

MINUTES OF MEETING
BETWEEN
THE JAPANESE EVALUATION TEAM
AND
THE AUTHORITIES CONCERNED OF THE GOVERNMENT OF
THE REPUBLIC OF CHILE
ON
THE JAPANESE TECHNICAL COOPERATION PROJECT
FOR
STRENGTHENING JAPAN-CHILE PARTNERSHIP PROGRAM (JCPP)

The Japanese Evaluation Team (hereinafter referred to as “the Japanese Team”), organized by the Japan International Cooperation Agency (hereinafter referred to as “JICA”) and headed by Mr. Naoki Kamijo, visited the Republic of Chile from February 27 to March 7, 2006.

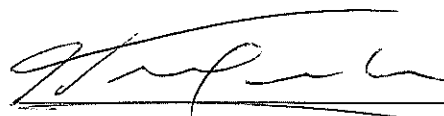
During its stay in the Republic of the Chile, the Japanese Team had a series of discussions with the Chilean authorities concerned, jointly evaluated the present achievements of the Japanese Technical Cooperation Project for ‘Strengthening Japan-Chile Partnership Program (JCPP)’ in the Republic of Chile (hereinafter referred to as “the Project”) and exchanged views on the project activities to fulfill the Record of Discussions (hereinafter referred to as “R/D”) signed on September 1, 2003.

As a result of the discussions, the Japanese Team and the Chilean authorities concerned agreed to report to their respective Governments the matters referred in the document attached hereto.

Santiago, March 7, 2006

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Mr. Arturo Vergara
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ATTACHED DOCUMENT

JOINT EVALUATION REPORT
OF
THE TECHNICAL COOPERATION PROJECT
FOR
“STRENGTHENING JAPAN-CHILE PARTNERSHIP PROGRAM (JCPP)”
IN
THE REPUBLIC OF CHILE

March 7, 2006

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Table of Contents

1. Introduction.....	1
1-1. Preface	1
1-2. Objectives of Evaluation	1
1-3. Study Schedule and Agencies visited	1
1-3-1. Schedule of the Japanese Evaluation Team.....	1
1-3-2. Agencies visited and Interviewees	2
1-4. Evaluators: Joint Evaluation Team	2
1-4-1. Japanese side	2
1-4-2. Chilean side	2
1-5. Methodology of Evaluation.....	3
1-5-2. Criteria for Evaluation	3
1-5-3. Reference Materials	3
2. Background and the Summary of the Project	4
2-1. Background of the Project	4
2-2 Summary of the Project	4
3. Evaluation	5
3-1 Achievement of the Plan (refer to ANNEX 3 for further detail).....	5
3-1-1 Outputs	5
3-1-2 Project Purpose	6
3-1-3 Overall Goal	7
3-2. Result of Evaluation (refer to ANNEX 4 for the further detail).....	7
3-2-1. Relevance	7
3-2-2. Effectiveness	8
3-2-3. Efficiency	8
3-2-4. Impacts	9
3-2-5 Sustainability.....	10
4. Conclusion and Recommendation	10
4-1. Conclusion of Evaluation	10
4-2. Recommendations	10
4-2-1. Recommendations for the remaining project period.....	10
4-2-2. Recommendations for the future.....	12

4-3. Lessons Learned	13
5. Other Concerns	14

List of ANNEX

- ANNEX 1. Project Design Matrix (PDM) for Evaluation (Revised in Feb. 2006)
- ANNEX 2-1. Two-and-half Year Accomplishment of the Plan
- ANNEX 2-2. Assigned Japanese Experts, Chilean Experts and Local Consultant
- ANNEX 2-3. Project Cost from Both sides
- ANNEX 2-4. Equipment Procured for the Project
- ANNEX 3-1. Achievement of the Plan (as of May 2006)
- ANNEX 3-2. Manuals and Other Document formulated in the Project
- ANNEX 3-3. Summary of Achievement based on the Indicators in PDM
- ANNEX 3-4. Members of PCM (Project Cycle Management) Committee
- ANNEX 3-5. Study Mission and PCM Workshop conducted by the Project
- ANNEX 4. Result of the Evaluation
- ANNEX 5. PDM version 2 (dated May 2005)
- ANNEX 6. PDM version 1 (signed in September 2003)
- ANNEX 7. Result of Survey Questionnaire

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1. Introduction

1-1. Preface

The Project "Strengthening Japan-Chile Partnership Program (JCPP)" (hereinafter referred to 'the Project') was initiated in September 1, 2003 and will be completed by August 31, 2006 with three-year project period. The Japanese Team dispatched by JICA visited the Republic of Chile from February 27 to March 7, 2006 for the purpose of evaluating the achievements of the Project. The evaluation has been undertaken jointly by the Chilean authorities concerned and the Japanese team.

1-2. Objectives of Evaluation

- 1) To grasp Inputs of both sides and to summarize the achievement status of the Project.
- 2) To execute an overall evaluation on the achievement of the Project by five criteria
- 3) To make recommendations on the future perspectives of and to draw lessons learned from the Project for the same field of technical cooperation.

1-3. Study Schedule and Agencies visited

1-3-1. Schedule of the Japanese Evaluation Team

(February 27 ~ March 7, 2006)

Date	Activities
February 27	Meeting at JICA Chile Office Courtesy Call and Meeting at the Embassy of Japan Interview with Japanese Expert
February 28	Courtesy Call to AGCI Japan-Chile Joint Evaluation Meeting 1 Interview with AGCI staff
March 1	Interview with AGCI staff Presentation by the Final Evaluation Team of JCPP Mini-Project (El Salvador) Interview with JICA Chile Office staff
March 2	Interview with AGCI staff Presentation by the Final Evaluation Team of JCPP Mini-Project (the Dominican Republic) Interview with Chilean Expert(INRPAC)
March 3	Japan-Chile Joint Evaluation Meeting 2 Internal Meeting of Japanese Evaluation Team

March 4	Internal Meeting of Japanese Evaluation Team
March 5	Internal Meeting of Japanese Evaluation Team
March 6	Japan-Chile Joint Evaluation Meeting 3
March 7	Joint Coordinating Committee(JCC), Signing of M/M

1-3-2. Agencies visited and Interviewees

Mr. Marcelo Rozas	Executive Director, International Cooperation Agency of Chile (AGCI)
Mr. Arturo Vergara	Director, Department of Horizontal Cooperation (CTPD), AGCI
Ms. Marcela Sottolichio	Director, Department of Policy and Planning, AGCI
Mr. Hernán Acuña	Program Coordinator, CTPD, AGCI
Mr. Patricio Pérez	Program Coordinator, Department of Policy and Planning, AGCI
Ms. Paulina Soto	Program Coordinator, CTPD, AGCI
Ms. Sofía Rodríguez	Program Officer, CTPD, AGCI
Ms. Gabriela León	Program Officer, CTPD, AGCI
Ms. Valeria Matus	Program Officer, CTPD, AGCI
Ms. Daniela Rodríguez	Program Officer, CTPD, AGCI
Ms. Marcela Quezada	Program Coordinator, Department of Bi-Multilateral Cooperation
Mr. Kazuhiro Fuse	JICA Expert, AGCI
Mr. Takefumi Shimao	First Secretary, Japanese Embassy in Chile
Mr. Hiroshi Nishiki	Vice Representative, JICA Chile office
Mr. Kazutoshi Yamaguchi	Program Officer, JICA Chile office
Ms. Masumi Harada	Program Officer, JICA Chile office
Mr. Mario Santander	Program Officer, JICA Chile office
Mr. Jorge Oltra	Professor, Universidad de Austral
Ms. María Angelica Olivares	Professor, Pontificia Universidad Católica de Chile
Mr. Alberto Vargas	Sub. Medical Director, Instituto Nacional de Rehabilitación Pedro Aguirre Cerda

1-4. Evaluators: Joint Evaluation Team

1-4-1. Japanese side

Mr. Naoki Kamijo	Team Leader, Japan International Cooperation Agency (JICA)
Ms. Kaoru Ochi	Evaluation Study Planning, JICA
Ms. Kyoko Kojima	Project Evaluation Analyst, INTEM Consulting Inc.

1-4-2. Chilean side

Ms. Marcela Sottolichio	Director, Department of Policy and Planning, AGCI
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1-5. Methodology of Evaluation

1-5-1. Methodology of Evaluation

The evaluation was conducted in compliance with “*JICA’s Guideline of Project Evaluation; the Practical Method for Project Evaluation Study*”(2003) (applying the Project Cycle Management; PCM method).

In this method, a Project Design Matrix (hereinafter referred to as ‘PDM’) represents the project design. The outcomes of the Project are compared with the PDM and evaluated according to the five evaluation criteria, i.e. relevance, effectiveness, efficiency, impact and sustainability. To compare the outcomes of the Project with its design, PDM for evaluation was prepared by making a small revision in Overall goal and Super Goal of PDM version 2 so as to assure the logicity of the Project.

Survey and evaluation was jointly conducted and the findings were documented into this Joint Evaluation Report formulated by the joint evaluation team.

1-5-2. Criteria for Evaluation

(1) Relevance

Relevance of the Project is reviewed focusing on the consistency of Project purpose and Overall goal with the development policy of Chile and needs of the beneficiaries.

(2) Effectiveness

Effectiveness is assessed by evaluating the actual outcomes of the Project focusing on the relationship between Purpose and Outputs.

(3) Efficiency

Efficiency of the Project implementation is analyzed with emphasis on the relationship between Outputs and Inputs in terms of timing, quantity and quality.

(4) Impact

Impact of the Project is assessed by either positive or negative influence caused by the Project, which was not originally expected in the Project plan.

(5) Sustainability

Sustainability of the Project is assessed in organizational, institutional, financial, and technical aspects by examining the current achievements of the Project, whether it is going to be sustained or expanded after the Project period.

1-5-3. Reference Materials

The following materials and sources were reviewed:

- (1) Record of Discussions(R/D), Minutes of Discussions, Monitoring Reports, Project progress reports and other relative documents
- (2) PDM for evaluation (PDMe) prepared in February 2006 (ANNEX 1), PDM revised in May 2003 (ANNEX 5) and the initial PDM signed simultaneously with R/D. (Annex 6)
- (3) Achievement of the Plan (Annex 3)
- (4) Results of survey questionnaires, and information obtained through interviews with Chilean counterparts, Japanese expert, and AGCI officers so on.

2. Background and the Summary of the Project

2-1. Background of the Project

International Cooperation Agency of Chile (hereinafter referred to as 'AGCI') was founded in 1990 in the aim of carrying out International Cooperation activities smoothly, and as of 1991, the Horizontal Cooperation Programs came into being, with *Solidarity* as its mainstay. The Government of Japan has been supporting this Horizontal Cooperation initiative by the Chilean Government, so that the successful results of technical transfers from Japan to Chile could be multiplied in other countries and in turn, by joining its efforts to those of Chile, Japan could contribute to the development of Latin America in an efficient and effective manner. In June of 1999, as a result of this joint work, both Governments signed an agreement on the "*Japan-Chile Partnership Program (JCPP)*", in which both Governments agreed to carry out programs as equal partners for supporting the socio-economical development of developing countries, based on cost-sharing principle.

Since the JCPP was agreed in 1999, JICA has been assisting AGCI through dispatch of Japanese experts and other technical cooperation. The Project to be evaluated was initiated in September 2003 with three year project period for the purpose of strengthening the AGCI's institutional capacity for the management of further development assistance projects and activities management guaranteed by efficiency and effectiveness.

2-2 Summary of the Project

In the process of examination of PDM version 2, the initial Overall Goal was identified too comprehensive and high to achieve in several years after the Project completion. It is maintained in Super Goal and new Overall Goal was identified to ensure the realistic development and logic in the PDM. The summary of PDM version 3 used for the evaluation is as follows:

(1) Super Goal

Contribution to the social-economical development of the developing countries, mainly in

Latin American and the Caribbean region, by means of good implementation of the JCPP

(2) Overall Goal

JCPP activities are efficiently and effectively carried out.

(3) Project Purpose

Strengthening institutional capacity of AGCI to carry out JCPP activities

(4) Outputs of the Projects

Output 1: Strengthening the AGCI's capacity of needs finding from the beneficiary countries and planning JCPP activities

Output 2: Strengthening the AGCI's capacity to formulate JCPP projects

Output 3: Strengthening the AGCI's capacity for monitoring and evaluating JCPP activities and projects

Output 4: Strengthening the AGCI's capacity to diffuse JCPP activities

Output 5: Increase of use of PCM among present and potential participants of JCPP

3. Evaluation

3-1 Achievement of the Plan (refer to ANNEX 3 for further detail)

3-1-1 Outputs

Output 1:	Strengthening the AGCI's capacity of needs finding from the beneficiary countries and planning JCPP activities
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The needs finding workshop has been periodically conducted and the Project have smoothly prepared the Long, Middle and Short lists to date. Most of invited beneficial countries have submitted the Application Form to AGCI (79 % as of March 2006) and the AGCI has established the efficient system for needs finding and project selection at the present.

The Project had prepared the necessary document for the mentioned system at AGCI. PCM method introduced by the Project has been sufficiently used in this process.

Achievement of Output 1 has been showing a smooth progress so far.

Output 2:	Strengthening the AGCI's capacity to formulate JCPP projects
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PCM method was introduced and has been applied in the project formulation. Seven (7) moderators of this method have been trained to date, of which 6 have acquired sufficient practical skills and knowledge. Necessary manuals for the method and procedure were also prepared by the Project. Trainings have been smoothly carried out so far, and technical quality of moderation and method employment is considered almost sufficient. End-line has already been fulfilled.

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Output 3:	Strengthening the AGCI's capacity for monitoring and evaluating JCPP activities and projects
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Seven (7) moderators in total have been trained, and three (3) of them have acquired practical skills and knowledge (other two have learned only theory). Monitoring and Evaluation manual was formulated by the Project and have been adequately used. Quantitative indicator of end-line has already been fulfilled, and the quality of moderation skills should be enhanced.

Output 4:	Strengthening the AGCI's capacity to diffuse JCPP activities
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JCPP Web HP and JCPP Video were created as planned in both English and Spanish. The HP has been updated periodically so that visitors could obtain the latest information and news. The video have already sent to the focal points.

