

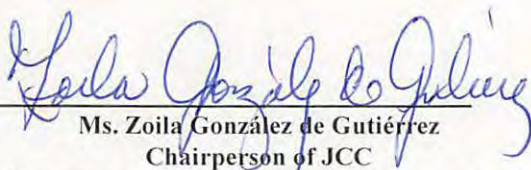
**MINUTES OF MEETING
ON
THE SECOND JOINT COORDINATION COMMITTEE
FOR
THE PROJECT FOR INSTITUTIONAL CAPACITY DEVELOPMENT ON
NATION-WIDE SOLID WASTE MANAGEMENT
IN THE DOMINICAN REPUBLIC
(FOCIMiRS)**

The second Joint Coordination Committee Meeting (hereinafter referred to as "JCC") was held on May 6, 2015 at the conference room of the Ministry of Environment and Natural Resources, chaired by the Vice Minister of Environmental Management, inviting the Deputy-Director of the Dominican Republic Office of the Japan International Cooperation Agency (hereinafter referred to as "JICA"), the General Director of Environmental Health from Ministry of Public Health and other members of the committee.

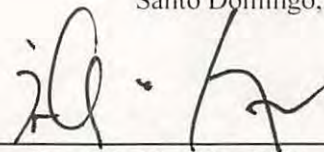
The purposes of the 2nd JCC were to share the achievements of the project with the related institutions and approve the work plan (2nd year) which gathers up the activities to be performed in the remaining period of the project for Institutional Capacity Development on Nation-wide Solid Waste Management in the Dominican Republic (hereinafter referred to as "FOCIMiRS"). In addition, the possible modifications in the project design matrix [PDM], taking into account the experiences in the first project year were shared with participants.

As a result of the 2nd JCC, the members of the committee agreed to the matters referred in the document attached hereto.

Santo Domingo, May 6th, 2015



Ms. Zoila González de Gutiérrez
Chairperson of JCC
Vice Minister of Environmental Management
Ministry of Environment and Natural Resources



Eng. Takahiro Kamishita
Chief Advisor
JICA Expert Team



Mr. Inocencio García
Vice Minister of International Cooperation,
Ministry of Economy, Planning and Development



Mr. Tasuku Ishibashi
Deputy-Director
Dominican Republic Office
Japan International Cooperation Agency

ATTACHED DOCUMENT

At the opening of the JCC, Ms. Zoila González de Gutiérrez, Vice Minister of Environmental Management and the chairperson of JCC, welcomed all attendees to the committee meeting and expressed her gratefulness to the cooperation by JICA on behalf of the Ministry of Environment and Natural Resources. Mr. Tasuku Ishibashi, Deputy-Director of JICA, congratulated the effort of all team members during first year.

1. Progresses and Achievements of the Project in the First Project Year

In his presentation, Mr. Julio Ortiz, the Project Manager explained and reminded the achievements of FOCIMiRS.

The main focuses of the achievements were the following three aspects:

1. The development of institutional system for capacity development [MARENA central-Provincial Direction- Municipalities].
 - Preparation of the policy, guideline and manuals for planning of the integrated solid waste management [ISWM]
 - Training of Trainers [ToT] (2) to the provincial offices and ISWM training to municipalities
2. Sharing experiences and information of solid waste management among countries in the Central America and Caribbean countries
3. Supports to the model municipalities for formulation of draft ISWM plan

Members of JCC congratulated and praised the efforts and achievements by FOCIMiRS and encouraged the continuation of efforts to train the staff of provincial offices as well as municipalities. Also it was mentioned the importance of promotion of the policy of the Ministry of Environment and Natural Resources [MARENA] for solid waste management which was published in February 2014 in order to achieve the compliance of responsibility by all municipalities and citizens.

2. Approval of the Work Plan of Second Project Year

Eng. Francisco Flores Chang, the Project Director, explained the following points:

- The activities in second year;
- Changes and detailed conditions to be reflected into the draft work plan including:
 - Municipal association and municipal associated final disposal under the project
 - Mode of holding workshop of ToT (2)
 - Number and requirements of participants to the international workshop from neighboring countries

- Milestones in the second year.

The members of the committee confirmed and agreed these contents which were described in the work plan of the second year. The work plan of the second project year was approved by the JCC accordingly.

3. Possible Modifications in the Project Design

Eng. Takahiro Kamishita, Chief Advisor of JICA expert team shared the idea of possible modification on the descriptions in the PDM based on the confirmed difficult situation of organizing municipal association in the first project year, since the objectively verifiable indicators and other descriptions had been set with the assumption of forming municipal associations in the Dominican Republic before and/or within the project period. Nevertheless, it was proposed to promote the activity of final disposal in these pilot areas through coordination among municipalities. He informed the members of JCC that the advisory mission of JICA would be dispatched around July – August 2015 with the objectives of confirming the progress of the project, analyzing the difficulty to formulate municipal associations, interviewing counterpart personnel of Dominican Republic, and discussing modification of the PDM.

A member of JCC expressed that the modifications in PDM raised by Chief Advisor were reasonable and agreeable. He recognized the tendency of Dominican people to set challenging objectives because of strong expectation to new project.

4. Observations and Confirmations in the First Year

Eng. Takahiro Kamishita quoted and shared, with members of JCC, the observations described in the Progress Report 1 prepared at the end of the first project year. The observations contained the following seven points which are to be discussed for well execution of the project activities either sustainable improvements of solid waste management in Dominican Republic.

