1.35X48X70	201600294	2018/09/10	19,718	177.00	FISDL	18-3-000358
34	Shelf	180130 ARCHIVO 4 GAVETA NEGRO 1.35X48X70	201600294	2018/09/10	19,718	177.00	FISDL	18-3-000359
35	Notebook PC	Marca Acer Modelo Aspire 5 – 15.6"		2021/11/19	82,537	725.00	FISDL	To be processed with MINDEL
36	Notebook PC	Marca Acer Modelo Aspire 5 – 15.6"		2021/11/19	82,537	725.00	FISDL	
37	Notebook PC	Marca Acer Modelo Aspire 5 – 15.6"		2021/11/19	82,537	725.00	FISDL	
38	Notebook PC	Marca Acer Modelo Aspire 5 – 15.6"		2021/11/19	82,537	725.00	FISDL	
39	Notebook PC	Marca Acer Modelo Aspire 5 – 15.6"		2021/11/19	82,537	725.00	FISDL	
40	Notebook PC	Marca Acer Modelo Aspire 5 – 15.6"		2021/11/19	82,537	725.00	FISDL	
41	Shelf	Archivador de cuadro gavetas 0.46x0.59x1.32Mt		2021/11/19	20,492	180.00	FISDL	
42	Shelf	Archivador de cuadro gavetas 0.46x0.59x1.32Mt		2021/11/19	20,492	180.00	FISDL	
43	Shelf	Archivador de cuadro gavetas 0.46x0.59x1.32Mt		2021/11/19	20,492	180.00	FISDL	
44	Shelf	Archivador de cuadro gavetas 0.46x0.59x1.32Mt		2021/11/19	20,492	180.00	FISDL	
45	Shelf	Archivador de cuadro gavetas 0.46x0.59x1.32Mt		2021/11/19	20,492	180.00	FISDL	
46	Shelf	Archivador de cuadro gavetas 0.46x0.59x1.32Mt		2021/11/19	20,492	180.00	FISDL	

Annex V: Evaluation Grid

Ver. 1.0 August 18,2022

Item	Particular
Project Name	Project for Strengthening of Local Capacity to Promote Local Development with the Life Improvement Approach in the Eastern Region
Implementation Agency	MINDEL
Project Period	January 2018 – January 2023
Target Area	Twelve cities (Joateca, Tolora, Chilinga, Guatajiagua, Sesori, Mercedes Umaña, Cacaoopera, El Rosalio, San Isidro, Nuava Granada, Tecapán)
Target Group	Local residents in twelve cities in the east

Based on Ver.3.0 (202203)

(1) Project Achievement

Evaluation Questions		Indicators	Confirmed (as of August 2022)	Field Survey
Overall Goal	<p>Will Overall Goal be achieved after two years of the completion of the Project?</p> <p>Overall Goal : Institutional and human capacities for local development management in the Eastern Region have been strengthened. (1)</p>	<p>1) 50% of participating municipalities have implemented improvements in their system of monitoring and evaluation of municipal Plans.</p> <p>2) 60% of participating communities that had made a Community Action Plan (PACO), execute self-management and co-management actions contained in their planning.</p>	Under study	Data update based on information source: Project reports, Interviews, Questionnaire
Project Purpose	<p>Will the Project Purpose be achieved by the end of the Project period.</p> <p>Project Purpose: Establish a social management model (2), based on planning with an MV (Life</p>	<p>1) At the end of the project, there is a social management model with a validated life improvement approach in 25% of the participating municipalities.</p> <p>2) 50% of the communities that have their PACO (Community Action Plan), have linked to the municipal plan.</p> <p>3) 50% of the participating municipalities have a Citizen Agenda linked to Municipal Planning</p>	<p>1) It is considered to achieved when procedures have been implemented to ensure that citizens' charters are prepared, shared at inter-organizational coordination meetings, and reflected in activities. Currently, the Citizens' Charter has been approved in 5 of the 12 target cities, but only 2 cities (Chilanga and Mercedes Umanía) have already achieved the procedure. The procedure is expected to be completed by the end of the evaluation period.</p>	<p>To update the status of achievement with regard to indicators 2) - 3). Evaluate qualitative aspects such as empowerment of residents, change in awareness of village leaders and</p>