It can be said that the above tools for offering the information have been well prepared and used so far though, the activity for public relation of JCPP should be more encouraged to diffuse to the Chilean people as well as JCPP actors in beneficial countries so that they could acquire the necessary knowledge and correct understanding about JCPP activities.

Output 5:	Increase of use of PCM among present and potential participants of JCPP
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Thirty PCM Workshops have been conducted to date inside and outside Chile having 445 participants. PCM Committee is expected to take a role in familiarizing the PCM method to other stakeholders. The Committee member were already selected from AGCI, JCPP related university and JICA Chile office. Because of the Project, not only the JCPP actors but also many of domestic local governments are now interested in using the PCM method and willing to apply it for their social development program and project, it is now recognized that scope of use of PCM method would be wider than initially expected.

Concerning the plan of contract of a university or above with AGCI to be an implementing institution of PCM workshop has not yet completed, and fulfillment of the related end-line is unsure for the time being.

3-1-2 Project Purpose

Strengthening institutional capacity of AGCI to carry out JCPP activities

Technical training and document creation have been smoothly conducted to date, and AGCI has established the fundamental environment to manage the JCPP activities. It enables them to conduct systematic needs finding, project formulation and monitoring & evaluation (herein after

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referred to 'M & E'). PCM method has been sufficiently applied to their JCPP management works.

It is noted that AGCI's capacity of JCPP management has clearly been strengthened and it is expected to further the current quality and quantity for more efficient and effective JCPP implementation.

3-1-3 Overall Goal

JCPP activities are efficiently and effectively carried out.

As mentioned above, at present the fundamental system of JCPP management has been established in AGCI through the activities of the Project, and the continuous technical training and capacity development are needed to ensure the stable and constant needs findings, project formulation and monitoring.

Project evaluation experience may not sufficient to establish the system. Further job experience is essential in JCPP actors especially AGCI so that they would learn lessons from the successful and unsuccessful job practices which should be applied to other potential JCPP activities.

It is noted that prospected achievement of Overall Goal will be identified later through the observation of their capacity development.

3-2. Result of Evaluation (refer to ANNEX 4 for the further detail)

3-2-1. Relevance

Relevance of the Project has been identified very high with the following main reasons and others:

JCPP activities' management, which has been enhanced through the implementation of the Project, has an appropriate longer-term goal (Super goal) to contribute the social as well as economical development in Latin American countries and Caribbean regions. The Country of Chile has been expanding the commitment to JCPP, based on its both national written policies and its budgetary strategies i.e. "*La Política de Cooperación Internacional de Chile para el Periodo 2000 '2006'*", "*Acuerdo Marco de JCPP*" and "*Ley de Presupuesto del Sector Público Aprobado anualmente por el Poder Ejecutivo y Legislativo de la Nación*". In line with this, the high consistency of Project's purpose and Overall goal with Chilean Government's policy is clearly recognized.

It is also identified that AGCI has been prioritizing the Horizontal Cooperation as one of their most important functions, and the investment scale in the Cooperation shares almost half (41,4% in 2005, 54.3% in 2006) in whole AGCI's services and

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budget, as shown in “*Ley de Presupuesto*”. As it is noted that JCPP is the mandate given to them, and the Project implementation for supporting this Horizontal Cooperation and furthering the management capacity in terms of JCPP is considered as consistent with AGCI’s internal policy and their mission.

From the point of view of Japan’s latest Official Development Assistance (ODA) Charter and its mid-term policy, in which South-South Cooperation is encouraged and stated to pursue, the Project purpose is identified very appropriate.

3-2-2. Effectiveness

Effectiveness of the Project has been identified as roughly high with the following main reasons and others:

The improvement of AGCI’s capacities in terms of needs finding (Output1), project formulation (Output 2), project M & E (Output 3) and JCPP publicity (Output 4) have been well progressed to date. The initial targets have been already almost fulfilled in its Indicators, i.e. status improvement of submission and acceptance of Applications (request) from beneficiaries, project selection at Department of CTPD from those requests, and Final Evaluation Report formulation of each JCPP activities. PCM method moderators have also been developed in CTPD for project planning and M & E works, and seven of necessary manuals were created in the Project. Concerning the PCM method familiarization to both inside and outside AGCI(Output 5), thirty PCM workshops in more than twenty places have been conducted with 445 participants so far, the fulfillment of its Indicator (470 participants) is positively prospected, while any university has not yet formally agreed to be an implementer of PCM workshop for JCPP. Development towards the initial target (Indicators) is smoothly progressed and the fulfillment of the Project Purpose by the end of the period is prospected.

One more to be mentioned here, however, it is very important for AGCI to expand the skills and knowledge developed in the Project in both quality and quantity and to transfer those techniques to the organizational and institutional stable technology from the current individual level in each counterpart. Capacity development could be realized through tackling remained challenges in the framework of organization.

3-2-3. Efficiency

Efficiency of the Project has been identified as high with the following main reasons and others:

Technology transfer and teaching by Japanese experts, Counterpart training in Japan, local consultant employment were conducted as planned and well-timed according to the progress of Chilean counterparts' skills and knowledge development. These well planned activities enabled the Project to bear the expected outcomes (Outputs 1-5). In addition to this progress, all of Counterparts continue to work with AGCI for JCPP management, no problem was found in terms of the stability of trained officers in the Agency.

3-2-4. Impacts

Positive Impacts have been identified and the prospecting achievement of Overall Goal of the Project will be identified after this study, as explained as follows:

The Country of Chile receives the high expectation of supports from other Latin American countries and Caribbean regions because of its comparative advantage in technology as well as the similarity of culture and language. It is recognized also that JCPP is an effective and efficient tool of development assistance applying the qualified technology and experience of both Japan and Chile and that furthering JCPP is needed to respond the existing demand in the regions. This was confirmed through the report of final evaluation studies conducted in the Project, for instance the mini-projects of El Salvador and the Dominican Republic, in which the positive impacts from JCPP project implementation were verified.

On the other hand, practical experience is not sufficient in AGCI in management of JCPP for achieving the Overall Goal of the Project. At the same time, it should be stated here that there are still system related topics remained to be discussed by both sides in terms of JCPP modalities and its approval process so on. Prospective of the Overall Goal achievement will be identified based on the examination and discussions of this matter and its development and system establishment of JCPP.

Other two unexpected positive impacts to be mentioned here are: 1) the Project encourages AGCI to be more effective assistance partner country in the region for implementing not only JCPP activities but also Bilateral cooperation by Chile and Triangle cooperation collaborating with other donors. 2) Inside Chile, PCM method has been recognized as effective tool for social development programs and/or projects. Today there are many local governments who are interested in applying this method and ask AGCI to conduct the workshop for this purpose. AGCI now is observing the possibility to find new human resources, namely, potential JCPP actors as experts and others through collaboration with those local government or public services bodies.

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3-2-5 Sustainability

Sustainability of the Project is considered as High-Moderate with the following main reasons: The evaluation study has not found any obstacle in terms of the policy issue of Chilean side as the Government has a positive JCPP policy and strategy with concrete budget planning.

In order to sustain the technological outcomes obtained by the Project in needs finding, project formulation, and M & E, the current skills and knowledge should be embodied at AGCI as a stable institutional capacity. This will enable AGCI to ensure the quality of service and the institutionalized system establishment of JCPP practices in the longer-term.

4. Conclusion and Recommendation

4-1. Conclusion of Evaluation

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

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

4-2. Recommendations

4-2-1. Recommendations for the remaining project period

(1) Expansion of PCM Workshop Implementers

One of indicators of Output 5, 'At least one Chilean university subscribes an agreement with AGCI to implement PCM workshop', has not been accomplished yet. The initial purpose of this Output can be said the familiarization and expansions of use of PCM method, which is considered an effective tool for economic and social development program formulation and its management. This may also have another purpose to ensure the domestic human resources as potential JCPP actors.

It is recommended that workshop implementers should be identified not only in the scope of universities but also in other potential bodies and an agreement should be made within the Project period.

(2) Capacity Development at Individual level

Most of the Indicators shown in PDM states quantitative parameter, but they are not sufficient to review the qualitative achievement in Counterparts. Qualitative analysis had to be considered more in the initial plan to measure the capacity development in Counterpart personnel, as the Project Purpose states 'Strengthening the institutional capacity of AGCI to carry out JCPP activities' which should be measured in both qualitative and quantitative aspects.

One of suggestions on this matter is about PCM method learning and practicing. Frequency of PCM workshop moderation could have make an influence on the performance quality and more frequent practices would have brought the remarkable increase of the ability of Counterparts in moderation.

It is recommended that the Project should maintain and improve the abilities acquired by taking specific efficient measures; for example, by organizing the periodical study group, increasing moderation experience for learning PCM method, and further participation in the study missions such as project findings and formulation and/or M & E as a mission member --- and another alternative could be participating in JICA's evaluation study of Bilateral Cooperation as the case may be.

(3) Capacity Development at Organizational Level (1)

Skills and knowledge, acquired through the participation in the Project, are needed to be embodied in the organizational level. The actual institutional environment, in which each individual Counterpart collaborates recognizing clearly its effectiveness and necessity, should be maintained. For this purpose, one of specific plans suggested here is to work out a new JCPP Guideline. It is recommended that the Project would discuss the matter for this institutionalization in the Agency.

It is also recommended that systematic mechanism should be established in AGCI to accumulate the information of the obtained lessons from the M & E studies or other former practice of JCPP activities in order to be fed back to other potential project formulation in the future.

(4) Capacity Development in Organizational Level (2)

With respect to the degree of capacity it is not easy to measure the development by Indicators selected by the Project (shown in PDM). However, it can be suggested here that AGCI would have some of the following functions as a JCPP implementing agency:

1) Midterm assistance strategies for the beneficial countries, which consist of prioritized development areas and issues, cooperation needs and most effective and proper assistance approach, 2) Collaboration expansion and strengthening of network with domestic collaborating actors, 3) Creation of Institutional environment for findings, developing and utilizing Chilean human resources; and 4) Reinforcement of function needed at project supervision in project site in beneficial country.

It should be noted that any of all above could be a target topic for capacity development at organizational level. It is recommended that the Project should identify the tasks to work for creating necessary mechanism or structure from these view points of organizational capacity development. In case of time constrains, to tackle this matter in more effective manner, it is highly recommended that at least the draft of a mid-and-long term action plan should be worked out during the Project period.

(5) Strategic Promotion of JCPP Activities

It is needed to clearly identify the targets of publicizing JCPP activities by focusing on inside and outside Chile respectively as follows:

1) for domestic sectors in Chile;

As mentioned above, one of the positive impact of the Project is the increase of interest in using PCM method in Chile. It is noted that effectively linking up this concern with JCPP public relation would be one of key components for further JCPP development. It would be also effective to provide with JCPP information to the participants of workshop from local governments and so on.

2) for foreign sectors outside Chile;

It is indispensable to pursue active familiarization of JCPP outside Chile so as to expand its activities. It is recommended that a clear measure should be taken in order that both beneficial countries and JICA local offices there could be well informed of JCPP's main purpose and implementing structure.

(6) Tasks to be taken for Above Recommendations

It is recommended that specific indicators and its activities should be identified and stated in PDM within the Project period, if it is possible.

4-2-2. Recommendations for the future

(1) Further support and Follow-up for Institutionalization of the Good Result of the Project
Recommendations mentioned above (2) ~ (5) of 4-2-1 for remaining period should

continuously be followed-up.

(2) Treatment of the JCPP activities in Project Site

Treatment of requested JCPP activities in beneficial countries can be classified in the matter of project supervision and management in local site.

It is recommended that the demarcation and role to be taken in local site by each actor of JCPP, namely recipient country, Embassy of Chile, and JICA local Office, should be clarified and identified. As to the matters to belong to the technical level, both sides of JICA and AGCI should begin the study, the result of which could be included in JCPP Guideline mentioned in the recommendation (2) of 4-2-1.

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

In the Project, 'Contribution to social-economic development in Latin American and Caribbean regions' is stated as the Super Goal. In order to fulfill this long term goal, the skills and developed capacity, the Project and useful information acquired by AGCI can and should be shared with other countries having the similar PP in the region. This expansion of collaboration network among PP actors would increase the efficiency of the South-South Cooperation process and increase potential resources so as to effectively respond the diversified demands of Latin American Countries. In this sense, it is recommended that JICA and AGCI would further support their collaboration strengthening.

4-3. Lessons Learned

4-3-1. From the Support of Cooperation Institute to the Strengthening of Other Cooperation Actors

In case of the assistance for a certain country to become a more effective and efficient country for oversea cooperation, it is very important to directly support directly the intended cooperation institute. On the other hand, it is also important that the targeted institute get strong domestic supports within the country. In other words, it is indispensable to create the organizational network among variety of domestic cooperating sectors. Furthermore, to identify, develop and ensure the potential human resources among those sectors is also important.

It should be especially noted that the Project has created new collaboration structure in Chile by inviting outside expertise institution to project formulation and M & E studies,

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introducing and transferring PCM method to universities, and inviting the participants from public services sectors or local governments to PCM workshop. This approach could be useful and applicable for the formulation of similar project in the future. The potential future projects should learn the said approach and include the domestic resources sectors potentially cooperation resource into the project basic design from the beginning of their implementation.

4-3-2. Characteristic as Capacity Development related Project

In this type of Project with the purpose of organizational ability strengthening, the capacity development should be considered in both individual and organizational perspective. From the individual view point, capacity development progress should be monitored by establishing indicators which can cover the acquired technology, its quality level and applying abilities.

From the organizational view point, the indicators should be stated as clear and concrete as possible because the concept of capacity development is sometimes general and ambiguous.

Some of the effective indicators and parameters selected in the Project are the Counterpart personnel's experiences of PCM moderation, and participation in the project formulation and M & E missions using the PCM method. Those actual results were periodically monitored and recorded in the Plan of Operation and Progress of Activities so that evaluators could examine the progress of their capacity development.

5. Other Concerns

5-1. From Strengthening the Implementing Capacity to Institutional Capacity.