1. Initiatives by the Ministry of Environment and Natural Resources for ISWM.
2. The importance of promoting the Activities of the C/P's ownership.
3. Strong Needs and Budget Constraints for Development of Facilities.
4. Restraint of Capacity of Municipalities.
5. Importance of Securing Budget for Project Activities.
6. Department and Office in Charge of SWM in the Ministry of Environment and Natural Resources.
7. Influences on SWM Efforts by Political Decisions

As the closing of the 2nd JCC, Mr. Domingo Contreras, Advisor of the Executive Power in Municipal Matters and Liaison with the Municipalities of the Country, expressed his confidence in the project team

and the result that they would achieve in a near future.

Appendices

- I. Agenda of 2nd JCC
- II. List of Attendees

[Handwritten signatures and initials in blue ink]

Appendix I



Agenda for the 2nd Joint Coordination Committee

Date: May 6th, 2015
Time: 9:00 am
Venue: Conference room of MARENA (1st floor)

Agenda

- | | |
|--------------------------------|---|
| 9:00 a.m. | Registration |
| 9:20 a.m. – 10:00 a.m. | Opening <ul style="list-style-type: none"> • Opening Speech <ul style="list-style-type: none"> -<u>Ms. Zoila Gonzalez</u>- Vice Minister of Environmental Management -<u>Sr. Tasuku Ishibashi</u>- Deputy-Director of JICA Dominican Republic Office -<u>Lic. Glenys Gonzales</u>- Cooperation Assistant [MEPyD] -<u>Lic. Luis Roa</u>- General Director of Environmental Health [M.S.P.] -<u>Sra. Oneyda Félix</u>- Technical Manager [FEDOMU] -<u>Lic. Víctor Félix</u>- Executive Secretary [LMD] • Presentation of the day's agenda |
| 10:00 a.m. – 10:30 a.m. | Achievements in the first project year (Julio Ortiz, Project Manager) |
| 10:30 a.m. – 11:00 a.m. | Work Plan for the 2nd project year (Flores Chang, Project Director) |
| 11:00 a.m. – 11:15 a.m. | Coffee break |
| 11:15 a.m. – 11:35 a.m. | Probable modifications in the project design
(Takahiro Kamishita, Chief Advisor) |
| 11:35 a.m. - 11:55 p.m. | Discussion session <ol style="list-style-type: none"> (1) Questions and Answers (2) Confirmation of the agreed points |
| 11:55 p.m. | Closing Remarks
-Mr. Domingo Contreras |

Appendix II List of Attendees

Participants of Dominican Republic side:

Ministry of Environment and Natural Resources

Ms. Zoila González de Gutiérrez	Chairperson of JCC Vice Minister of Environmental Management, Ministry of Environment and Natural Resources
Mr. Domingo Contreras	Advisor of the Executive Power in Municipal Matters and Liaison with the Municipalities of the Country
- Counterparts of FOCIMiRS	
Eng. Francisco Flores Chang	Project Director
Eng. Maribel Chalas	Assistant of Project Director
Mr. Julio Ortíz	Project Manager
Ms. Ana Hernández	Assistant of Project Manager
Mr. Manuel Castillo	Technical Counterpart
Ms. Diokasty Payano	Technical Counterpart
Ms. Maria De León	Technical Counterpart
Ms. Delly Méndez	Technical Counterpart
Mr. Daniel Romero	Technical Counterpart
Ms. Anny Novas	Technical Counterpart
- Program for the Management of Ecological Spaces	
Ms. Sofía Quneshin	Coordinator
Ms. Carolina Carela	Architect
- Public Relations	
Mr. Mario Lara	

ADN: *Ayuntamiento de Distrito Nacional*

Mr. José Miguel Martínez	Secretary of Environmental Management and Risk
Ms. Ana B. Pou Espinal	Manager of the Dept. of Vulnerability Reduction

CCN-GIRESOL Members**Ministry of Economy, Planning and Development**

Lic. Glenys Gonzales	Official of International Cooperation
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Ministry of Education

Ms. Mercedes Campusano	Technical Assigned
------------------------	--------------------

Ministry of Public Health

Lic. Luis Roa	Director of Environmental Health
---------------	----------------------------------

Mr. Pedro D. Gomez	Coordinator- Basic Sanitation
--------------------	-------------------------------

FEDOMU

Ms. Beatriz Alcántara	Manager of Territorial Management
-----------------------	-----------------------------------

L.M.D

Mr. Manuel A. Acosta	Director of Environmental Management
----------------------	--------------------------------------

ECORED

Ms. Mariely Ponciano	Coordinator of Solid Waste
----------------------	----------------------------

FEDODIM

Mr. Juan Gonzalez	Advisor
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Participants of Japan side:**JICA Dominican Republic Office**

Mr. Tasuku Ishibashi	Deputy-Director
Eng. Huáscar Peña	Program Officer
Mr. Fidel Baez	Program Assistant

JICA Expert Team

Eng. Takahiro Kamishita	Chief Advisor, solid waste management expert
Eng. Paula De León	Project Assistant
Ms. Noriko Tamate	Interpreter
Ms. Ana Karen Marte	Interpreter
Ms. Glennys Balbuena	Secretary