Evaluation Questions		Indicators	Confirmed (as of August 2022)	Field Survey
	Improvement) approach.	(different sectors of municipalities such as civil society, Community Management Groups, ADESCO and others). 4) 50% of the pilot municipalities, through the Inter-institutional Committee, support and advise the community and municipal plans (the municipal technical teams participate).	The indicators of 2) and 3) have not been achieved at this time, but are expected to be achieved by the end of the project. The indicator 2) is judged to have been achieved through the participation of village leaders and others who have implemented the village development plan in the preparation of the citizens' charter. The indicator 3) was determined to have been achieved by preparing a citizens' charter and reflecting it in the city plan or obtaining approval from the city council. The indicator 4) has been achieved.	municipal staff, and behavioral change and its transformation process.
Outputs	Output 1: The Life Improvement has been disseminated among the institutions present in the participating municipalities as an approach that generates self-managed processes in families and communities.	1) 50% of the target municipalities have the Inter-institutional Committee, whose participating entities have socialized the Life Improvement approach.	Achieved	
	Output 2: Community planning processes have been promoted with EMV (Life Improvement Approach) and its articulation with the municipal development plans, as a factor that	1) 75% of the communities participating in the project prepare their PACO.	40 of 68 villages (58.8%)	
		2) 60% of the communities that have their PACO, manage municipal and/or other institutions support to implement actions in one of the five work areas (3)	30 of 40 villages (77%) have achieved this goal	
		3) 20 Communities that have prepared their PACO update and evaluate their progress.	Achieved up to 13 settlements	

Evaluation Questions	Indicators	Confirmed (as of August 2022)	Field Survey
contributes to the social development of the participating municipalities.			
Output 3: The local articulation between public and private institutions has been promoted based on the need expressed in the different levels of planning (community and municipal).	1) At least three institutions of each of the participating municipalities generate support actions for the municipal plans.	Every city collaborates with at least 7 organizations in municipal planning.	
Output 4: A Training Plan has been designed and executed for municipal personnel on Local Development and Life Improvement.	1) 100% of participating municipalities elaborated the training plan and have been trained.	Training plans are already provided to all 12 target cities.	
Output5: The methodological guidelines of the model have been developed, validated and applied, based on the systematization of their execution.	2)) 75% of trained persons of pilot municipalities have applied the knowledge of PACO's Planning to Life Improvement approach.	Training has been provided to 46 city employees (100%) [Accomplished], but the application of knowledge gained from the training will be confirmed.	
	1)At the end of the project, the methodological guidelines are available, once the model has been validated and applied by MINDEL.	Guidelines have already been prepared in FY2021 by short-term experts; check the status of verification and utilization by MINDEL.	

(1) Implementation Process

Category	Questions	Particular	Data Needed	Sources	Survey Approach
Inputs	Were the inputs provided as planned?		Project Information	Project Team	Questionnaire
Implementation of Activities	Were the activities implemented along with the plan?	Comparison of planning data of PO and actual implementation record.	Actual activity data	C/P, Experts	Existing data
	Appropriateness of technical transfer from JICA Experts to C/P.	Progress of technical transfer	Actual activity data	C/P, Experts	Ditto
	Periodical monitoring on project implementation	Number and frequency of project meetings	Project implementation data	C/P, Experts	Ditto
	Were the feedbacks made to the concerned staff on the monitoring results and changes in activities?	Number of feedbacks	Ditto	Ditto	Ditto
	Degree of involvement of C/P in the project activities.	Frequency of participation by C/P	Ditto	Ditto	Ditto
Project Management Organization	Were the communications between Experts and C/P smooth and effective?	Ditto	Ditto	Ditto	Ditto
	Decision making and its process regarding project management.	Number and frequency of meetings	Ditto	Ditto	Ditto
	Cooperation with other organizations	Coordination activities with other organizations	Ditto	Ditto	Ditto
Ownership of C/P and Implementing Agency	Degree of understanding of the concerned officers on the project scheme and PDM	Participation in meetings	Ditto	Ditto	Ditto
	Is stable budget allocation made from C/P?	Budget data	Ditto	Ditto	Ditto
	Degree of motivation of C/P on participation in the Project	Participation in meetings	Ditto	Ditto	Ditto