To fulfill the Overall Goal i.e., 'JCPP activities are efficiently and effectively carried out', expected to be achieved in some three years after the completion of the Project, sustaining the current scale of JCPP can be said the prerequisite.

In terms of the implementation modalities of activities carried out in the framework of JCPP, for instance, needs findings, decision making process, project selection, specific follow-ups of ongoing projects implementing structure and the role of JICA offices, several topics are still remained to be discussed in both Japanese and Chilean sides, as it is outside the scope of the Project.

In case that the term from the end of the Project up to the fulfillment of the Overall Goal is considered as the final phase to realize the maturity of partnership between Chile and Japan in the context of the South-South Cooperation, discussions are needed in each policy and

technical level respectively to create the consensus of opinion in this mentioned span of some three years.

5-2. Overall Review of JCPP after the end of the Project

In the coming new phase after the Project period, the preparation towards the final stage should be completed. In this final stage, Japan and Chile would collaborate with each other with matured partnership in the context of South-South Cooperation.

In the above-mentioned phase, joint review of JCPP at both policy and technical levels has to be made as early as possible in order to create the new mechanism, which is truly applicable to this final stage.

List of ANNEX

- ANNEX 1. Project Design Matrix (PDM) for Evaluation (Revised in Feb. 2006)
- ANNEX 2-1. Two-and-half Year Accomplishment of the Plan
- ANNEX 2-2. Assigned Japanese Experts, Chilean Experts and Local Consultant
- ANNEX 2-3. Project Cost from Both sides
- ANNEX 2-4. Equipment Procured for the Project
- ANNEX 3-1. Achievement of the Plan (as of May 2006)
- ANNEX 3-2. Manuals and Other Document formulated in the Project
- ANNEX 3-3. Summary of Achievement based on the Indicators in PDM
- ANNEX 3-4. Members of PCM (Project Cycle Management) Committee
- ANNEX 3-5. Study Mission and PCM Workshop conducted by the Project
- ANNEX 4. Result of the Evaluation
- ANNEX 5. PDM version 2 (dated May 2005)
- ANNEX 6. PDM version 1 (signed in September 2003)
- ANNEX 7. Result of Survey Questionnaire

ANNEX 1. PROJECT DESIGN MATRIX (PDM) for Evaluation

Date of update: Feb, 2006

Project name : Strengthening "Japan-Chile Partnership Programme (JCPP)"

Project area : Mainly Latin American and the Caribbean region

Version no: PDM3

Terms of Japanese cooperation: from September 1, 2003, to August 31, 2006

Direct target of Project period: AGCI

Target group in long-term: Developing countries

Narrative Summary	Objectively Verifiable Indicators	Means of Verification	Important Assumptions
Super Goal Contribution to the social-economic development of the developing countries, mainly in Latin American and the Caribbean region, by means of good implementation of the JCPP	1. Economical condition has been enhanced in the sector assisted by JCPP 2. Positive social development has been identified in the sector assisted by JCPP	"Final Evaluation Report" of each activity	
Overall Goal JCPP activities are efficiently and effectively carried out.	1. % of JCPP activities highly appraised as valuable in its overall evaluation.	"Final Evaluation Report"	The external policy of the Chilean Government to support the countries of Latin American and the Caribbean region does not change
Project Purpose Strengthening the institutional capacity of AGCI to carry out JCPP activities	1. PDM and Monitoring Sheet will be elaborated in 100% of JCPP projects. 2. "Monitoring Report" (every 6 months) and "Final Evaluation Report" will be elaborated in 100% of JCPP mini-projects 3. "Final Evaluation Report" will be elaborated in 100% of regional seminars, Diploma and International Courses	1. Minutes of Discussions of each project 2. "Project Annual Report" 3. "Project Annual Report"	AGCI's budget for horizontal cooperation and JCPP is not reduced
Outputs 1. Strengthening the AGCI's capacity of needs finding from the beneficiary countries and planning JCPP activities 2. Strengthening the AGCI's capacity to formulate JCPP projects 3. Strengthening the AGCI's capacity for monitoring and evaluating JCPP activities and projects 4. Strengthening the AGCI's capacity to diffuse JCPP activities 5. Increase of use of PCM among present and potential participants of JCPP	1-1. 80% of invited countries to the Planning Committee of AGCI present cooperation requirements (Application Form) 1-2. The "Evaluation Sheet" is applied in 100% of received Application request (requirements). 1-3. 100% of study missions present report. 2. Two(2) counterparts of AGCI per year will be trained as modelator for PCM workshop 3. Five(5) counterparts of AGCI will be trained as monitor and evaluator in PCM 4-1. 100% of implemented activities are published in WEB 4-2. Every 3 months JCPP WEB page is updated 5-1. At the end of the Project, 470 participants assisted to PCM workshop. 5-2. At least one Chilean university subscribes an agreement with AGCI to implement PCM workshop	1-1. Report of the Committee 1-2. "Project Annual Report" 1-3. Report of Study missions 2. "Project Annual Report" 3. "Project Annual Report" 4. Historical record of WEB page 5-1. "Project Annual Report" 5-2. "Project Annual Report"	AGCI's policy of supporting developing countries in the region does not change
Activities	Input		Important Assumptions
1-1. Standardization of Application Form (requirements formats) for Chilean experts, traineeship in Chile and JCPP mini-projects. 1-2. Execution of annual workshop with focal points for needs finding 1-3. Formulation of "Evaluation Sheet" for feasibility analysis of each request (requirement). 1-4. Preparation of the Long List, Middle List and Short List of JCPP 1-5. Execution of annual Planning Committee of JCPP 1-6. Dispatching of Study Missions 2-1. Training of Chilean counterparts as moderator in PCM workshop 2-2. Preparation of "Project Design Matrix(PDM)" for each project among AGCI, JICA and beneficiary countries. 2-3. Planning of project activities by means of preparing "Monitoring Sheet". 3-1. Training of monitors and evaluators 3-2. Elaboration of formats for "Monitoring Report" and "Final Evaluation Report" and preparation of a guidebook to fill them. 3-3. Periodical monitoring about accomplishment of inputs and activities mentioned in PDM and "Monitoring Sheet" for each JCPP project and preparation of "Monitoring Report" through implementing JCPP activities. 3-4. Periodical monitoring about achievement of "Objectively Verifiable Indicators" and changes in "Important Assumptions" mentioned in PDM for each JCPP project and preparation of "Monitoring Sheet" through implementing JCPP activities 3.5.- Elaboration of "Final Evaluation Report" for each activity and project of JCPP and sensibilization of implementing institution of Third-Country Training Courses about the importance of evaluation. 3.6.- Elaboration of "Project Annual Report" in which all the activities and projects of JCPP are reported 4-1. Establishment of JCPP web site 4-2. Update of data in JCPP web site 4-3. Elaboration of record table of publications in WEB side 4-4. Preparation go promotional video 5-1. Formulation of manuals and didactic materials for PCM workshops 5-2. Execution of PCM workshops for Chilean experts of JCPP 5-3. Strengthening the organizational system of PCM 5-4. Execution of PCM workshops by external organizations	Japan Dispatch of Japanese experts to Chile Training of Chilean counterparts in Japan Machinery and materials necessary for technology transfer by the Japanese experts to AGCI counterparts Dispatch of Chilean experts to the beneficiary countries of JCPP Dispatch of Japanese experts to the beneficiary countries of JCPP Training in Chile for the beneficiary countries of JCPP Equipments and materials necessary for technology transfer from Chilean and Japanese experts to be beneficiary countries Expenses for regional seminars Other expenses in relation to JCPP	Chile Project Director Project Manager AGCI's counterparts for implementation of activities Office space and necessary facilities for the Japanese experts Dispatch of Chilean experts to the beneficiary countries of JCPP Training in Chile for the beneficiary countries of JCPP Expenses for regional seminars Other expenses in relation to JCPP	AGCI's counterparts assigned to JCPP will be maintained. AGCI's budget assigned to JCPP does not decrease There are no big changes in Chilean foreign policy Implementing institutions of Third-Country Training Courses submit Final Evaluation Report as scheduled. Preconditions Needs for JCPP exist in the region. AGCI coordinates adequately with Chilean technical counterparts to implement activities

ANNEX 2-2. Assigned Japanese Experts and Chilean Counterparts in the Project

Period of Assignment

Japanese Experts

Name	Title of Assignment	Responsibility	Position/Agency	Year 2003	Year 2004	Year 2005	Year 2006
Mami Yamada, Ms	JCPP capacity devn't	Technical advisor for Capacity Development of JCPP	JICA Expert	R/D			Sep.1, 2003 - Jul.9, 2005
Kazuhiro Fuse, Mr	JCPP capacity devn't	Technical advisor for Capacity Development of JCPP	JICA Expert		June 25, 2005 - Aug. 31,		
Takeaki Tomioka, Mr	PCM Monitoring & Evaluation	PCM method introduction and its technical advisor	JICA Expert	Sep-Dec.2003	July-Sep.2004		
Takujiro Ito, Mr	PCM textbook and manual development	PCM document development	JICA Expert		Apr.3-May.17, 2004		
Akira Nagamachi, Mr	Project Evaluation	PCM workshop PCM document development	JICA Expert			Nov.5-Dec.3,	

Chilean Counterparts

Name	Title of Assignment	Responsibility	Position/Dept/Agency	Year 2003	Year 2004	Year 2005	Year 2006
Marcelo Rozas, Sr.	Project Director	JCPP Supervising	Executive Director, AGCI	R/D			Sep.1, 2003 - Aug.31, 2006
Arturo Vergara, Sr.	Project Manager	JCPP Supervising	Jefe/Depto.Cooperación Horizontal/AGCI				Sep.1, 2003 - Aug.31, 2006
Hernán Acuña, Sr.	Project Coordinator	JCPP seminar, mini-project	Coordinador de Programa/ Depto.Cooperación Horizontal/AGCI				Sep.1, 2003 - Aug.31, 2006
Patricio Pérez, Sr.	Project Coordinator	JCPP Homepage PCM committee member	Coordinador de Programa/Depto.Política y Planificación/AGCI				Sep.1, 2003 - Aug.31, 2006
Paulina Soto, Sra.	Project Coordinator	JCPP seminar, mini-project PCM committee member	Coordinador de Programa/ Depto.Cooperación Horizontal/AGCI				Sep.1, 2003 - Aug.31, 2006
Sofía Rodríguez, Sra.	Project Officer	JCPP seminar, mini-project PCM committee member	Oficial de Programa/ Depto.Cooperación Horizontal/AGCI	Jan.18-Feb.9 Training in Japan			Sep.1, 2003 - Aug.31, 2006
Gabriela León, Srta.	Project Officer	JCPP seminar, mini-project PCM committee member	Oficial de Programa/ Depto.Cooperación Horizontal/AGCI				Sep.1, 2003 - Aug.31, 2006
Valeria Matus, Srta.	Project Officer	JCPP seminar, mini-project, Diploma and international courses PCM committee member	Oficial de Programa/ Depto.Cooperación Horizontal/AGCI		Oct.8-Nov.4 Training in Japan		Sep.1, 2003 - Aug.31, 2006
Daniela Rodríguez, Srta.	Project Officer	JCPP seminar, mini-project, Diploma and international courses, PCM committee member	Oficial de Programa/ Depto.Cooperación Horizontal/AGCI				Aug.1, 2005 - Aug.31,

Chilean Cooperator

Marcela Sottolichio, Sra	Project Supervisor	PCM committee member	Jefe / Depto.Política y Planificación/AGCI				Oct.8-Nov.4 Training in Japan
Marcela Quezada, Srta	Project Officer	PCM committee member	Coordinador de Programa/Depto. Cooperación Bi-Multilateral/AGCI				Oct.8-Nov.4 Training in Japan
Janet Palominos, Sra	Cooperator	PCM committee member	Oficial de Programa/Depto.Política y Planificación/AGCI			Oct.8-Nov.4 Group training in Japan	
Alfredo Rojas, Sr.	Cooperator	PCM committee member	Coordinador de Programa/Depto.Formación y Becas/AGCI			Oct.8-Nov.4 Group training in Japan	
Luis Aguayo, Sr.	Cooperator	PCM committee member	Universidad Pontificada Catolica de Valparaiso				Oct.8-Nov.4 Training in Japan
Mario Santander, Sr.	Project Officer	PCM committee member	JICA Chile Office				Oct.8-Nov.4 Training in Japan

Local Consultant

Name	Title of Assignment	Responsibility	Year 2003	Year 2004	Year 2005	Year 2006
Robinson Ibarra, Sr.	Local consultant	PCM method introduction, PCM committee setting	R/D		June 1- Aug.31,2004	
do	Local consultant	Moderatin technique, PCM textbook development			Nov.1 2004 -Mar.31, 2005	
do	Local consultant	Moderatin technique, PCM Work Shop				Nov.3.4.2005

ANNEX 2-1. TWO-AND-HALF YEAR ACCOMPLISHMENT (as of March, 2006) Conducted or Ongoing: ★ Scheduled: - - - - - ☆ *Status: As planned, delayed, or canceled etc