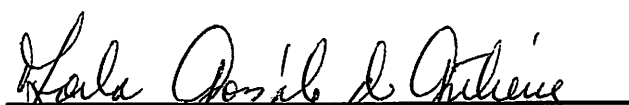
**MINUTES OF MEETING
ON
THE THIRD JOINT COORDINATION COMMITTEE
FOR
THE PROJECT FOR INSTITUTIONAL CAPACITY DEVELOPMENT ON
NATION-WIDE SOLID WASTE MANAGEMENT
IN THE DOMINICAN REPUBLIC
(FOCIMiRS)**


The third Joint Coordination Committee Meeting (hereinafter referred to as "JCC") was held on August 7, 2015 at the conference room of the Ministry of Economy, Planning and Development (hereinafter referred to as "MEPyD"), chaired by the Vice Minister of Environmental Management, inviting the Vice Minister of International Cooperation of MEPyD, the Advisor of the Executive in Municipal Matters, the Chief Representative of Dominican Republic Office of the Japan International Cooperation Agency (hereinafter referred to as "JICA"), the leader of Mid-Term Review Team dispatched by JICA headquarter and other members of the committee.


The purpose of the 3rd JCC was to confirm the result of the Joint Mid-Term Review conducted by the joint mid-term review team consisting of both Japan and Dominican Republic sides.

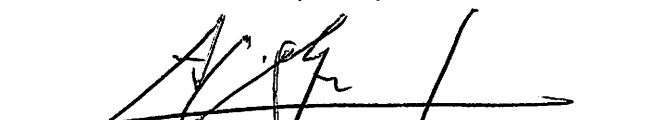
As a result of the 3rd JCC, the members agreed to the matters referred in the document attached hereto.

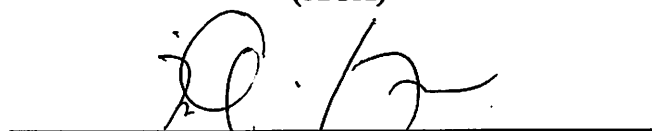
Santo Domingo, August 7th, 2015


 Ms. Zofia González de Gutiérrez
 Chairperson of JCC
 Ministry of Environment and Natural
 Resources (MARENA)


 Dr. Mitsuo Yoshida
 Team Leader, JICA Mid-Term Review Team
 Japan International Cooperation Agency
 (JICA)


 Mr. Inocencio García
 Vice Minister of International Cooperation
 Ministry of Economy, Planning and
 Development (MEPyD)


 Mr. Akihiko Yamada
 Chief Representative
 Dominican Republic Office
 Japan International Cooperation Agency
 (JICA)


 Eng. Takahiro Kamishita
 Chief Advisor
 JICA Expert Team

ATTACHED DOCUMENT

1. Joint Mid-Term Review of the project

1) Joint Mid-Term Review Report

The Joint Mid-Term Review Team consisting of Dominican Republic and Japanese members presented the results of the Joint Mid-Term Review Report (attached as Appendix II) to the JCC. Both sides confirmed that the members of the JCC agreed and approved the contents of this Mid-Term Review Report including modification in PDM.

Appendices

- I. Agenda of 3rd JCC
- II. Joint Mid-term Review Report



Appendix I**Agenda for the 3rd Joint Coordination Committee**

Date: August 7th, 2015
Time: 9:00 am- 11:30 a. m.
Venue: Conference room of MEPyD

Agenda

- 9:00 a.m.** Registration
- 9:15 a.m. – 9:35 a.m.** Opening
- Opening Speech
 - Mr. Inocencio García Javier– Vice Minister of International Cooperation, Ministry of Economy, Planning and Development [MEPyD]
 - Mr. Zoila Gonzalez- Vice Minister of Environmental Management, Ministry of Environment and Natural Resources
 - Mr. Akihiko Yamada- Chief Representative of JICA Dominican Republic Office
 - Presentation of the day's agenda
- 9:35 a.m. – 10:05 a.m.** Report of the Mid-term Review result,
the Joint Mid-Term Evaluation Team
- 10:05 a.m. – 10:15 a.m.** Questions and Answers on the Joint Mid-Term Evaluation Report
- 10:15 a.m. – 10:30 a.m.** Signing of the Minutes of Meeting on the Joint Mid-term Review
- End of first session**
- 10:30 a.m. – 11:00 a.m.** Design Concept of the pilot project of the model municipalities,
Eng. Flores Chang, Eng. Takahiro Kamishita
- 11:00 a.m. - 11:20 a.m.** Discussion session
- (1) Questions and Answers
 - (2) Confirmation of the agreed points
- 11:20-11:30 a.m.** Closing Remarks
- Mr. Domingo Contreras



MEPYD
MINISTERIO DE ECONOMÍA, PLANIFICACIÓN Y DESARROLLO



**JOINT MID-TERM REVIEW REPORT OF THE
PROJECT FOR INSTITUTIONAL CAPACITY
DEVELOPMENT ON NATION-WIDE SOLID WASTE
MANAGEMENT**

6th August, 2015


Joint Mid-Term Review Team of the Project for Institutional Capacity Development on Nation-Wide Solid Waste Management (FOCIMiRS) organized by the Ministry of Environmental and Natural Resource, Dominican Republic (MARENA) and Japan International Cooperation Agency (JICA)


All member of the Joint Mid-Term Review Team of the Project for Institutional Capacity Development on Nation-Wide Solid Waste Management agreed on all the contents of the Joint Mid-Term Evaluation Report.