(3) Relevance

	Category	Questions	Particular	Data Needed	Sources	Survey Approach
Relevance	Needs	To what extent does the Project meet the needs of C/P as a mean to solve issues of the sector?	Sector analysis	Government policy	Project documents	Reference review
		To what extent does the Project meet the needs of the target group?	Review of needs of target group	Policy of target sector	Project documents	Reference review
	Project Strategy and Approach	Is the Project designed appropriately to address the development issues in the target sector?	Data analysis and study	<ul style="list-style-type: none"> • Information of target sector • Views of other donors 	<ul style="list-style-type: none"> • Government reference materials • Information of other donors 	Reference review
		Is the selection of target sector appropriate?	Ditto	Policy and views of government and experts	Expert documents	Ditto
		Is the target designed considering the vulnerable people and the social equity?		Policy and views of government and experts	Expert documents	Ditto
		Is the selection of implementing agency appropriate?	Ditto	Ditto	Ditto	Ditto
		Are the approaches towards the sector issues and logics appropriate?	Ditto	Ditto	Ditto	Ditto
		Are the ripple effects to non-target sectors expected?	Ditto	Views of non-target sectors	Expert documents, view of government officers	Reference review, interviews

(4) Consistency

	Category	Questions	Particular	Data Needed	Sources	Survey Approach
Consistency	Priority of CP and Japan	Is the Project in line with the development policy of the CP government?	Policy review	Government policy	Government documents	Literature survey
		Is the Project in line with the ODA policy and polan of the Japanese government?	Ditto	Ditto	Ditto	ditto
		Is the Project in line with the JICA technical assistance strategy? Is it also considered appropriate in term of the coordination with other JICA projects and assistance programs?	Ditto	JICA strategy	JICA documents	Ditto
	Other international framework	Does the Project coordinate well with the other development partners?	Policy review	Government policy	Government documents	Interview, survey
		Is the consistency with the international framework and initiatives appropriate?	Ditto	Ditto	Ditto	Ditto
		Is the selection of the implementing agency appropriate?	Sector report, expert's report	Project documents	Report, experts	Ditto

(5) Effectiveness

	Category	Questions	Particular	Data Needed	Sources	Survey Approach
Effectiveness	Achievement of Project Purpose	Is the detailed design of project implementation process appropriate?	The results of baseline survey are well evaluated and reflected in the project implementation.	Project Documents	C/P, Expert	Interviews with C/P and Experts
			Are the current issues well discussed and organized?	Ditto	Ditto	Ditto
			Are the solutions for issues categorized and established for short- and mid-term periods?	Implementation Plan	Ditto	
			How is the detailed implementation plan approved and recognized on the organization? Is the process internalized in the organization?	Implementation Plan	Ditto	
			How is the monitoring of implementation process implemented and reported?	Monitoring Report	Project Implementation Reports	
			Are there any new obstructive factors for project implementation?	Project Reports	Ditto	
		Organizational Setup for Project Implementation	Are the roles and responsibility appropriately defined and allocated for project implementation?	Project Design Report, Project Implementation Report	Achievement Data	
			How do the related organizations work with the Project?	Project Report	Project Materials	
			Is the organizational setup appropriate for project implementation?	Ditto	Achievement Data	
			Are the resources for project implementation sufficiently allocated?	Ditto	Ditto	