Activities	Year 2003			2004												2005												2006								*Status & Comment												
	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											
	Note ★ R/D			★ Monitoring												★ Midterm Review												★ Evaluation Study																				
Joint Coordinating Committee(JCC), Horizontal Cooperation Evaluation Meeting (HCEM)	★ JCC			★ HCEM												★ HCEM												★ HCEM								As planned												
1-1. Standardization of Application Form (requirements formats) for Chilean experts, traineeship in Chile and JCPP mini-projects.	-			-												-												-								As planned												
1-2. Execution of the Annual workshop with focal points for needs finding	-			★												★												★								40 regions, 17 countries with some 70 participants in total												
1-3. Formulation of 'Evaluation Sheet' for feasibility analysis of each request (requirements)	-			-												-												-								As planned												
1-4. Preparation of the Long-list, Middle-list and Short-list of JCPP	-			-												-												-								As planned												
1-5. Execution of the Annually Planning Committee of JCPP	★			-												★												★								As planned												
1-6. Dispatch of the Study mission (for needs findings)	-			★ 1 ★ 2 ★ 3												★ 4 ★ 5												★ 6								1. Ecuador, 2. Peru, 3. El Salvador, 4. Colombia, 5. El Salvador, 6. Costa Rica												
2-1. Training of Chilean counterparts as moderator in PCM workshop	-			-												-												-								El Salvador	Eight CPs and Cooperators in total have been trained											
2-2. Preparation of 'Project Design Matrix (PDM)' for each project among AGCI, JICA and beneficiary countries	-			Ecuador ★ ★ Peru												-												-								As planned												
2-3. Planning of project activities by means of preparing 'Monitoring Sheet'	-			Ecuador ★ ★ Peru												El Salvador, ★ Dominica												-								As planned												
3-1. Training of monitors and evaluators	-			Monitoring of the ★												★												★								Eight CPs and Cooperators in total have been trained												
3-2. Elaboration of formats for "Monitoring Report" and "Final Evaluation Report" and preparation of a guidebook to fill them	-			-												-												-								As planned												
3-3. Periodical monitoring about accomplishment of inputs and activities mentioned in PDM and "Monitoring Sheet" for each JCPP project and preparation of "Monitoring Report" through implementing JCPP activities.	-			★												★												★								As planned												
3-4. Periodical monitoring about achievement of "Objectively Verifiable Indicators" and changes in "Important Assumptions" mentioned in PDM for each JCPP project and preparation of "Monitoring Sheet" through implementing JCPP activities	★ 1 E			★ 2 E												3 M ★ 4 M												5 M ★ 6 M ★ 7 M												8 M ★ 9 E ★ 10 E ★ 11 M								1. Cuba, 2. Bolivia, 3. El Salvador, 5. Peru, 4. Dominica, 6. Ecuador, 7. El Salvador, 8. Dominica, 9. Dominica, 10. El Salvador, 11. Peru
3-5. Elaboration of "Final Evaluation Report" for each activity and project of JCPP and sensibilization of implementing institution of Third-Country Training Courses about the importance of evaluation.	-			-												-												-								Report of Regional Seminars, Int'l Course; Final Report of Regional Seminars and Int'l Courses	Some of them (especially Diploma course) are delayed											
3-6. Elaboration of "Project Annual Report" in which all the activities and projects of JCPP are recorded.	-			-												-												-								★	As planned											
4-1. Establishment of JCPP web site	-			-												-												-								★	As planned											
4-2. Update of data in JCPP web site	-			-												-												-								★	As planned											
4-3. Preparation of promotional video	-			-												-												-								★	As planned											
4-3. Elaboration of record table of publications in WEB site	-			-												-												-								★	As planned											
5-1. Formulation of manuals and didactic materials for PCM workshops	-			-												-												-								first draft	revision	As planned										
5-2. Execution of the PCM workshops for Chilean experts of JCPP	-			-												-												-								in Chile, Peru, Salvador 229 participants	in Chile and ★ 91 participants	in Colombia ★	in the 8th Province at Centurmo Municipal ★	in Puerto Monto, requested by Cooperación Chiquiue ★ for Valparaiso	30 workshops in more than 20 places with 445 participants Demands from domestic local authority and agencies have been recognized							
5-3. Strengthening the organizational system of PCM	-			-												-												-								PCM Committee created ★	3 Universities trained	Preparation of agreement between AGCI and universities	Any agreement has not yet done. One university participated in Training in Japan									
5-4. Execution of PCM workshops by external organization	-			-												-												-										Delayed,										
Inputs																																																
Japan Side: Dispatch of Japanese two long-term experts for JCPP	-			-												-												-									As Planned											
Dispatch of a Japanese short term expert for PCM method	-			-												-												-									As Planned											
Dispatch of a Japanese short term expert for PCM text and manual development	-			-												-												-									As Planned											
Dispatch of a Japanese short term expert for Monitoring and Evaluation	-			-												-												-									(project evaluation)	As Planned										
Training of Chilean counterparts in Japan for PCM moderator training and ODA management	-			-												-												-								1 One person	2 Five persons	1. PCM Method Training for one CP 2. ODA management Training for five CPs										
Project funds allocation including project finding study, evaluation study, regional seminar of JCPP	-			-												-												-									As Planned											
Equipment and materials necessary for technology transfer and development	-			-												-												-									As Planned											
Chile Side: Project Director	-			-												-												-									As Planned											
AGCI's Counterparts	-			-												-												-									As Planned											
Training in Chile for the beneficiary countries of JCPP	-			-												-												-								Trainees from Ecuador	As Planned											
Office Space and Facilities	-			-												-												-									As Planned											
Necessary expenses for project finding study, evaluation study, regional seminar of JCPP	-			-												-												-									As Planned											

ANNEX 2-3. Project Cost from both Sides.

(1) Japan side

(Unit: Yen1,000)

	Item	2003 Actual	2004 Actual	2005 Actual
1	Expense for Project Activities, Chilean local consultant employment, Equipment procurement	47,502	50,500	23,060
2	Japanese long-term Experts (2 experts)	4,911	12,403	12,424
3	Japanese short-term Experts (4 experts)	8,758	13,389	2,476
4	Chilean Counterparts Training in Japan	0	1,667	4,309
6	Study Mission from Japan	0	491	2,498
	Net Total	61,171	78,450	44,767
	Accumulated grand total	61,171	139,621	184,388

(1) Chilean side

(Unit:CLP)

	Item	2003 Actual	2004 Actual	2005 Actual
1	Expense for Project Activities : Study Missions, Seminar, Diploma and International Courses, PCM Workshop, Chilean Experts and Chilean local consultant employment	212,516,164	220,108,695	202,961,961
2	Transfer fee, handling fee for participating Training in Japan (for 4 CPs)	0	0	1,260,758
	Net Total	212,516,164	220,108,695	204,222,719
	Accumulated grand total	212,516,164	432,624,859	636,847,578

Note: Salary, Utility, Equipment and Facility are included into the budget of AGCI.

	US\$	Exchange rate
56.36%	from Japan side:	(1 Yen = 0.00843 US\$)
43.64%	from Chile side:	(1CLP = 0.00189 US\$)
	Project cost in total	US\$2,758,032

ANNEX 2-4. Equipment procured for the Project

* Status; A: Well operated, B: Usable, C: Not Usable

Equipment purchased and procured in Japan, and used for the Project activities

Code	Item	Maker	Qty	Total (JY)	Year/Purchase	Status*
1	Computer (Desktop)	Sony	1	178,800	2002	A
2	Color printer	HP	1	46,300	2002	A
3	Inc cartridge	HP	2	3,900	2002	A
4	Inc cartridge	HP	2	3,400	2002	A
5	Digital camera	Sony	1	69,800	2002	A
6	Camera case	Sony	1	4,150	2002	A
7	Battery for camera	Sony	1	4,980	2002	A
8	Memory stick	Sony	1	14,800	2002	A
9	Projector	Sony	1	330,000	2002	A
10	Scanner	Canon	1	17,800	2002	A
	Net Total			¥673,930		

US\$5,684.28

* Status; A: Well operated, B: Usable, C: Not Usable

Equipment purchased in Chile by the Project cost

Code	Item	Maker	Qty	Total (CLP)	Year/Purchase	Status*
11	Computer (Desktop)	CASE APOPEN	2	1,319,900	2003	A
12	OS	Microsoft	2	231,500	2003	A
13	Software (Office)	Microsoft	2	505,040	2003	A
14	Computer (Laptop)	Toshiba	1	1,465,000	2003	B
15	Software (Office / Spanish)	Microsoft	1	290,003	2003	A
16	Laser printer	Hewlett-Packard	1	514,000	2003	A
17	Digital camera	Sony	1	473,000	2004	A
18	Memory stick for no.17	Sony	2	97,410	2004	A
19	Printer (portable)	Canon	1	154,600	2004	A
20	USB memory	Kingston	2	202,000	2004	A
21	Tripod for digital camera	Midas	1	18,750	2004	A
22	Case for digital camera	Sony	1	17,500	2004	A
23	Bag (for PC and printer)	Kensinton	1	154,600	2004	A
24	USB memory	Kingston	1	202,000	2004	A
25	TV meeting system	Aethra	1	8,642,000	2004	A
26	Screen for TV meeting	Sony	1	1,990,000	2004	A
	IVA (18%) for 11~26			3,018,960		
	Net Total			P19,296,263		

US\$36,547

Note:

Equipment purchased by the Project cost

Number of Item	Qty	Grand total
1 ~ 26	33	US\$42,231.60

Exchange Rate: 1 Yen = 0.00843 US\$
1 CLP = 0.00189 US\$

ANNEX 3-1. Achievement of the Plan (as of March 2006)

Employment status of Inputs		See ANNEX 2.1 ~ 2.4.
Employment of Inputs (human resources, money resources, trainings etc)	<p>1) Status of employment of Inputs:</p> <ul style="list-style-type: none"> ● Japanese Experts: 2 long-term experts for JCPP capacity development, 3 short-term experts for PCM method related ● Chilean CPs and Cooperators : 10 AGCI officers in total (7 from Dept. C.H, 2 from Dept.P&P, 1 from Dept. Bi-Multi) ● Local Consultant: 1 for PCM method introduction ● Chilean CPs Training in Japan: 1 CP for PCM method, and 5 for ODA management Training (AGCI, Valparaiso Univ. JICA) ● Experts and cost for the study mission of needs finding and mini-project formulation : 5 missions ● Experts and cost for the study mission of mini-project monitoring & evaluation: 8 missions ● Experts and cost for Regional Seminars : 18 seminars Experts and cost for Diploma course : 4 courses ● Experts and cost for International course (training) in Chile : 5 trainees from 3 countries ● Cost for PCM workshop : 30 workshop conducted in 20 places (including outside Chile) ● Equipment procurement: 26 items used in total (Well maintained and used), Cost of equipment: about US\$ 3,000. ● Project cost as of March 2003: about US\$ 1.2M from Chile, 1. 5 M from Japan 	
Achievement degree of Outputs		See: ANNEX 3-2 ~ 3-5.
1. AGCI's capacity of needs findings and planning	<p>2) Submission of Application Form from beneficiaries countries (80%) (Indicator 1-1)</p> <ul style="list-style-type: none"> ● Soon after the 1st Workshop for needs finding, applications were submitted from 15 regions and confirmed in Horizontal Cooperation Evaluation Meeting in Feb. 2004. More than 100 Application was submitted to AGCI at the Workshop in Sep. 2004 and they were listed in Long-list. Since then, Long, Middle and Short lists have been created. <p>100% achievement as of May 2005, but 79 % as of March 2006. Overall achievement in comparison with End-line (100%) is observed as a smooth progress to date.</p>	
	<p>3) Progress of use of 'Evaluation Sheet' (Pauta de Evaluación Demandas JCPP) by each requested project (100%) (Indicator 1-2)</p> <ul style="list-style-type: none"> ● Evaluation Sheet (Pauta de Evaluación de Demandas) was completed in Oct 2004 with some delay. ● Use of Evaluation Sheet is 100% for requested projects by Jun. 2005. Overall achievement in comparison with End-line (100%) is observed as a smooth progressed to date. Fulfillment of the End-line is prospected 	
	<p>4) Submission of Study reports by dispatched missions (100%) (Indicator 1-3)</p> <ul style="list-style-type: none"> ● 100% submission from all the missions dispatched by Jun. 2004. ● Report by the El Salvador mission submitted the Report in some delay by Jun. 2005. ● Report by the Costa Rica mission was not yet completed. Fulfillment of the End-line is prospected 	

ANNEX 3-1. Achievement of the Plan (as of March 2006)

<p>2. AGCI's capacity for project formulation</p>	<p>5) Status of PCM method moderators development / training at AGCI (2 moderators per year)(Indicator 2-2)</p> <ul style="list-style-type: none"> ● Seven (7) moderators have been trained to date, of which 6 have acquired sufficient practical skills and knowledge. ● 'Manual de Procedimiento para la Misión de Estudio en Formulación de Proyectos en el Marco de JCPP' was formulated. ● 'Manual de Procedimiento para la Ejecución de Proyectos en el Marco de JCPP' was formulated. ● Trainings have been smoothly carried out so far, and technical quality of moderation and method employment is considered almost sufficient. Use of above manuals is also adequate ● End-line has already been fulfilled.
<p>3. AGCI's capacity for project M &E</p>	<p>6) Status of PCM Monitoring & Evaluation moderators development / training at AGCI (5 moderators in total) (Indicator 3)</p> <ul style="list-style-type: none"> ● Seven (7) moderators in total have been trained to date to complete the End-line, however, only 3 of them have acquired practical skills and knowledge (other 2 have learned only theory.) ● 'Manual de Procedimiento para la Misión de Monitoreo y Evaluación de Proyectos en el marco de JCPP' was formulated. ● Technical quality of moderation and method employment is considered sufficient, and use of above manual is adequate ● Quantitative indicator of end-line has already been fulfilled; however quality of moderation skills should be enhanced.
<p>4. AGCI's public relation</p>	<p>7) Status of JCPP Web Homepage creation and public relation activity. (Indicator 4-1)</p> <ul style="list-style-type: none"> ● JCPP Web HP was created as planned. ● JCPP Video was created as planned in both English and Spanish and sent to the focal points. <p>8) Status of JCPP Web HP update (once per three-month) (Indicator 4-2)</p> <ul style="list-style-type: none"> ● Updating has been periodically carried out in JCPP WEB at least one per three-month. ● Record Table has been periodically updated.
<p>5. Wider use of PCM method</p>	<p>9) Participants trained of PCM method (470 participants by the end of the Project) (Indicator 5-3)</p> <ul style="list-style-type: none"> ● 445 participants have been trained to date. (30 workshops) ● First end-lined was revised from 250 to 470 ● PCM Committee members have been selected from AGCI and JCPP related university and JICA Chile office in order to furthering PCM method among actors of JCPP . ● 'Manual de Procedimiento de los Talleres para la Enseñanza de la Metodología de PCM en el Marco de JCPP' was formulated. ● Use of above manual is adequate. Fulfillment of the End-line is prospected <p>10) University who agreed with AGCI to use PCM method (at least One university) (Indicator 5-2)</p> <ul style="list-style-type: none"> ● No university has contracted with AGCI to be an implementing institution of PCM workshop to date. ● Universidad Catolica Pontificada de Valparaiso is expected to be one of contractors. ● Fulfillment of the End-line is not clear for the time being.