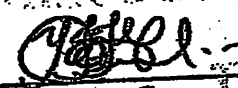
6th August, 2015, Santo Domingo


(Mission Team of Dominican Republic)

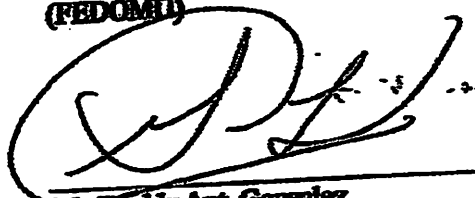
(Mission Team of JICA)



Mr. Jose Romaldo Torres
In charge of Japanese Cooperation
Ministry of Economy, Planning and
Development



Dr. Mitsuo Yoshida
JICA Mission Team Leader
Senior Advisor, Japan International
Cooperation Agency

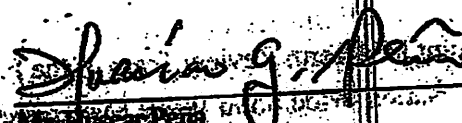

Ms. Yamiflis Flores Guzman
Responsible of Project Formulation Unit
Dominican Municipality Federation
(FEDOMU)


Mr. Daisuke Iijima
JICA Mission Team Member
Global Environment Department
Japan International Cooperation Agency


Mr. Freddy Ant. Gonzalez
Coordinator of Environmental Education for
Provincial Directions, Ministry of
Environment and Natural Resources


Mr. Akihiko Mochizuki
JICA Mission Team Member
Consultant on Project Evaluation
ICON Inc., Tokyo


Mr. Nelson Sanchez
Administration Coordinator of Cooperation
and International Projects
Dominican Municipal Association (LMD)


Mr. Husein Pena
JICA Mission Team Member
Dominican Republic Office
Japan International Cooperation Agency

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Abbreviations and Acronyms

AND	City Hall of the National District of Santo Domingo [<i>Ayuntamiento del Distrito Nacional</i>]
CARICOM	CA[The Caribbean Community]
CCN-GIRESOL	Committee of inter-institutional coordination for solid waste management [<i>Comité de Coordinación Interinstitucional – Gestión de Residuos Sólidos</i>]
C/P	Counterpart personnel and/or organization to the JICA Project
DM	Municipal District
D.R.	Dominican Republic
ECORED	National Network of Environmental Management [<i>Red Nacional de Apoyo Empresarial a la Gestión Ambiental</i>]
FEDOMU	Dominican Federation of Municipalities
FOCIMIRS	Project for the Institutional Capacity Development on Nation-Wide Solid Waste Management [<i>Proyecto de Fortalecimiento de la Capacidad Institucional en el Manejo Integral de los Residuos Sólidos a nivel Nacional en la República Dominicana</i>]
GIS	Geographic Information System
GIZ	Deutsche Gesellschaft für Internationale Zusammenarbeit
ISWM	Integrated solid waste management
JCC	Joint Coordination Committee
JICA	Japan International Cooperation Agency
LMD	Dominican Municipal League [<i>Liga Municipal Dominicana</i>]
MARENA	Ministry of Environment and Natural Resources
MEPyD	Ministry of Economy, Planning and Development
MGSD	Municipal Association of Great Santo Domingo [<i>Mancomunidad de Ayuntamientos del Gran Santo Domingo</i>]
MINERD	Ministry of Education of the Dominican Republic
NGO	Non-Governmental Organization
NPO	Non-Profitable Organization
OJT	On the Job Training
PDM	Project Design Matrix
PNPIP	National Plan for Public Investment
PO	Plan of Operation
P/P	Pilot Project
PPP	Public Private Partnership
SNIP	National Public Investment System
SWM	Solid Waste Management
ToT	Training of Trainers



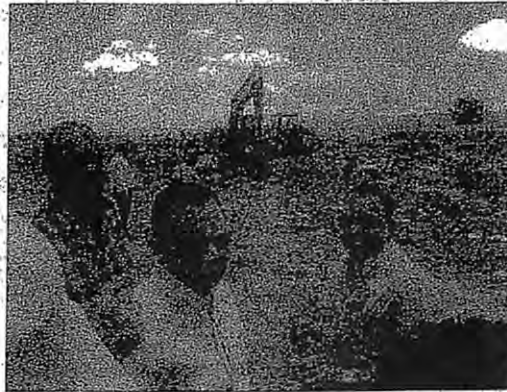
Meeting in Azua Municipality



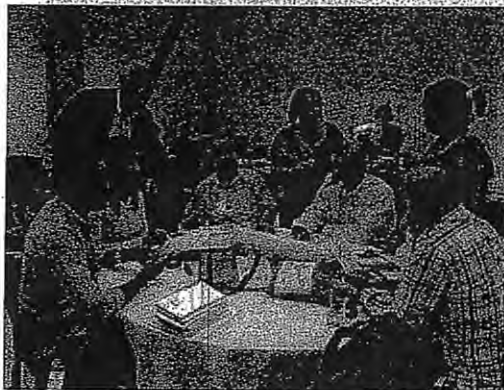
Final Disposal Site in Azua



Meeting in Moca Municipality



Final Disposal Site in Moca



TOT (2) in MARENA



TOT (2) in MARENA

1. Introduction

1-1. Background of the Project

As the Dominican Republic has attained a steady economic development, the generation of solid waste is also increasing. Thus, the negative impact on the health of residents is concerning due to improper solid waste management such as many open dumping sites for final disposal of waste.