(6) Efficiency

	Category	Questions	Particular	Data Needed	Sources	Survey Approach
Efficiency	Causal Relations	Are the C/P organization collaborative in project implementation?	Degree of coordination	C/P, Experts	C/P, Experts	Reference review, interviews
		Is the project budget appropriate?	Budget and actual appropriation	Ditto	Ditto	Ditto
		Are there any other obstructive factors?	No obstructive factors	Ditto	Ditto	Ditto
	Resources	Detailed data of inputs for project implementation	Comparison of actual data with planned figures	<ul style="list-style-type: none"> • Actual input data • Experts • Government officers 	<ul style="list-style-type: none"> • Actual input data • Experts • Government officers 	<ul style="list-style-type: none"> • Reference review • Questionnaires • Interviews
		Expertise areas, periods, timing of dispatch of Japanese experts	Ditto	Ditto	Ditto	Ditto
		Contents, periods, timing of technical trainings		Ditto	Ditto	Ditto
		Actual provision of equipment supplies. Records of use of supplied equipment.		Ditto	Ditto	Ditto
		Number, deployment and capacity of C/P staff.		Ditto	Ditto	Ditto
		Project management organization is effectively functioned.		Ditto	Ditto	Ditto
		Necessary equipment and facilities are provided.		Ditto	Ditto	Ditto
		Inputs from C/P is appropriate and sufficient.		Ditto	Ditto	Ditto
		Design and implementation of training programs are appropriate. (e.g. number, areas, periods, timing)		Ditto	Ditto	Ditto
	Costs	Is the cost appropriate compared with plan?	The comparison with similar projects shows non-significant deviation.	<ul style="list-style-type: none"> • Total input costs • Inputs and outputs of similar projects 	C.P, Experts	Reference review, Interviews
		Ditto for equipment		同上	Ditto	Ditto
		Ditto for training programs		同上	Ditto	Ditto
Ditto for other funds		同上		Ditto	Ditto	

(7) Impact

	Category	Questions	Particular	Data Needed	Sources	Survey Approach
Impact	Prospect of achieving overall goal	How is the continuous improvement of service provision in the future expected?	Continuous improvements	Project achievement data	C/P	Reference materials
		What about the quality improvement of C/P activities?	Ditto	Ditto	Ditto	Ditto
		Do the actual data show the improvement and development?	Ditto	Views of C/P and experts	C/P, Experts	Review of documents, Interviews
		Status of monitoring of the indicators for achieving overall goal.	Monitoring shows positive prospects.	Project evaluation data	ditto	Ditto
	Ripple Effects	Any benefits and effects for other sectors?	Data analysis	Views of C/P and Experts	C/P, Experts	Interviews
		What kinds of impacts does the Project have regarding the policy and institution?	Ditto	Ditto	Ditto	Ditto
		Any impacts on environment?	Ditto	Ditto	Ditto	Ditto
		What about the considerations on gender?	Ditto	Ditto	Ditto	Ditto
		Any effects on social and cultural aspects such as human rights and poverty?	Ditto	Ditto	Ditto	Ditto
		Impacts on technological aspects.	Ditto	Ditto	Ditto	Ditto