ANNEX 3-1. Achievement of the Plan (as of March 2006)

Achievement degree of Project Purpose See: ANNEX 3-2 ~ 3-5.	
AGCI's capacity to carry out JCPP activities	11) Progress of the elaboration of PDM and Monitoring Sheet (100%) (Indicator 1) <ul style="list-style-type: none"> ● PDMs were formulated by 100 % to JCPP activities as planned. Fulfillment of the End-line is prospected
	12) Status of JCPP mini-projects monitoring & evaluation reports formulation and submission (100%) (Indicator 2) <ul style="list-style-type: none"> ● 8 monitoring & evaluation studies were carried out, and skills and knowledge introduced by the Project were applied for every study. ● AGCI has more to supervise the periodical monitor conducted in the project site of recipient country to achieve this end-line.
	13) Status of the final evaluation study reports of JCPP regional seminars, Diploma and international courses (100%) (Indicator 3) <ul style="list-style-type: none"> ● Most of the reports of JCPP seminar and Diploma and Int'l courses were submitted by Mar 2006 with some missing. (90%) ● 'Manual de Procedimiento para los Cursos Internacionales en el Marco de JCPP', Procedimiento para Seminarios Regionales en el Marco de JCPP' and Procedimiento para la Articulación con Cooperación Bilateral en el marco de JCPP were formulated.
Prospected achievement of Overall Goal	
Efficient and Effective JCPP	14) Prospective of the AGCI's JCPP capacity development in the following: <ul style="list-style-type: none"> ● The fundamental skills of JCPP management have been established in AGCI, however, the technique of needs findings, project formulation and monitoring is expected to enhance. Project evaluation experience is not sufficient to establish the system enabling its study result to feed back to other potential project. It is expected to have more on the job experience to achieve the Overall Goal.
Status of the project Implementation process	
Progress / Activities	15) Progress of activities shown in PDM <ul style="list-style-type: none"> ● All the Activities have been carried out as planned. Some of them were conducted in some delay during the busy season for CPs.
Monitoring	16) Status of project monitoring, its reports, and JCC meetings <ul style="list-style-type: none"> ● Project monitoring has been periodically carried out and its result as well as its problems to be solves as well recorded. Necessary modification was made based on those monitoring results. JCC meeting was held once. (2003) Second JCC is held in March 7,2006
Collaboration	17) Status of communication and team working <ul style="list-style-type: none"> ● Communication difficulty of Spanish affected the progress of technical training in the first year. Local consultant was employed for additional technical trainings of PCM method to catch up the delay. No problem was found in the communication among members.
Ownership of Chilean side	18) Chilean CPs Assignment status <ul style="list-style-type: none"> ● 8 officers from Dept.HC, one of which were transferred to Dept. P & P. in Apr. 2004. Every CP who has been trained in the Project continues to work with AGCI. Other cooperators (Dept. Bi and Multilateral, Dept. Policy and Planning) have also been trained.
	19) AGCI and Chilean CPs' initiative and participation with project activity The Project assists the main roles and function of the agency (AGCI), AGCI's initiative to participate to the Project is recognized high.
	20) Chilean share in JCPP activities: about 44%, FY2003 CLP 213M, FY2004 CLP 220M, FY2005 CLP 204M.

ANNEX 3-2. Manuals and Other Document formulated in the Project

	Title	Completed
1	Manual de Procedimiento para Seminarios Regionales en el Marco de JCPP	Apr.2005
2	Manual de Procedimiento para la Misión de Estudio en Formulación de Proyectos en el Marco de JCPP	Apr.2005
3	Manual de Procedimiento para la Misión de Monitoreo y Evaluación de Proyectos en el marco de JCPP	Apr.2005
4	Manual de Procedimiento para los Cursos Internacionales en el Marco de JCPP	Jun.2005
5	Manual de Procedimiento para la Ejecución de Proyectos en el Marco de JCPP	Jul.2005
6	Manual de Procedimiento de los Talleres para la Enseñanza de la Metodología de PCM en el Marco de JCPP	Jul.2005
7	Manual de Procedimiento para la Articulación con Cooperación Bilateral en el marco de JCPP	Jul.2005
8	Pauta de Evaluación de Demandas JCPP	Jan.2006
9	JCPP Video	Jun.2004
10	JCPP Web Site	Apr.2004

ANNEX 3-3. Summary of Achievement based on the Indicators in PDM (as of Feb.2006)

Nombre del Proyecto	Fortalecimiento de JCPP		Beneficiarios (target): AGCI		Nº Versión de PDM; Versio 2 (mayo 2005)		
Objetivo del Proyecto	Fortalecimiento de la capacidad institucional de AGCI para llevar a cabo las actividades de JCPP						
RESULTADOS	Línea- Raca Sep.2003	AVANCES POR AÑO					INDICADOR FINAL (en PDM)
		May.04 Resultad	Oct.04 Resultad	May.05 Resultad	Nov.05 Resultad	Marz.06	
Objetivo del Proyecto	1 0	(Evaluation Sheet under creation)	(Evaluation Sheet created)	100%	100%	100%	1. En el 100% de los mini-proyectos de JCPP se elaboran PDM y Pauta de Evaluación.
Fortalecimiento de la capacidad institucional de AGCI para llevar a cabo las actividades de JCPP	2 0	(Monitoring Sheet is under)	100%	100%	100%	90%	2. En el 100% de los mini-proyectos de JCPP se elaboran "Hoja de Monitoreo" cada 6 meses e "Informe de Evaluación Final" al finalizar los proyectos.
	3 0	100%	100%	100%	100%	100%	3. En el 100% de seminarios regionales se elabora "Informe de Evaluación Final"
RESULTADO Nº 1	1.1. 0	(15 countries-region)	(Long-list with 100 demands and above)	100%		79%	1.1 El 80% de los países consultados presentan demandas de cooperación
Fortalecimiento de la capacidad de AGCI para captar las demandas de los países beneficiarios y planificar las actividades de JCPP	1.2. 0	(Evaluation Sheet under creation)	(Evaluation Sheet created)	100%		100%	1.2 En el 100% de las solicitudes recibidas se aplica la pauta de evaluación
	1.3. 0	100%	(no mission)	100%	100%	100%	1.3 El 100% de las misiones de estudio presentan informe.
RESULTADO Nº 2	2.1. 0	1 Ms.Sofía	3 Ms.Sofía, Ms.León, Ms.Soto	3 Ms.Sofía Ms.León Ms.Soto	4 Ms.Sofía Ms.León, Ms.Matus Ms.Soto	7 Ms.Sofía,Ms.León, Ms.Matus, Mr.Pérez, Ms. Soto Ms.Quesada, Ms. Sottolichio	2.1 Se capacitan como moderadores 2 funcionarios de AGCI por año
RESULTADO Nº 3	3.1. 0	1 Ms.Sofía	3 Ms.Sofía, Ms.León, Ms.Soto	4 Ms.Sofía Ms.León, Ms.Sotos, Ms.Matus	5 Ms.Sofía Ms.León, Ms.Matus Mr.Pérez, Ms.Soto	7 Ms.Sofía,Ms.León, Ms.Matus, Mr.Pérez, Ms. Soto Ms.Quesada, Ms. Sottolichio	3.1 En AGCI se capacitan 5 contrapartes como monitor y evaluador en sistema PCM
RESULTADO Nº 4	4.1. 0	100% (Web created in May)	100%	100%	100%	100%	4.1 El 100% de las actividades programadas se publican en la página Web de JCPP
Fortalecimiento de la capacidad de AGCI para difundir las actividades de JCPP	4.2 . 0	(under creation)	100%	100%	100%	100%	4.2 Cada 3 meses se actualiza la página Web de JCPP
	5.1. 0	229	320	397	421	445 (30 Workshop conducted in 20 places)	5.1 Al final del proyecto 470** participantes habrán asistido a talleres de PCM
Generalización del PCM entre los participantes de JCPP	5.2. 0	0	0	0	0	0	5.2 More than 1 university agreed to conduct PCM workshop

Note: *Output 5 was added at 1 ** Target number was increased by 470 from 250 at 3rd Monitoring in May, 2005

ANNEX 3-4. Members of PCM Committee established by the Project

	Name	Position/Dept/Agency
1	Hernán Acuña, Sr.	Coordinador de Programa/Depto.Cooperación Horizontal/AGCI
2	Patricio Pérez, Sr.	Coordinador de Programa/Depto.Política y Planificación/AGCI
3	Paulina Soto, Sra.	Coordinador de Programa/Depto.Cooperación Horizontal/AGCI
4	Sofía Rodríguez , Sra.	Oficial de Programa/Depto.Cooperación Horizontal/AGCI
5	Gabriela León, Srta.	Oficial de Programa/Depto.Cooperación Horizontal/AGCI
6	Valeria Matus, Srta.	Oficial de Programa/Depto.Cooperación Horizontal/AGCI
7	Daniela Rodríguez, Srta.	Oficial de Programa/Depto.Cooperación Horizontal/AGCI
8	Marcela Quezada, Srta	Coordinador de Programa/Depto. Cooperación Bi-Multilateral/AGCI
9	Janet Palominos, Sra	Oficial de Programa/Depto.Política y Planificación/AGCI
10	Alfredo Rojas, Sr.	Coordinador de Programa/Depto.Formación y Becas/AGCI
12	Luis Aguayo, Sr.	Unversidad Pontificad Catolica de Valparaiso
13	Mario Santander, Sr.	JICA Chile Office

ANNEX 3-5. Study Mission and PCM Workshop conducted by the Project

3-5-1. Mini-project (Needs finding, Formulation, M & E)

Country		Period	Type	Area	Participating Agency	
Needs finding, Project Formulation						
1	1	Peru	March 2004	Needs finding / project formulation	Cultivo de moluscos	Universidad Católica de Norte(UCN) (Chilean side) Ministerio de Pesca y otros (Peruan side)
2	3	Colombia	February 2005	Needs finding / project formulation	Acuicultura	Universidad Católica de Norte(UCN) (Chilean side) Universidad Nacional, Universidad del Magdalena (Colombian side)
3	4	El Salvador	April 2005	Needs finding / project formulation	Gestión comercial e institucional	PROCHILE (Chilean side) EXPORTA (Salvadorian side)
4	5	Costa Rica	October 2005	Needs finding / project formulation	Rehabilitación para personas con discapacidad	INRPAC(Chilean side) Centro Nacional de Rehabilitación(CENAREA) (Costa Rican side)
5	5	Colombia	March 2006	Needs finding / project formulation	Cultivo de moluscos	Universidad Católica de Norte(UCN) (Chilean side) Universidad del Magdalena (Colombian side)
Monitoring & Evaluation						
6	1	Cuba	October 2003	Evaluation	Cultivo de peces marinos	Universidad Católica de Norte(UCN) (Chilean side) Centro de Investigación Pesquera (CIP) (Cuban side)
7	2	Bolivia	December 2003	Evaluation	Salud animal y vegetal	SAG (Chilean side) SENASAG (Bolivian side)
8	3	El Salvador	September 2004	Monitoring	Reproducción animal	Universidad Austral de Chile (UACH) (Chilean side) Ministro de Agricultura (Salvadorian side)
9	4	Dominican Republic	November 2004	Monitoring	Educación	Pontificia Universidad Católica (Chilean side) Secretaría de Estado de Educación (Dominican side) INFOCAM (Dominican side)
10	5	Ecuador	August 2005	Monitoring	Fortalecimiento de la organización de pescadores artesanales	Universidad de Santiago de Chile (Chilean side) UDENOR (Ecuadorian side)
11	6	El Salvador	September 2005	Monitoring	Reproducción animal	Universidad Austral de Chile (UACH) (Chilean side) Ministro de Agricultura (Salvadorian side)
12	7	Dominican Republic	January 2006	Evaluation	Educación	Pontificia Universidad Católica (Chilean side) Secretaría de Estado de Educación (Dominican side) INFOCAM (Dominican side)
13	8	El Salvador	February 2006	Evaluation	Reproducción animal	Universidad Austral de Chile (UACH) (Chilean side) Ministro de Agricultura (Salvadorian side)

3-5-2. PCM WORKSHOP CONDUCTED IN THE PROJECT
Base de datos sobre los participantes a los talleres de PCM