The Ministry of Environment and Natural Resources (hereinafter referred to as MARENA), the governing entity of the SWM sector, envisages an improvement in the SWM policies and system through a series of initiatives on behalf of the national government, while it has been promoting the "General Law of Solid Waste". MARENA has also played a very important role in "CCN-GIRESOL", the committee for inter-institutional coordination with respect to SWM, which consists of exchanges between national authorities, public organizations and NGO's. In addition, organizing municipal associations composed by various municipalities for the construction and management of appropriate regional final disposal sites is another work in progress in this sector. However, the policies and regulations for enforcing the law have not been discussed. There are urgent needs of reinforcing the capability of MARENA to coordinate a nation-wide system on ISWM as well as to promote practices of instructing and consulting with local municipalities. Given these situations, upon the request of the technical cooperation project from the Government of the Dominican Republic to the Government of Japan, JICA has conducted the detailed planning survey in June 2013. The framework of the technical cooperation project, which aims at the development of institutional capacity of the nation-wide integrated solid waste management [ISWM], was agreed on, registered in the Record of Discussion [R/D], and signed by both parties, the Dominican Republic and Japan, to commence the project execution.

1-2. Summary of the Project Design

<Overall Goal>	
Situation of nation-wide Solid Waste Management in Dominican Republic is improved.	
Information exchange with neighboring countries is promoted.	
<Project Purpose>	
System of Integrated Solid Waste Management (ISWM) at central government and municipality level is established in Dominican Republic through Ministry of Environment and Natural Resources.	
<Expected Outputs>	
(1) Ministry of Environment and Natural Resources clarifies the roles of Ministry of Environment and Natural Resources and its provincial office, municipalities, and other Collaborating Institutions.	
(2) Ministry of Environment and Natural Resources makes "principles, guidelines and manuals for formulating ISWM plan by municipalities (draft)"	
(3) Ministry of Environment and Natural Resources in collaborating with Cooperating Institutions supports model municipality(s) and municipal association(s) formulating the	

ISWM plan by them while conducting the pilot project.
(4) Ministry of Environment and Natural Resources in collaborating with Cooperating Institutions reviews and improves the municipality(s) ISWM plan by sharing and exchanging experience with neighboring countries.
(5) Ministry of Environment and Natural Resources in collaborating with Cooperating Institutions finalizes the formulation of resolutions, regulations and “principles, guideline and manuals” for making ISWM plan by municipality and municipal associations for implementation of nation-wide ISWM plan.
<Project Implementation Period>
From January 2014 to January 2017
<Implementing Agency>
Ministry of Environment and Natural Resources (MARENA)
<Target Area>
Dominican Republic Pilot sites selected*: Azua Municipality, Moca Municipality, Sanchez Municipality
<Beneficiaries>
MARENA

*Municipal association(s) will be included in the latter half of the Project period.

2. Outline of the Review

2-1. Background of the Review

The Project for Institutional Capacity Development on Nation-Wide Solid Waste Management (hereinafter referred to as “the Project”) is a bilateral technical cooperation project between the Government of Japan through JICA, MEPyD and MARENA of Dominican Republic. This three-year project was launched in January 2014 to improve MARENA’s institutional capacity through the improvement of its solid waste management. As the Project has reached middle stage of the whole project period, the Joint Mid-term Review of the Project was conducted by the Joint Mid-term Review Team (hereinafter referred to as “the Mid-term Review Team”), comprised of the representatives from both Japanese and Dominican Republic sides.

2-2. Objectives of the Review

The objectives of the Mid-term Review are listed as follows:

- (1) To jointly review inputs, activities, and outputs of the Project to date and assess the likelihood of achieving the Project Purpose as well as the Overall Goal in due course;
- (2) To jointly analyze the progress and achievements in reference to the Project Design Matrix (PDM) ver. 2 (see Annex 1) and the five criteria for evaluation (relevance, effectiveness, efficiency, impact, and

sustainability); and

- (3) To discuss measures to be taken for the Project's further improvement and to prepare the Joint Mid-term Review report.

2-3. Members of the Mid-term Review Team Japanese Side

Name	Title	Organization
Dr. Mitsuo Yoshida	Leader	Senior Advisor (Environment) JICA, Headquarter
Mr. Daisuke Iijima	Cooperation and Planning	Advisor, Environment Management Team 2, Environment Management Group Global Environment Department, JICA Headquarter
Mr. Akihiro Mochizuki	Evaluation and Analysis	Senior Consultant ICONS Inc.
Mr. Huscar Peña	Cooperation and Planning	Program Officer, JICA Dominican Republic Office

Dominican Republic Side

Name	Position	Organization
Mr. Jose Ronaldo Torres	In charge of Japanese Cooperation	Commercial and Customer Services Department, Ministry of Economy Planning and Development
Mr. Freddy Ant. Gonzalez	Coordinator for the Environmental Education for Provincial Offices	Provincial Direction Coordinating Office, MARENA
Ms. Yamilkis Flores Guzman	Responsible for the Projects Formulation Unit	FEDOMU
Mr. Nelson Sánchez	Administration Coordinator of Cooperation and International Projects	Dominican Municipal League (LMD)

2-4. Schedule of the Review

The Mid-term Review was conducted from July 26 to August 8, 2015 as follows.