(8) Sustainability

	Category	Questions	Particular	Data Needed	Sources	Survey Approach
Sustainability	Policy and System	Support from policy continues after completion of the Project?	Positive results on data analysis, reviews	Views of relevant officers	Government officers C/P, Experts	Interviews
		Monitoring results of project implementation.	Ditto	Ditto	Ditto	Ditto
		Are the related legislation and laws in place?	Ditto	Ditto	Ditto	Ditto
	Organization and Finance	Does the C/P organization have capacity to achieve the results after the completion of the Project?	Ditto	Views of relevant officers	Monitoring reports, C/P, Experts	•Reference review •Interviews
		Ownership of C/P on project implementation is sufficient for continuation?	Ditto	Ditto	Ditto	Ditto
		Is the budget secured for continued maintenance and renewal of equipment?	Ditto	Budget data	Government Officers	Reference review
	Technology	Was the technology of C/P improved? Aer the transferred technologies and knowledge actually utilized in business?	Confirmation on data analysis	C/P, Experts	C/P, Experts	Interviews
		C/P staff continue to work in the same organization after the completion of the Project?	Ditto	Ditto	Ditto	Ditto
		Any mechanisms for disseminating the knowledge to other areas?	Ditto	Ditto	Ditto	Ditto
		Technology and knowledge for proper maintenance of equipment.	Ditto	Ditto	Ditto	Ditto
	Society, Culture and Environment	Any obstructive factors for sustainable effects due to the insufficient considerations on gender, poverty and socially vulnerable people.	No obstructive factors identified	Views of relevant officers	Government Officers, Experts	Interviews
		Any obstructive factors for sustainable effects due to the insufficient considerations on environmental issues.	Ditto	Ditto	Ditto	Ditto
	Overall Evaluation	Any other factors that may affect the sustainability?	Positive prospects	Ditto	Ditto	Ditto
		Overall evaluation on sustainability	Ditto	Ditto	Ditto	Ditto

Annex VI: Project Design Matrix (PDM) Ver.3 (used for evaluation)

Project Design Matrix (PDM)A1:E2A1:E3A1:E4A1:E5A1:E6A1:E7

Project Title: Project for Strengthening of Local Development Capacities with the Life Improvement Approach in the Eastern Region

Implementing Agency: Ministry of Local Development (MINDEL)

Target Group: Inhabitants of 12 municipalities in the Eastern Region (Approximately 88,000 people, according to the 2007 national census)

1) 50% of participating municipalities have implemented improvements in their system of monitoring and evaluation of

Version 3

Project Site : 12 municipalities of the Eastern Region (1st Group: Torola, Joateca, Chilanga & Guatajaagua of Morazán Department,

Mercedes Umaña of Usulután Department, Sesorí of San Miguel Department, 2do Group: San Isidro, El Rosario & Cacaopera of Morazán Department, Nueva Granada & Tecapán of Usulután Department, San Antonio of San Miguel Department)

Date: March 9th, 2022

Narrative Summary	Indicators	Means of verification	External conditions
Overall Goal Institutional and human capacities for local development management in the Eastern Region have been strengthened. (1)	1) 50% of participating municipalities have implemented improvements in their system of monitoring and evaluation of municipal Plans. 2) 60% of participating communities that had made a Community Action Plan (PACO), execute self-management and co-management actions contained in their planning.	1) Ex-Post Evaluation Survey 2) Municipal Management Improvement Plan 3) Reports from communities that developed PACOs	
Project Purpose Establish a social management model (2), based on planning with an MV (Life Improvement) approach.	1) At the end of the project, there is a social management model with a validated life improvement approach in 25% of the participating municipalities. 2) 50% of the communities that have their PACO (Community Action Plan), have linked to the municipal plan. 3) 50% of the participating municipalities have a Citizen Agenda linked to Municipal Planning (different sectors of municipalities such as civil society, Community Management Groups, ADESCO and others). 4) 50% of the pilot municipalities, through the Inter-institutional Committee, support and advise the community and municipal plans (the municipal technical teams participate).	1) Aid memory or registration of Municipality 2) monthly report of project consultants 3) Municipal Plan	There is no great change in the policy of the Government of El Salvador on social development