Actualizado: 23 de abril de 2004

Año	Mes	Día	Nombre del taller	Contenido del taller	Lugar	Nro. Participantes	Instituciones Participantes	Moderador	Co-moderador	Observaciones
2003	sep	15-16	PCM General	1. Explicación sobre el concepto básico de PCM 2. Introducción de "Análisis de problemas"	AGCI	7	AGCI:5 JICA:2	Takeaki Tomioka		
		23-24	PCM General	1. Explicación sobre el concepto básico de PCM 2. Introducción de "Análisis de problemas"	JICA	8	AGCI:1 JICA:7	Takeaki Tomioka		
		29	Planificación	1. Explicación sobre el concepto básico de PCM 2. Introducción de "Análisis de problemas"	AGCI	7	AGCI:1 JICA:1 INDAP:1 Ecuatorianos:4	Takeaki Tomioka		
		30	PCM General	1. Explicación sobre el concepto básico de PCM 2. Introducción de "Análisis de problemas"	AGCI	3	AGCI:3	Takeaki Tomioka		
	oct	1-2	Planificación	1. Introducción de la "Planificación participativa" 2. Proceso de planificación 3. Introducción de "Hoja de monitoreo"	AGCI	7	AGCI:2 JICA:5	Takeaki Tomioka		
		8-10	Monitoreo y Evaluación	1. Explicación sobre el concepto básico de monitoreo 2. Teoría de "Hoja de monitoreo" 3. Práctica de "Hoja de monitoreo" 4. Conocimiento de la evaluación	AGCI	14	AGCI:7 JICA:5 INDAP:1 MIDEPLAN:1	Takeaki Tomioka		
		13-17	Modificación de PDM y pre-evaluación	1. Preparación de taller 2. Moderación de taller 3. Modificación de PDM y plan de operación	Perú	10	CASMA:3 FONDEPES:5 UCN:1 JICA Perú:1	Takeaki Tomioka	Ignacio Soledad Bernui	
	nov	13-14	Monitoreo	1. Explicación sobre el concepto básico de PCM 2. Teoría de "Hoja de monitoreo" 3. Práctica de "Hoja de monitoreo"	UCN	7	UCN:7	Takeaki Tomioka	Alfredo Rojas Mario Santander	
		19-21	Planificación	1. Explicación sobre el concepto básico de PCM 2. Proceso de planificación 3. Introducción de "Hoja de monitoreo"	UMCE	26	UMCE, JICA Argentina, USACH, PUC, PAC:18 SAG:6 AGCI:2	Takeaki Tomioka	Alfredo Rojas Sofía Rodríguez	
26-27		Monitoreo	1. Explicación sobre el concepto básico de PCM 2. Teoría de "Hoja de monitoreo" 3. Práctica de "Hoja de monitoreo"	CENEREMA	18	CENEREMA:5 INDAP:9 Nicaragüense:1 Salvadoreños:3	Takeaki Tomioka	Alfredo Rojas Sofía Rodríguez		
2003	dic	3-4	Monitoreo y evaluación	1. Explicación sobre el concepto básico de monitoreo 2. Teoría de "Hoja de monitoreo" 3. Práctica de "Hoja de monitoreo" 4. Conocimiento de evaluación	UMCE	20	UMCE, JICA Argentina, USACH, PUC, PAC:14 SAG:5 AGCI:1	Takeaki Tomioka	Alfredo Rojas Sofía Rodríguez	
		22	PCM General y monitoreo	1. Explicación sobre el concepto básico de PCM 2. Introducción de "Análisis de problemas" 3. Práctica de "Hoja de monitoreo"	UMCE	5	UMCE:5	Takeaki Tomioka	Mario Santander	
2004	ene	20	Análisis de problemas	1. Analizar problemas de cooperación horizontal de Chile	Honduras	35	Puntos focales de AGCI de 14 países	Alfredo Rojas	Sofía Rodríguez	
	feb	26-27	PCM General	1. Explicar la lógica básica del PCM para los proyectos de la cooperación internacional 2. Realizar ejemplo real de PDM con necesidades de participantes	MOP	4	MOP El Salvador:2 MOP Chile:2	Mario Santander		
	mar	3-4	Monitoreo	1. Elaboración de plan de actividades del proyecto "Fortalecimiento de JCPP"	AGCI	8	AGCI:6 JICA:2	Sofía Rodríguez	Alfredo Rojas	

Año	Mes	Día	Nombre del taller	Contenido del taller	Lugar	Nro. Participantes	Instituciones Participantes	Moderador	Co-moderador	Observaciones
		3-4	Monitoreo	1. Elaboración de plan de actividades del proyecto "Fortalecimiento de JCPP"	AGCI	8	AGCI:6 JICA:2	Sofia Rodriguez	Alfredo Rojas	
		12-13	Introducción general de PCM y revisión de PDM0 y PDM1 confeccionados anteriormente	1. Conocer y usar la lógica básica del PCM para los proyectos de la cooperación internacional 2. Rediseñar PDM	Perú	23	FONDEPES: Pescadores:	Mario Santander	Alfredo Rojas Tazuko Ichinohe	
		29-30	Formulación de Plan de Operación	1. Conocer y usar la lógica básica del PCM para los proyectos de la cooperación internacional 2. Formular "Plan de Operación" para proyecto INPYME	AGCI	6	INPYME:3 UNA:1 EIAG:1 INDAP:1	Sofia Rodriguez	Alfredo Rojas	
		31	Elaboración de PDM	1. Conocer y usar la lógica básica del PCM para los proyectos de la cooperación internacional 2. Elaborar la PDM0 del proyecto de apoyo a la Exporta El	Exporta El Salvador	13	Exporta:7 ProChile:4 SAG:1 JICA El Salvador:1	Sofia Rodriguez	Paulina Soto	
			Introducción de PCM monitoreo y evaluación cursos internacionales	1, Dar a conocer la metodología PCM para presentar los proyectos de curso 2, Dar a conocer la metodología de evaluación	JICA	11		Mario Santander	Cynthia Alvarez	
			Introducción de PCM para miembros de Comité	1. Fortalecer las capacidades de los miembros del Comité como moderadores de PCM	USACH			Francisco Ito	Alfredo Rojas Paulina Soto	
			Introducción de PCM	1. Conocer y usar la lógica básica del PCM para los proyectos de la cooperación internacional 2. Fortalecer las capacidades de los funcionarios de JICA en América Latina	Hotel NH	24		Paulo Tomioka, Mario Santander	Sofia Rodriguez, Cynthia Alvarez,	
	sep	1-3	Monitoreo y Evaluación de Proyectos de Coop. Internacional	1. Conocer y usar la lógica básica del PCM para los proyectos de la cooperación internacional 2. Fortalecer las capacidades de los Puntos Focales de AGCI	Argentina	56		Paulo Tomioka, Sofia Rodriguez	Francisco Henríquez, Marcelo Pecoraro Andra de	
2005	feb	23	Taller Formulación de Proyecto U.Nacional	Planificación Participativa para la formulación de un proyecto en Acuicultura	Bogotá, Colombia	9	U. Nacional, INCODER, JICA-Colombia, UCN, M.Agricultura	Paulina Soto		
2005	feb	26	Taller Formulación de Proyecto U.del Magdalena	Planificación Participativa para la formulación de un proyecto en Acuicultura	Santa Marta, Colombia	20	U. Magdalena, INVEMAR, UCN, Fundación Silo Kangana, GENEMACA, ASOPESTUR, COPERBE, COOPROPES, Parques Costa Caribe, SENA	Paulina Soto		

Año	Mes	Día	Nombre del taller	Contenido del taller	Lugar	Nro. Participantes	Instituciones Participantes	Moderador	Co-moderador	Observaciones
2005	mar	28 al 1 de abril	Taller PCM, Planificación Participativa	Planificación Participativa para los funcionarios de la Municipalidad de Contulmo y líderes de la comunidad	Contulmo, VIII Región Chile	25	Municipalidad de Contulmo, Microempresarios, Asociaciones	Patricio Pérez Valeria Matus Sofía Rodríguez		
2005	abril	8	Taller de Análisis de Objetivos y Alternativas	Análisis de Objetivos y Alternativas de Proyecto para los relacionados de la Promoción de Exportaciones en El Salvador	San Salvador, El Salvador	23	Exporta, Conamype, Coexport, JICA, ProChile, Minec, M.RREE, Foex	Sofía Rodríguez	Gregory Mendez	
	sep	1 y 2	Taller de Monitoreo	Monitoreo del Proyecto de Ganadería	San Salvador, El Salvador	13	DGSVA, MAG, Asociación de Ganaderos, JICA, CENEREMA, AGCI	Sofía Rodríguez, Valeria Matus		
	oct	17 al 21	Taller PCM, Planificación Participativa	Planificación Participativa para los profesionales del Gobierno Regional y Local	Puerto Montt	21	SEREMI VIVIENDA, FUNDACION CHINQUIHUE, SERCOTEC, SERNAPECA, MUNICIPALIDAD DE CHAITEN, FEDERACION DE PESCADORES, MUNICIPALIDAD DE PTO. MONTT, MUNICIPALIDAD DE COCHAMO, SERNAM, MUNICIPALIDAD DE CALBUCO	Paulina Soto, Sofía Rodríguez	Alfredo Rojas	
	nov	22 y 23	Taller PCM, Monitoreo y Evaluación	Conocer la lógica de Monitoreo y Evaluación de JICA	Valparaíso	14	PUCV, FONADIS, GOBIERNO REGIONAL Y MUNICIPALIDAD DE SAN ANTONIO	Akira Nagamachi	Paulina Soto, Valeria Matus, Sofía Rodríguez, Patricio Pérez, Janet Palominos, Daniela Rodríguez	Aplicar lo aprendido con el experto japonés

Nro. total a fecha

445

ANNEX 4. Result of Evaluation

Relevance : The relevance on the Project implementation is considered High based on the analysis of following surveys result.	
21) Consistency with Chilean Government's Development Policy	The Country of Chile has been expanding the commitment to JCPP, based on its both national written policies and its budgetary strategies i.e. <i>"La Política de Cooperación Internacional de Chile para el Periodo 2000 '2006"</i> , <i>"Acuerdo Marco de JCPP"</i> and <i>"Ley de Presupuesto del Sector Público Aprobado anualmente por el Poder Ejecutivo y Legislativo de la Nación"</i> . In line with this, the high consistency of Project's purpose and Overall goal with Chilean Government's policy is clearly recognized.
22) Consistency with AGCI's Horizontal Cooperation Policy and its Strategy	It is also identified that AGCI has been prioritizing the Horizontal Cooperation as one of their most important functions, and the investment scale in the Cooperation shares almost half (41,4% in 2005, 54.3% in 2006) in whole AGCI's services and budget, as shown in <i>"Ley de Presupuesto"</i> . As it is noted that JCPP is the mandate given to them, and the Project implementation for supporting this Horizontal Cooperation, which furthers the management capacity in terms of JCPP, is considered as consistent with AGCI's internal policy and their mission. Moreover, AGCI recognizes that Partnership Program with Japan has comparative advantage in scale, diversity of cooperation, and scope of beneficial countries to other donor's similar program. As AGCI is planning to continue and expand the relationship with Japan, the implementation of the Project is consistent with its policy.
23) Relation with positive effects to Latin America and Caribbean region	The long term goal of the Project is to encourage the capacity development of AGC in managing the JCPP activities in order to contribute to the socio-economic development in Latin American and Caribbean regions. The skills and knowledge obtained by the Project have been directly applied and will utilize them to the function and services of AGCI. JCPP is the tool for technical cooperation with diversified sectors and assistance types. Benefits from the Project in those regions are clearly prospected and the Project purpose is recognized as appropriate.
24) Complimentary and coordination with donors	GTZ, Frandle (Bergie) and Swedish have similar partnership program with Chile, and none of them have a project to support AGCI's organizational capacity development. There is not any scheme in them having duplication with the Project.
25) Japan's South-South Cooperation Policy	From the point of view of Japan's latest Official Development Assistance (ODA) Charter and its mid-term policy, in which South-South Cooperation is encouraged to pursue, the Project purpose is identified very appropriate.
26) Comparative advantage of Japanese technology	Japan has an abundant experience of development assistance as one of donor countries, the knowledge and technology can be effectively used for furthering Chile's development to be a cooperating partner country. Since the technology transfer of the Project has been encouraged the effectiveness and efficiency of the JCPP management, the appropriateness of the Project is clearly confirmed.
Effectiveness : The effectiveness of the Project implementation is considered High based on the analysis of following surveys result.	
27) Overall Achievement degree of Project Purpose	Technology transfer in terms of JCPP management such as review of Application, project selection, project formulation and M & E using PCM method has been smoothly progressed. The seven moderators have been developed and the necessary document including seven manuals, Application Format, Evaluation Sheet was also prepared by which the fundamental environment in managing JCPP has been established at AGCI.
28) Achievement degree of Outputs 1~5	The improvement of AGCI's capacities in terms of needs finding (Output1), project formulation (Output 2), project M & E (Output 3) and JCPP publicity (Output 4) have been well progressed to date. The initial targets have been already almost fulfilled in its Indicators, i.e. status improvement of submission and acceptance of Applications (request) from beneficiaries, project selection at Department of CTPD from those requests, and Final Evaluation Report formulation of each JCPP activities. PCM method moderators have also been developed in CTPD for project planning and M & E works, and seven of necessary manuals were created in the Project. At present, the method introduced are being applied for all of project finding, mini-project formulation and M & E are fully used at AGCI. Concerning the PCM method familiarization to both inside and outside AGCI, thirty PCM workshops in more than twenty places have been conducted with 445 participants so far, the fulfillment of its Indicator (470 participants) is positively prospected, while any university has not yet formally agreed to be an implementer of PCM workshop for JCPP. Development towards the initial target (Indicators) is smoothly progressed and the fulfillment of the Project Purpose by the end of the period is prospected.