Date	Dr. Yoshida	Mr. Iijima	Mr. Mochizuki
July 26 Sun			Arrival in Santo Domingo
July 27 Mon			AM: Visit to JICA Office, Courtesy call to MEPyD

			PM: Interview with C/Ps	
28	Tue		Interview with C/Ps	
29	Wed	Arrival in Santo Domingo	Interview with C/Ps	
		PM: Visit to JICA office		
30	Thu	AM Kick-off meeting: PM: Visit Model Site (Azua)		
31	Fri	Interview and Observation TOT (2) training		
August	1	Sat	Document Preparation	
	2	Sun	Document Preparation	
	3	Mon	Visit Model Site (Moca)	Document Preparation
	4	Tue	Visit Model Site (Sanchez)	Document Preparation
	5	Wed	Presentation by C/Ps and Q&A, Discussion on Joint Evaluation Report	
	6	Thu	Explanation of Evaluation Result, Discussion on M/M, Finalization of the Evaluation Report	
	7	Fri	JCC and Signing on M/M, Reporting JICA office	
	8	Sat	Departure from Santo Domingo	

2-5. List of Interviewees

The Mid-term Review Team conducted interviews with project stakeholder, including MARENA staff members, and JICA experts.

Name	Title in the Project
Francisco Flores Chang	Project Director
Maribel Chalas	Assistant of Project Director
Julio Ortiz	Project Manager
Ana Hernandez	Assistant of Project Manager

Manuel Castillo Acosta	Municipal integrated solid waste management
Diokasty Payano	Planning of training course
Maria De Leon	ISWM data base management
Anny Nova	ISWM data base management
Delly Mendez	Administrative and legal matters
Jose Daniel Romero	Financial Management of SWM
Takahiro Kamishita	Chief Advisor
Shigeyuki Shoji	Municipal SWM and final disposal

3. Methodology of the Review

3.1. Review Method

In accordance with the New JICA Guidelines for Project Evaluation (the First Edition, 2010), the Mid-term Review Team evaluated the Project, taking the following steps:

- Step 1. Prepare an evaluation grid that lists questions, data/information necessary for the review and information sources;
- Step 2. Collect data and information necessary for the review;
- Step 3. Assess the Project's achievements in reference to the PDM and the Plan of Operation (PO) (see Annex 2);
- Step 4. Analyze the factors that promoted or inhibited the Project's achievements, including factors relating to the project design and the project implementation process;
- Step 5. Analyze the Project from the viewpoints of the five evaluation criteria, defined in "3-2 Five Evaluation Criteria";
- Step 6. Draw up recommendations from the analysis;
- Step 7. Share the preliminary evaluation results with stakeholders and discuss the future direction of the Project, and
- Step 8. Reach an agreement on the evaluation results between the Japanese and Dominican Republic sides.

3.2. Five Evaluation Criteria

Five evaluation criteria used in the Mid-term Review are defined as follows:

- Relevance:** Relevance is assessed in terms of the Project's validity in relation to the development policy of Dominican Republic at the evaluation stage, Japan's Official Development Assistance (ODA) policy, and the needs of the Project beneficiaries, as well as the appropriateness of the project approach to address the needs.
- Effectiveness:** Effectiveness is assessed based on the prospect of achieving the Project Purpose by the end of the project period and whether this is due to the Project's Outputs.
- Efficiency:** Efficiency is assessed by focusing on the relationship between Outputs and Inputs in terms of timing, quality and quantity of Inputs. It measures to what extent Project Inputs have economically been converted into Outputs in consideration of the achievements of both Inputs and Outputs.
- Impact:** Impact is assessed based on the prospect of achieving the Overall Goal within three to five years of the project completion and the positive and negative changes that have been produced, directly or indirectly as a result of project implementation.
- Sustainability:** Sustainability is assessed in terms of institutional, organizational, financial and technical aspects, by examining the extent to which the achievements of the Project will be maintained or further expanded by the Dominican Republic side after the project period.

3.3. Data Collection Methods

The following sources of information and data were used in the Mid-term Review:

- 1) Interviews with and questionnaires' answers from Counterparts (C/Ps) and the Japanese expert team.
- 2) Site visits: Azua Municipality, Moca Municipality, Sanchez Municipality
- 3) Documents agreed upon by both sides prior to and/or during the course of the Project implementation, including the Record of Discussions (R/D), Minutes of Meetings (MM), and PDM version 2
- 4) Records of inputs from both sides and activities of the Project, including the records on C/P placement, JICA experts' assignment, and actual expenses covered by both Dominican Republic and Japanese sides;
- 5) Documents that provide data and information indicating the degree of achievement of the Project

Outputs, Project Purpose, and Overall Goal; and

- 6) Documents that show the project's relevance and sustainability (e.g. Japan's Country Assistance Policy for Dominican Republic).

4. Project Performance to Date

4-1. Achievements of Inputs

(1) Japanese Side

1) Assignment of Experts

The Japanese side has assigned 7 experts to the Project. The assigned experts' fields of expertise are the following.

Table 1. Expertise of JICA Experts

Expertise	Number (Person)
Chief Advisor/Solid Waste Management(SWM) administration/Policy organization/Institutional system, capacity development	1
Deputy Chief Advisor/ SWM/ Training courses planning	1
Financial management of SWM	1
Municipal SWM/Final disposal	1
Consensus building of SWM	1
Database of SWM	1
Coordinator	7
Total	

2) Provision of Machinery and Equipment

Automobile x 1

3) Training

TOT(1): TOT(1) has been implemented in 2014:

Year	Participants
Implemented in 2014. TOT(1) has been implemented from the beginning of the project through the elaboration guideline and manual.	Francisco Flores Chang, Maribel Chalas, Ana Henández, Manuel Castillo Acosta, Diokasty Payano, Maria De Leon, Anny Nova, Delly Mendez, José Daniel Romero (10 Counterpart member)

TOT(2): TOT(2) has been implemented in 2014 and 2015. In 2014, twenty three person have participated from 12 Province Directions. In 2015, twenty person have participated from 11 Province Directions.