Expected Outputs			
Expected Output 1: The Life Improvement has been disseminated among the institutions present in the participating municipalities as an approach that generates self-managed processes in families and communities.	1) 50% of the target municipalities have the Inter-institutional Committee, whose participating entities have socialized the Life Improvement approach.	1) Aid memory or registration of Municipality 2) monthly report of project consultants	There is no major change in the implementation framework of the Project in the MINDEL and the collaborating municipalities.
Expected Output 2: Community planning processes have been promoted with EMV (Life Improvement Approach) and its articulation with the municipal development plans, as a factor that contributes to the social development of the participating municipalities.	1) 75% of the communities participating in the project prepare their PACO. 2) 60% of the communities that have their PACO, manage municipal and/or other institutions support to implement actions in one of the five work areas (3) 3) 20 Communities that have prepared their PACO update and evaluate their progress.	1) Documents containing the Community Action Plans 2) Aid memory or registration of Municipality 3) Monthly report of project consultants 4) Project Report	
Expected Output 3: The local articulation between public and private institutions has been promoted based on the need expressed in the different levels of planning (community and municipal).	1) At least three institutions of each of the participating municipalities generate support actions for the municipal plans.	1) Aid memory or registration of Municipality 2) Monthly report of project consultants 3) Project Report	
Expected Result 4: A Training Plan has been designed and executed for municipal personnel on Local Development and Life Improvement.	1) 100% of participating municipalities elaborated the training plan and have been trained. 2)) 75% of trained persons of pilot municipalities have applied the knowledge of PACO's Planning to Life Improvement approach.	1) Aid memory or registration of Municipality 2) Monthly report of project consultants 3) Project Report	
Expected Result 5: The methodological guidelines of the model have been developed, validated and applied, based on the systematization of their execution.	1) At the end of the project, the methodological guidelines are available, once the model has been validated y aplicaded by MINDEL.	1) Document containing the validated methodological guidelines.	

Activities	Inputs		External conditions	
<p>1.1 Preparation and periodic updating of mapping of public and private institutions present in each participating municipality.</p> <p>1.2 Establish the contents and the means to disseminate the EMV (Life Improvement Approach) in the public and private institutions.</p> <p>1.3.Design of the dissemination plan.</p> <p>1.4.Elaboration of dissemination material.</p>	Japaón	El Salvador		<p>The situation of security in the Eastern Zone does not worsen drastically.</p>
	<p>1. Experts (According to the needs, sending short-term experts is considered. In the case of short-term experts, sending third-country experts would be considered).</p> <ul style="list-style-type: none"> · Long Term Experts - Sub Chief Advisor / Coordinator · Short-term expert <p>Chief Advisor / Local Governance</p> <p>Leader/Local governance/ Inter-agency coordination</p> <p>Local development/ Life improvement</p> <p>Coordinator/Training control</p> <p>Experts in other fields, as necessity.</p> <p>In case of short term experts, it would be considered Third-Country experts.</p> <p>(For long term experts, these specialties are for the first two years, and will be considered the most appropriate way of sending experts according to the need of the project from the third year (the number of experts and the specialities).)</p> <p>2. Training in Japan and third country.—On-Line training with Japan</p> <p>3. Fund for activities programmed in Anual Project Operation</p> <p>4. Supply of equipment and machinery (vehicle, office equipment) Training in Japan and in third world country.</p>	MINDEL	Municipalities	
<p>2.1. Review of the current situation of the process of social development activities (Diagnosis, Planning, Implementation, Monitoring and Evaluation) in pilot municipalities. to extract problems and compile improvement plan.</p> <p>2.2 In the target municipalities, to order and compile the existing methods on community study to be used in the planning of community development.</p> <p>2.3 Elaboration and periodical update of the "methodological guidelines for the elaboration of the community action plan"</p> <p>2.4 Development and update of a training plan for social promoters and community leaders.</p> <p>2.5 Training according to the Plan update to social promoters (Municipal Technical Team) and community leaders.</p> <p>2.6 Implementation of the PACO process (community action plan) in selected communities and according to the updated Guidelines.</p> <p>2.7 Link between the PACOS to the Municipal Development Plans.</p>		<p>1. Counterparts</p> <ul style="list-style-type: none"> · Project Director Sub-director of the Project ·Project manager ·Project coordinator · Development consultant <p>Assignment of personnel according to the need of the project in each of its phases (salary, transportation, benefits of law)</p> <p>2. Office for the Project</p> <p>3. Fund to implement activities corresponds to counterpart.</p>		