29) Appropriateness of planned Outputs components to fulfill the Project purpose	Outputs 1 -5 were identified almost effective to achieve the Project Purpose. However, it is very important for AGCI to expand the skills and knowledge developed in the Project in both quality and quantity, and to transfer those techniques to the organizational and institutional stable technology from the current individual level in each counterpart. Capacity development could be realized through tackling remained challenges in the framework of organization, while Indicators set in the PDM are not sufficient to measure them.
30) Any obstructive factors found against the achievement of Project purpose	The importance of Monitoring is recognized among actors in the project site of recipient country, delays of report sometimes happened because project member were not familiarized with Monitoring method and could not conduct it as planned. AGCI took a measure to cope with this problem by discussing with JICA or sending the Monitoring mission to encourage the ability improvement and finally to receive the necessary report. Another unexpected problem was that there was a moment having a difficulty to smoothly continue the Project when the change of government's party affected the stability of local Counterparts in a recipient country. AGCI and JICA discussed this and took a quick action and showed the concerns to the country's relative authorities, which made its project activate in correct and normal status.
Efficiency : The efficiency of the Project implementation is considered High based on the analysis of following surveys result.	
31) Cost-effectiveness of Project funds to Outputs	All of activities of the Project have been conducted for furthering the management capacity at AGCI, the skills and knowledge acquired have been directly used for their services and function in AGCI. The cost effectiveness was identified.
32) Appropriateness of Inputs	Technology transfer and teaching by Japanese experts, Counterpart training in Japan, local consultant employment were conducted as planned and well-timed according to the progress of Chilean counterparts' skills and knowledge development. These well planned activities enabled the Project to bear the expected outcomes (Outputs 1-5). In addition to this progress, all of Counterparts continue to work with AGCI for JCPP, no problem was found in terms of the stability of trained officers in the Agency.
33) Appropriateness to conduct Activities	Japanese experts dispatch, Counterparts' training in Japan, study mission participation and local consultant for PCM method teaching, etc., all the technology transfer related Inputs has been invested and employed according the progress of Counterparts skills learning.
34) Stability of CP at AGCI	In terms of stability of AGCI officers, no problem has been found so far as all the CP remain to work with AGCI for JCPP management.
Impact (actual and prospected) : The positive impacts was identified based on the analysis of following surveys result.	
35) Prospected Overall goal achievement and the issue	For furthering JCPP even after the Project period, its scale and types of modalities should be maintained, and the Counterpart personnel should continue the technological training. Practical experience is not sufficient in AGCI in management of JCPP for achieving the Overall Goal of the Project. At the same time, it should be stated here that there are still system related topics remained to be discussed by both sides in terms of JCPP modalities and its approval process so on. Prospective of the Overall Goal achievement will be identified based on the examination and discussions of this matter and its development and system establishment of JCPP. On the other hand, discussions are needed to establish the mechanism and procedure of JCPP implementation, so prospective achievement of the Overall Goal will be identified according to the examination and set policy of this matter.
36) Needs found in Central Latin America, Caribbean region	Country of Chile receives the high expectation of supports from other Latin American countries and Caribbean regions because of its comparative advantage in technology as well as the similarity of culture and language. It is recognized also that JCPP is an effective and efficient tool of development assistance applying the qualified technology and experience of both Japan and Chile, and JCPP is needed to respond the existing demand in the regions.
37) Unexpected impact from the Project	Other two positive impacts to be mentioned here are: 1) the Project encourages AGCI to be more effective assistance partner country in the region for implementing not only Bilateral cooperation but also Triangle collaborating with other donors. 2) Inside Chile, PCM method has been recognized as effective tool for social development programs and/or projects. Today there are many local governments who are interested in applying this method and ask AGCI to conduct the workshop for this purpose. AGCI now is observing the possibility to find new human resources, namely, potential JCPP actors as experts and others through collaboration with those local government or public services bodies. Government of Chile is encouraging the governance improvement in local authorities as one of prioritized national program, and AGCI is planning now to apply the PCM for supporting the program and they are examining the possibility of cooperation to public services bodies or local governments,

Sustainability (prospected) : The sustainability of the Project is considered High-Moderate based on the analysis of following surveys result.	
38) Chilean Government's Policy of JCPP in middle-and-long-term	As mentioned above in talking the Relevancy, Country of Chile shows a clear policy and strategy in assisting Latin American and Caribbean regions based on the "La Política de Cooperación Internacional de Chile para el Periodo 2000-2006" as well as "Ley de Presupuesto del Sector Público Aprobado anualmente por el Poder Ejecutivo y Legislativo de la Nación". Chile is planning to further JCPP as a cooperating partner in the regions. Share of JCPP fund by Chilean side also shows their stable policy, more than 50% was procured from Chilean side. Recent trend of Public Purse: about US\$ 18 B in 2003, US\$ 18.5 B in 2004, US\$ 22 B in 2005, and US\$ 26 B in 2006.
39) Institutional system needed to further the JCPP	The basic management system of JCPP at AGCI has been settled at the present. In reference to qualitative and quantitative expansions of JCPP, there would be three topics to be tackled in its implementation: 1) Clarification of assistance strategy against each beneficial country, 2) Coherent system agreement in both Japan and Chilean sides in terms of supervision and follow-up of JCPP mini-projects in project site, and 3) Useful environment and database creation installing the domestic resources and information needed to respond diversified JCPP demands from beneficiaries. The evaluation study has found any obstacle in terms of the policy issue of Chilean side as the Government has a positive JCPP policy and strategy with concrete budget planning.
40) Status of AGCI's policy for furthering JCPP activities in Latin America, Caribbean region	1) Necessary environment has been establishing at AGCI in project management and manual creation. CTPD shares about 54% of their program and budget at AGCI, and it is noted they prioritizes the Horizontal Cooperation among their services. What should be mentioned with respect to the JCPP execution status in AGCI, in order to sustain the technological outcomes obtained by the Project in needs finding, project formulation, and M & E, the current status of to embody those skills and knowledge as a stable institutional capacity. This will enable AGCI to ensure the quality of service and the institutionalized system establishment of JCPP practices in the longer-term. 2) Chilean side (AGCI) project cost shares the 44% of total. The cost includes JCPP needs findings, project formulation, M&E studies, regional seminar, diploma and international course, and PCM workshops conducted in the Project. This scale from Chilean side is schedule to procure during the remaining period.
41) Status of core technology	JCPP management (needs finding, project formulation, and M & E) at AGCI, it is not so long since the basic environment has been established, and it is assessed as not sufficient in both quality and quantity.
42) Internal training among CPs, Possibility of furthering the capacity	Counterpart's personnel have been trying to transfer their acquired skills and knowledge to other officers inside AGCI, they have regular opportunity to instruct or give advices on such as PCM method or knowledge of management. It is assessed that the establishment of their technology has been smoothly progressed. On the other hand, the number of studies mission participated by Counterparts in terms of project, they had only 6 needs finding/ formulation and 10 M&E studies.
43) Prospective and potential capacity development for furthering the institutional capacity for JCPP management	1) To implement efficient and effective JCPP, its coherent management is essential: Clarification of strategy of prioritized development areas against each end-beneficial country, Mechanism creation of M&E result feed-backing. As the delays of monitoring and its report submission from project site are found, it is needed to improve the quality and process of M&E implementation in relative personnel in the site of beneficial country. 2) There were cases that the commitment of both Japan and Chile was not well recognized in recipient countries. The project and AGCI should active the familiarization of JCPP actors and information users outside as well as inside Chile by using publication tools. 3) Considering the expansion of JCPP to make a 'Contribution to social-economic development in Latin American and Caribbean regions' (Super Goal of the Project), it is important that JCPP strategy has to be consistent with the assistance strategy in the regions of both Japan and Chile. Therefore, in order to fulfill this long term goal it is recommended that the skills and knowledge developed by the Project and other useful information possessed in AGCI should be shared with the countries having the similar PP in the region. This expansion of its collaboration would increase the potential resources so as to efficiently respond the diversified demands existed. In line with this, it is recommended that AGCI would further their cooperation strengthening.

ANNEX 5. PROJECT DESIGN MATRIX (PDM) VERSION 2

Date of update: May 18, 2005

Project name : Strengthening "Japan-Chile Partnership Programme (JCPP)"

Project area : Mainly Latin American and the Caribbean region

Direct target of Project period: AGCI

Version no:

Target group in long-term: Developing countries

Terms of Japanese cooperation: from September 1, 2003, to August 31, 2006

Narrative Summary	Objectively Verifiable Indicators	Means of Verification	Important Assumptions
<p>Overall Goal Contribution to the social-economic development of the developing countries, mainly in Latin American and the Caribbean region, by means of good implementation of the JCPP</p>	<p>The objectives established in each JCPP activity and project are accomplished</p>	<p>"Final Evaluation Report" of each activity</p>	<p>The external policy of the Chilean Government to support the countries of Latin American and the Caribbean region does not change</p>
<p>Project Purpose Enhancement of institutional capacity of AGCI to carry out JCPP activities</p>	<p>1. PDM and Monitoring Sheet will be elaborated in 100% of JCPP projects. 2. "Monitoring Report" (every 6 months) and "Final Evaluation Report" will be elaborated in 100% of JCPP mini-projects 3. "Final Evaluation Report" will be elaborated in 100% of regional seminars, Diploma and International Courses.</p>	<p>1. Minutes of Discussions of each project 2. "Project Annual Report" 3. "Project Annual Report"</p>	<p>AGCI's budget for horizontal cooperation and JCPP is not reduced</p>
<p>Outputs 1. Strengthening of AGCI's capacity of needs finding from the beneficiary countries and planning JCPP activities 2. Strengthening of AGCI's capacity to formulate JCPP projects 3. Strengthening of AGCI's capacity for monitoring and evaluating JCPP activities and projects 4. Strengthening of AGCI's capacity to diffuse JCPP activities 5. Increase of use of PCM among present and potential participants of JCPP</p>	<p>1-1. 80% of invited countries to the Planning Committee of AGCI present cooperation requirements(Application Form) 1-2. The "Evaluation Sheet" is applied in 100% of received Application Form (requirements). 1-3. 100% of study missions present report. 2. 2 counterparts of AGCI per year will be trained as modelator for PCM workshop 3. 5 counterparts of AGCI will be trained as monitor and evaluator in PCM 4-1. 100% of implemented activities are published in WEB 4-2. Every 3 months JCPP WEB page is updated 5-1. At the end of the Project, 470 participants assisted to PCM workshop. 5-2. At least one Chilean university suscribe agreement with AGCI and implement PCM</p>	<p>1-1. Report of the Committee 1-2. "Project Annual Report" 1-3. Report of Study missions 2. "Project Annual Report" 3. "Project Annual Report" 4. Historical record of WEB page 5-1. "Project Annual Report" 5-2. "Project Annual Report"</p>	<p>AGCI's policy of supporting developing countries in the region does not change</p>
<p>Activities</p>	<p>Input</p>		<p>Important Assumptions</p>
<p>1-1. Standardization of Application Form (requirements formats) for Chilean expertos, traineeship in Chile and JCPP mini-projects 1-2. Execution of annual workshop with focal points for needs 1-3. Formulation of "Evaluation Sheet" for feasibility analysis of each requirement. 1-4. Preparation of the Long List, Middle List and Short List of JCPP 1-5. Execution of annual Planning Committee of JCPP 1-6. Dispatching of Study Missions 2-1. Training of Chilean counterparts as moderator in PCM workshop 2-2. Preparation of "Project Design Matrix(PDM)" for each project among AGCI, JICA and beneficiary countries. 2-3. Planning of project activities by means of preparing "Monitoring Sheet". 3-1. Training of monitors and evaluators 3-2. Elaboration of formats for "Monitoring Report" and "Final Evaluation Report" and preparation of a guidebook to fill them. 3-3. Periodical monitoring about accomplishment of inputs and activities mentioned in PDM and "Monitoring Sheet" for each JCPP project and preparation of "Monitoring Report" through implementing JCPP activities. 3-4.- Periodical monitoring about achievement of "Objectively Verifiable Indicators" and changes in "important Assumptions" mentioned in PDM for each JCPP project and preparation of "Monitoring Sheet" through implementing JCPP activities 3.5.- Elaboration of "Final Evaluation Report" for each activity and project of JCPP and sensibilization of implementing institution of Third-Country Training Courses about the 3.6.- Elaboration of "Project Annual Report" in which all the activities and projects of JCPP are reported 4-1. Establishment of JCPP web site 4-2. Update of data in JCPP web site 4-3. Elaboration of record table of publications in WEB side 4-4. Preparation go promotional video 5-1. Formulation of manuals and didactic materials for PCM workshop 5-2. Execution of PCM workshops for Chilean experts of JCPP 5-3. Enforcement of organizational system of PCM 5-4. Execution of PCM workshops by external organizations</p>	<p>Japan Dispatch of Japanese experts to Chile Training of Chilean counterparts in Japan Machinery and materials necessary for technology transfer by the Japanese experts to AGCI counterparts Dispatch of Chilean experts to the beneficiary countries of JCPP Dispatch of Japanese experts to the beneficiary countries of JCPP Training in Chile for the beneficiary countries of JCPP Equipments and materials necessary for technology transfer from Chilean and Japanese experts to be beneficiary countries Expenses for regional seminars Other expenses in relation to JCPP</p>	<p>Chile Project Director Project Manager AGCI's counterparts for implementation of activities Office space and necessary facilities for the Japanese experts Dispatch of Chilean experts to the beneficiary countries of JCPP Training in Chile for the beneficiary countries of JCPP Expenses for regional seminars Other expenses in relation to JCPP</p>	<p>AGCI's counterparts assigned to JCPP will be maintained. AGCI's budget assigned to JCPP does not decrease There are no big changes in Chilean foreign policy Implementing institutions of Third-Country Training Courses submit Final Evaluation Report as scheduled. Preconditions Needs for JCPP exist in the region. AGCI coordinates adequately with Chilean technical counterparts to implement activities</p>

ANNEX 6. PROJECT DESIGN MATRIX (PDM) VERSION 1 (singed in Record of Discussions in September 2003)

Date of elaboration: August 26, 2003

Project name : Strengthening "Japan-Chile Partnership Programme (JCPP)"