Year	Period		Participants
2014	Oct 20 al 23 (4 days)	12	1. Espaillat (Moca), 2. San Francisco de Macorís, 3. Azua, 4. Puerto Plata, 5. Samaná, 6. Higüey, 7. San Juan, 8. La Romana, 9. Peravia (Banf), 10. Santiago, 11. Sánchez Ramírez (Cotui), 12. María Trinidad Sánchez
2015	July 3, 10, 17, 24 y 31 (5 days)	11	1. Valverde (Mao), 2. Santiago Rodríguez, 3. Monseñor Nouel (Bonaó), 4. San Cristóbal, 5. Barahona, 6. La Vega, 7. San Pedro de Macorís, 8. Santo Domingo, 9. Hato Mayor, 10. Monte Plata, 11. Distrito Nacional.

4) Local Expenses

The Japanese side has covered JPY 15,700,000 (approx. USD 132,000) in total as local expenses as of 30th March, 2015

- General local expenses: JPY 10,220,000 (approx. USD 86,000)
- Training and Workshops: JPY 5,480,000 (approx. USD 46,000)

(2) The Dominica Republic Side

1) Assignment of Counterparts (C/Ps)

The Dominican Republic side has assigned C/Ps from MARENA for the implementation of project activities.

Name	Title in the Project
Francisco Flores Chang	Ministry of Environment and Natural Resources Project Director
Maribel Chalas	Ministry of Environment and Natural Resources Assistant of project director
Julio Ortiz	Ministry of Environment and Natural Resources Project manager
Ana Hernandez	Ministry of Environment and Natural Resources Assistant of project manager
Manuel Castillo Acosta	Ministry of Environment and Natural Resources Municipal solid waste integrated management
Diokasty Payano	Ministry of Environment and Natural Resources Planning of training course

Maria De Leon	Ministry of Environment and Natural Resources Management of the ISWM data base
Anny Nova	Ministry of Environment and Natural Resources Management of the ISWM data base
Delly Mendez	Ministry of Environment and Natural Resources Administrative and legal matters
Jose Daniel Romero	Ministry of Environment and Natural Resources Financial SW Management

2) Facilities

The Dominican Republic side has provided one office in the MARENA Headquarters to be used as a project office. With cooperation of MARENA, the Project office gradually has been improved since the beginning of the Project in terms of size and accommodation considering the number of experts.

3) Local Costs

The Dominican Republic side has covered RD\$16,487,677 (approx. USD 370,000) in total as of 5th Aug.

- General local expenses: RD\$15,500,927 (approx. USD 348,000)
- Training and Workshops: RD\$986,750 (approx. USD 22,000)

4-2. Achievements of Activities

As shown in the Plan of Operation Version 2 (see Annex 2), project activities have been conducted as planned however the activities corresponding to Output 3 and Output 4 are relatively delayed.

Most of the planned activities have been implemented according to the PO version 1 developed in December 2012 (See Annex 2).

Table 5 shows the activities and progress of the Project.

Table 2. Activities and Progress (Jan. 2014-Jul. 2015)

Activity	Progress
Output 1	
1-1. Investigate the detail and actual situation of solid waste management administration, local autonomy and public finance of municipalities.	The survey has been implemented by questionnaire to the 21 target municipalities which are prioritized by the policy of MARENA.
1-2. Analyze the bill of general law of solid waste, and discuss its implementation mechanism.	The analysis of the bill has been implemented. The Project is observing of the process.
1-3. Make the framework of nation-wide integrated solid waste management. a. Define the roles of Ministry of Environment and Natural Resources (central), its provincial office, and municipalities.	The recommendation about the role of MARENA and collaborating institutes was proposed to MARENA. However,