<p>3.1 Identification of the role that public and private institutions play in the territory and how they can contribute to the development of Community and municipal plans.</p> <p>3.2 Establish a coordination mechanism with the public and private institutions identified to carry out social development actions established in the Community and Municipal Plans.</p> <p>3.3 Execution of the activities established with public and private institutions that contribute to improving the five work areas established in community and municipal planning.</p>				
<p>4.1 Preparation and approval of the Training Plan for Municipal Technical Teams.</p>				
<p>5.1 Systematization of the process for preparing Guidelines.</p> <p>5.2 Preparation of a final draft and approval of the Methodological Guidelines.</p>				
<p>1) The Overall goal contributes to Strategic Result XX of the MINDEL Institutional Strategic Plan (2020 - 2024).</p>				
<p>2) "Social Management" :understood as a part of local development management, which refers to a series of processes in which all parties involved think of countermeasures for local problems, taking collaborative actions to solve them and connecting their reflections with the following actions.</p>				
<p>3) The indicators on the improvement of quality of life will be defined in each of the five points (family coexistence, protection of the environment, health, food security and family economy) after the start of the Project.</p>				

Expected Output 3: The local articulation between public and private institutions has been promoted based on the need expressed in the different levels of planning (community and municipal).		Plan	National quarantine																																																																																																																								Executed	JICA	MINDEL, City Hall										
3.1	Identification of the role that public and private institutions play in the territory and how they can contribute to the development of Community and municipal plans	Plan																																																																																																																									Executed	JICA	MINDEL, City Hall										
		Executed	■						■																																		■																																																																																												
3.2	Establish a coordination mechanism with the public and private institutions identified to carry out social development actions established in the Community and Municipal Plans.	Plan																																																																																																																									Executed	JICA	MINDEL, City Hall										
		Executed					■																																		■															■																																																																															
3.3	Execution of the activities established with public and private institutions that contribute to improving the five work areas established in community and municipal planning.	Plan																																																																																																																									Executed	JICA	MINDEL, City Hall										
		Executed					■																																		■															■																																																																															
Expected Result 4: A Training Plan has been designed and executed for municipal personnel on Local Development and Life Improvement.																																																																																																																																							
4.1	Preparation and approval of the Training Plan for Municipal Technical Teams.	Plan																																																																																																																									Executed	JICA	MINDEL, City Hall										
		Executed																																							■																																																																																														
4.2	Identification of key officials that can be trained.	Plan																																																																																																																									Executed	JICA	MINDEL, City Hall										
		Executed																																							■															■																																																																															
4.3	Execution of the Training Plan: workshops, national and international exchanges.	Plan																																																																																																																									Executed	JICA	MINDEL, City Hall										
		Executed																																							■															■																																																																															
Expected Result 5: The methodological guidelines of the model have been developed, validated and applied, based on the systematization of their execution.																																																																																																																																							
5.1	Systematization of the process for preparing Guidelines.	Plan																																																																																																																									Executed	JICA	MINDEL										
		Executed					■																																		■															■																																																																															
5.2	Preparation of a final draft and approval of the Methodological Guidelines.	Plan																																																																																																																									Executed	JICA	MINDEL										
		Executed																																							■															■																																																																															
Monitoring and Reports plan		Year	1st year				2nd year				3rd year				4th year				5th year				Observations																																																																																																																
Monitoring	Joint Coordinating Committee (JCC)	Trimester	I	II	III	IV	I	II	III	IV	I	II	III	IV	I	II	III	IV	I	II	III	IV																																																																																																																	
		Month	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8		9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12																																																																																				
Reports/Documents	Submission of Monitoring Sheet	Plan																																																																																																																									Executed												
		Executed					■																																		■															■																																																																															
	Project Completion Report	Plan																																																																																																																									Executed												
		Executed					■																																		■															■																																																																															