Target group : Developing countries

Project area : Mainly Latin American and the Caribbean region

Terms of Japanese cooperation: from September 1, 2003, to August 31, 2006

Narrative Summary	Objectively Verifiable Indicators	Means of Verification	Important Assumptions
<p>Overall Goal Contribution to the social-economic development of the developing countries, mainly in Latin American and the Caribbean region, by means of good implementation of the JCPP</p>	<p>The objectives established in each JCPP activity and project are accomplished</p>	<p>"Final Evaluation Report" of each activity</p>	<p>The external policy of the Chilean Government to support the countries of Latin American and the Caribbean region does not change</p>
<p>Project Purpose Enforcement of institutional capacity of AGCI to carry out JCPP activities</p>	<p>1. PDM and TSI will be elaborated in 100% of JCPP projects and modified according to the result of monitoring 2. "Monitoring Sheet" (every 6 months) will be elaborated in 100% of JCPP projects 3. "Final Evaluation Report" will be elaborated in 100% of regional seminars, JCPP projects and activities</p>	<p>1. Minutes of Discussions of each project 2. "Project Annual Report" 3. "Project Annual Report"</p>	<p>AGCI's budget for JCPP is not reduced</p>
<p>Outputs 1. Enforcement of AGCI's capacity of needs finding from the beneficiary countries and planning JCPP activities 2. Enforcement of AGCI's capacity to formulate JCPP projects 3. Enforcement of AGCI's capacity for monitoring and evaluating JCPP activities and projects 4. Enforcement of AGCI's capacity to diffuse JCPP activities</p>	<p>1. "Check List" is elaborated for the 90% of all requests received 2. 2 counterparts of AGCI will be trained as modelator for PCM workshop 3. 2 counterparts of AGCI will be trained as monitor and evaluator in PCM 4. Every 3 months JCPP WEB page is updated</p>	<p>1. Report of Planning Committee of JCPP 2. "Project Annual Report" 3. "Project Annual Report" 4. Historical record of WEB page</p>	<p>AGCI's policy of supporting developing countries in the region does not change</p>
<p>Activities</p>	<p style="text-align: center;">Inputs</p>		
<p>1. To formalize/standardize a framework of need finding and annual planning for JCPP 1-1. Dispatch of study mission 1-2. Annual workshop with focal points to find needs for JCPP 1-3. Formulation of "Check List" for the received requirements and feasibility analysis by means of the list 1-4. Preparation of the Long, Middle and Short List of JCPP 1-5. Holding annually Planning Committee of JCPP 1-6. Standardization of request forms for Chilean experts dispatch and training in Chile</p> <p>2. To formulate JCPP projects with "Project Cycle Management (PCM)" method 2-1. Preparation of Chilean counterparts to design the projects by means of creation of "Project Design Matrix(PDM)" 2-2. Preparation of PDM for each project among AGCI, JICA and beneficiary countries 2-3. Planning of activities of the projects by means of preparing "Tentative Schedule of Implementation (TSI)"</p>	<p>Japan Dispatch of Japanese experts to Chile Training of Chilean counterparts in Japan Machinery and materials necessary for technology transfer by the Japanese experts to AGCI counterparts Dispatch of Chilean experts to the beneficiary countries of JCPP Dispatch of Japanese experts to the beneficiary countries of JCPP Training in Chile for the beneficiary countries of JCPP Equipments and materials necessary for technology transfer from Chilean and Japanese experts to the beneficiary countries of JCPP Expenses for regional seminars Other expenses in relation to JCPP</p>	<p>Chile Project Director Project Manager AGCI's counterparts for implementation of activities Office space and necessary facilities for the Japanese experts Dispatch of Chilean experts to the beneficiary countries of JCPP Training in Chile for the beneficiary countries of JCPP Expenses for regional seminars Other expenses in relation to JCPP</p>	<p>AGCI's counterparts assigned to JCPP will be maintained.</p>
<p>3. To do monitoring and evaluation of JCPP activities and projects 3.1.- Elaboration of format for "Monitoring Sheet" and "Final Evaluation Report" and preparation of a guidebook to complete the format 3.2.- Periodical monitoring about accomplishment of inputs and activities mentioned in PDM and TSI for each JCPP project and preparation of "Monitoring Sheet" through implementing JCPP activities 3.3.- Periodical monitoring about achievement of "Objectively Verifiable Indicators" and changes in "Important Assumptions" mentioned in PDM for each JCPP project and preparation of "Monitoring Sheet" through implementing JCPP activities 3.4.- Elaboration of "Final Evaluation Report" for each JCPP activity and project 3-5. Elaboration of "Project Annual Report" where all JCPP activities and projects are reported</p> <p>4. To publicize JCPP activities 4-1. Establishment of JCPP web site 4-2. Update of data in JCPP web site</p>			<p>Preconditions Needs for JCPP exist in the region. AGCI coordinates adequately with Chilean technical counterparts to implement activities</p>

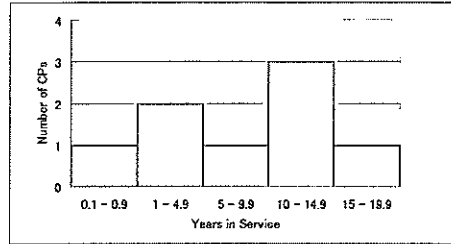
ANNEX 7. Result of Survey Questionnaire

ANNEX 7. Summary of the Result of Survey Questionnaire

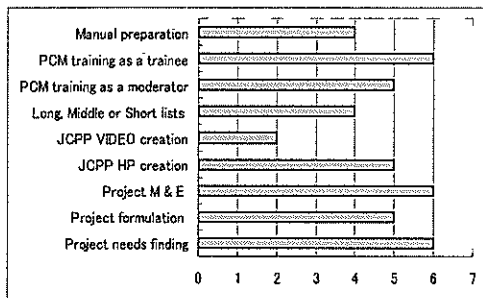
1. Questionnaire to Chilean Counterparts
2. Questionnaire to Chilean Experts who participated to needs finding, project formulation and monitoring & evaluation studies.
3. Questionnaire to Chilean Experts who participated to regional seminar, Diploma and International courses.

1. Chilean Counterparts

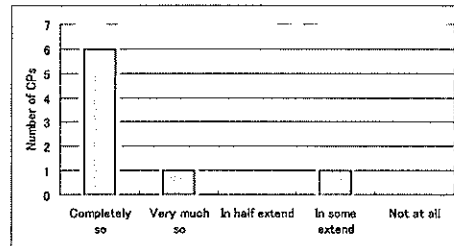
- Glance on CP's Years in service at AGCI. (8CPs)



- Which of the following activity have you participated in?

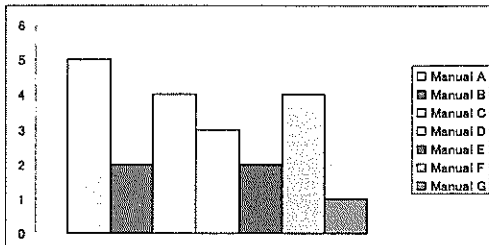


- Do you think that the above activity has promoted the efficiency and effectiveness of your work at AGCI?

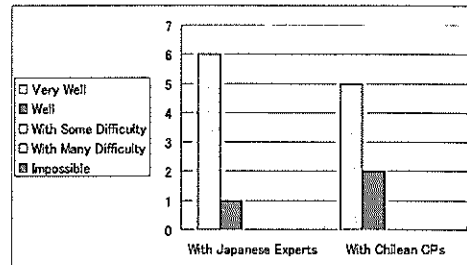


- Which of the following manuals do you use for your work?

- A: Procedimiento para Seminarios Regionales
- B: Procedimiento para la Misión de Estudio en Formulación de Proyectos
- C: Procedimiento para la Misión de Monitoreo y Evaluación de Proyectos
- D: Procedimiento para los Cursos Internacionales
- E: Procedimiento para la Ejecución de Proyectos
- F: Procedimiento de los Talleres para la Enseñanza de la Metodología de PCM
- G: Procedimiento para la Articulación con Cooperación Bilateral

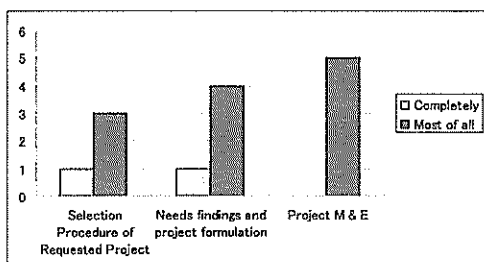


- How well do you think you have communicated to collaborate with other CPs and Japanese experts?

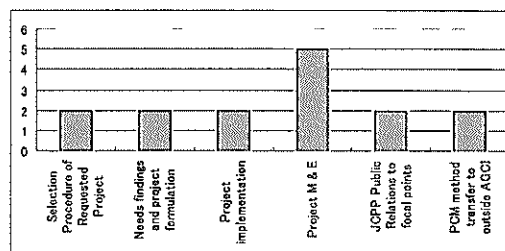


ANNEX 7. Result of Survey Questionnaire

•For the person in charge, how do you rate the degree of understanding of the following work procedure and process?



•Which of the technique introduced by the Project have you transferred to other AGCI officers or outside stakeholders?



Opinion and Comment from CPs:

(1) About PCM method

- Technical transfer inside AGCI in terms of skills and knowledge of PCM method have been conducted to other officers.
- The method is identified as useful not only to JCPP but also to domestic social development especially for local authorities, which would enable their governance enhancement. There would be also potential experts found in local government or local institutions.
- The method is useful to partnership with Japan as well as with other international organization such as EU and its program and project management.

- Project Monitoring & Evaluation is not the easy method to understand and apply the actual project. We should further learn and to be trained in this area, and we hope we would have continuous technical supports from Japan side.
- Familiarization of the PCM method in other institution, university or agency is essential to ensure the human resource of JCPP

(2) About the development of JCPP

- JCPP is expected to evolve the scale, mechanism and process of its partnership. There are lot of potentiality to be a effective partnership to support the countries and regions around Latin America.
- JCPP has been enabling the Country of Chile to have another opportunity of cooperation with other country then Japan.
- Chile does not expect to be a big donor country but hope to be partner to other Latin American and Caribbean.
- Diffusion of the information of JCPP should be promoted not only in the sense of accountability to public but to enhance the project management in the local project site of recipient countries.

(3) Other concerns

- Measure should be taken to solve current problem about the human resource of JCPP, i.e. experts and consulting recruiting. One of the most concerned topic of this matter is contract fee. Skilled expert employment would continue to be difficult unless this situation is changed.
- We hope that JCPP would be continue in the same scale and modality so as to create a stable partnership between Japan and Chile, i.e., JICA and AGCI.

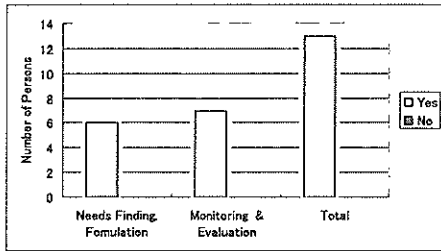
ANNEX 7. Result of Survey Questionnaire

3. Chilean Experts

Sample: 13 experts

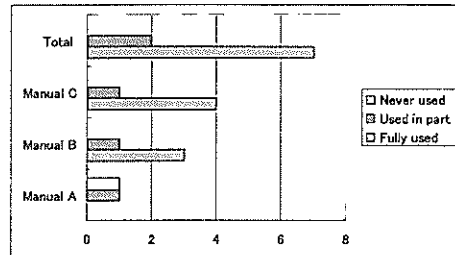
(who participated in Regional seminar, Diploma and Int'l Courses)

- Did you use the Project Cycle Management (PCM) method in your study mission?

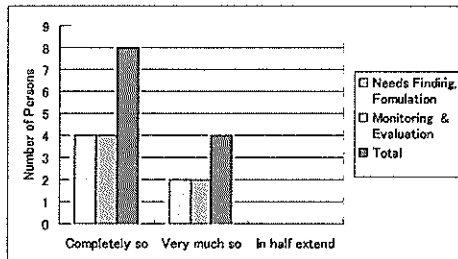


- Did you use the manuals formulated by the Project?

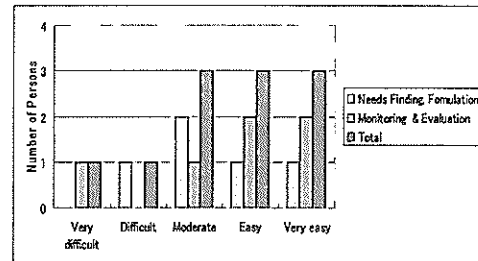
Manual A: Procedimiento de los Talleres para la Enseñanza de la Metodología de PCM
Manual B: Procedimiento para la Misión de Estudio en Formulación de Proyectos
Manual C: Procedimiento para la Misión de Monitoreo y Evaluación de Proyectos



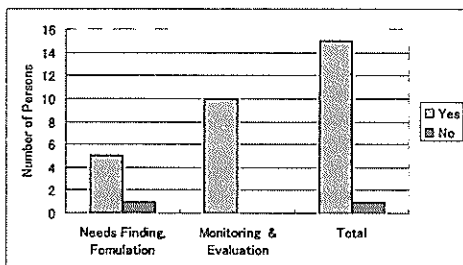
- Do you think the technique of its method would well serve to efficient and effective to needs findings, project formulation, or M&E?



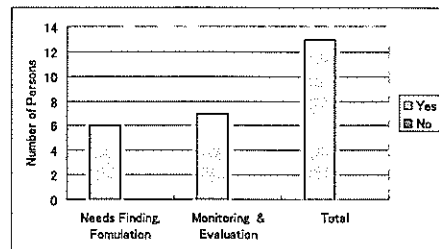
- How difficult did you find in using the PCM method to conduct your work?



- Did all of the study members know the PCM method?

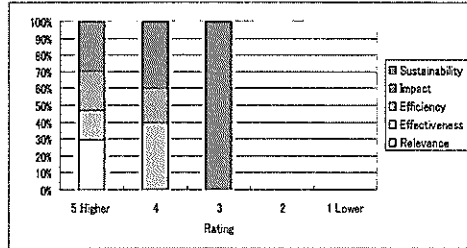


- Did you recognize that the project you studied was JCPP project, which is one of South-South Cooperation of Japan to Chile?



ANNEX 7. Result of Survey Questionnaire

•For the experts who joined the M&E mission, please give us the result of evaluation.

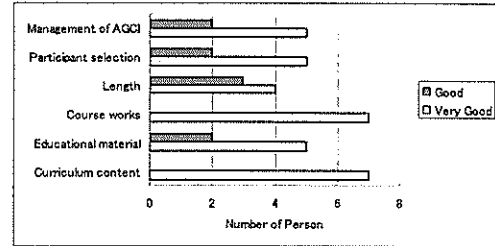


2. Chilean Experts

Sample : 7 experts

(who participated in Needs finding, Project formulation and M&E)

• How do you rate the following component of JCPP activity you participated?



• Do you think that the Activity you participated was effective to achieve its (seminar or course's) purpose and goal?

	Completely so	Other	In half extent	In some extent	Not at all
Number of Person	7	0	0	0	0

• Do you think that the participants / students acquired the new knowledge and skills through the Activity?

	Yes	No
Number of Person	7	0

• Did you recognize that the Activity you participated was JCPP project, which is one of South-South Cooperation of Japan to Chile?

	Yes	No
Number of Person	7	0

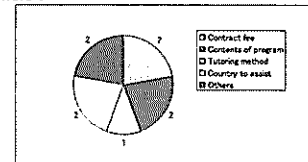
• Did you explain to the implementing agency or participants at workshop that the project being surveyed / seminar, courses being conducted was one of JCPP?

	Yes	No
Number of Person	7	0

• Have you ever participated with other donor's or governments similar Activity as an expert

	Yes	No
Number of Person	4	3

• What do you think is the biggest difference of the assignment with JCPP from other donors'?



• Do you hope to be assigned as a dispatched expert if you are requested in the future?

	Yes	No
Total	7	0