<p>b. Define clearly the roles of related Collaborating Institutions, and set the cooperation rules.</p> <p>c. Discuss the means of regulation (laws, resolution, regulations, and norms etc.)</p>	<p>the Project has not explained to the collaborating institutions.</p>
Output 2	
<p>2-1. Ministry of Environment and Natural Resources makes the training plan for municipalities in coordination with Collaborating Agency.</p>	<p>Training plan was elaborated during the Project. According to the implementing result, the plan for the next year will be revised.</p>
<p>2-2. Use the tool made by the activity 2-1, conduct Training of Trainers (ToT) to Ministry of Environment and Natural Resources' staff (central level) and its provincial office staff.</p>	<p>Activity correspond in the first year was implemented. It is implementing the activity correspond to the second year.</p>
<p>2-3. Ministry of Environment and Natural Resources makes following guidelines and manuals for making ISWM plan by municipalities (draft) as supporting tools for municipalities and Municipal Associations.</p> <p>a. The guideline about ISWM at national level</p> <p>b. The guideline about ISWM well adequate the actual situation of municipalities.</p> <p>c. The guideline includes the good practice of ISWM, evaluation of efficiency and effectiveness, and ISWM plan.</p> <p>d. The manuals of SWM operation (collection, transportation/intermediate treatment and final disposal)</p> <p>e. The guidelines and manuals about 3R, waste-to-energy, and implementation procedures & means in PPP (Public-Private Partnership).</p> <p>f. The guidelines about the public participatory approach and consensus building of SWM project</p>	<p>The draft of guideline and manuals for planning was elaborated in the first year and modified in the second year.</p> <p>The manual for process and maintenance will be elaborated taking into account of the result of the pilot project.</p>
Output 3	
<p>3-1. Select the model municipality(s) and municipal association(s)</p>	<p>Three municipalities are selected as model municipalities (Moca, Azua and Sanchez). Model municipal association has not yet selected due to delay of organization of model municipality, which will be done in the second year.</p>
<p>3-2. Conduct the capacity assessment, baseline survey of model municipality(s) and municipal association(s).</p>	<p>Activity has been implemented to the model municipalities based on the survey results of "Activity 1-1" and interview. Activity related to the model municipal association will be implemented in the second and third year.</p>
<p>3-3. Conduct the integrated solid waste management (ISWM) training courses for municipalities by qualified staff of Ministry of Environment and Natural Resources (central/provincial) as trainers.</p>	<p>Activity corresponds in the first year was done. It is preparing for the second year activity.</p>
<p>3-4. Support to formulate the Integrated Solid Waste Management plan (draft) for model municipality(s)/municipal association(s).</p> <p>a. Design the information flows/system among central - provincial of Ministry of Environment and Natural Resources, and municipality(s)/municipal association(s).</p> <p>b. Propose the measures to reinforce SWM fee/tax collection by</p>	<p>It is implementing to model municipalities to support drafting the Integral Solid Waste Management plan. Activity related to the model municipal association will be implemented in later half of the Project.</p>

<p>municipalities.</p> <p>c. Propose 3R action plan of municipalities and communities with participation of community and private sector.</p> <p>d. Conduct activities for consensus building and organize participatory workshops according to necessity from municipalities/municipal association.</p>	
3-5. Identify learned lessons through the execution of ISWM plan (draft).	Activity will be implemented in later half of the Project period.
3-6. Finalize the ISWM plan of model municipality(s) and municipal association(s).	Activity will be implemented in later half of the Project.
Output 4	
4-1. Invite SWM staff (central gov./municipalities) of neighboring countries as observers for the training courses (activities 2-2 and 3-3).	It was implemented in the first year with TOT-2 and three countries have participated.
4-2. Conduct information sharing about the supporting tools (draft) for municipalities (activity 2-3) among neighboring countries.	Activity corresponds in the first year was implemented. It is preparing the activity for the second year.
4-3. Conduct information sharing the ISWM-plan (draft) (activity 3-4) among neighboring countries.	Activity will be implemented in second year of November.
4-4. Organize international workshop(s) inviting neighboring countries to model municipality(s) to discuss/information exchange about the strengthening capacity of Ministry of Environment and Natural Resources, in supporting function for municipalities.	Activity corresponds in the first year was done. International Workshop will be also implemented in second and third year.
4-5. Revise the ISWM plan of model municipality(s) and municipal association(s) through information exchange with neighboring countries.	Activity will be implemented in second and third year.
Output 5	
5-1. Support for preparing resolutions and regulations.	Activity corresponds in first year was implemented.
5-2. Analyze and make proposals to the legal framework of solid waste management.	
5-3. Finalize the "principles, guidelines and manuals for formulating ISWM plan by municipalities"	Activity will be implemented in third year.

4-3. Achievements of Outputs

4-3-1 Criteria for assessing the Achievement of Output by the end of the Project

Rating	Description
High	The output will be achieved if the Project activity is implemented as planned.
Moderate	There are risks for achieving the Output. Necessary measure(s) is required for avoiding the risk in the latter half of the Project period.
Low	It is impossible to achieve the Output under the current situation. Change(s) in Activities are necessary to achieve the Output.

4-3-2 Outputs

Output 1: MARENA clarifies the roles of MARENA and its provincial office, municipalities and other Collaborating Institutions.

Objectively Verifiable Indicator (hereinafter "indicator[s]"):

Indicators:

- 1-1 An inventory is created to avoid overlapped activities/roles among Collaborating Institutions.
- 1-2 Report on analysis of the bill of general law of solid waste is proposed which clarifies the relationships among actual situation of implementation on existing law and regulations, strategic plan of Ministry of Environment and Natural Resources and the inventory above (1-1).
- 1-3 The agreement is made about the role and function of Collaborating Institutions for creation of the operational control on nation-wide ISWM.

The achievement level of Output 1 is deemed as moderate, where the Output 1 will be fully achieved under intensive efforts of Dominican side.

Indicator 1-1: The indicator 1-1 is achieved. The role and responsibilities of the collaborating institutions such as member of CCN-GIRESOL and ADN have been proposed as the inventory that was defined in the indicator.

Indicator 1-2: It is achieved. The analysis report was elaborated based on the result of inventory (Indicator 1-1).

Indicator 1-3: It has not yet been achieved. The Project has already clarified and proposed recommendations for the role and function of collaborating institutions based on the result of analysis. However, the difference of the position and acknowledgement among the institutions makes it difficult to reach an agreement up to this time. Therefore, the corresponding activities should be conducting continuously in order to facilitate for the agreement among the institutions about role and function.

It is necessary to promote collaboration with the Coordinator Office of Provincial Direction and Social Participation Direction in order to achieve the indicator 1-3.

The achievement of Output 1, especially indicator 1-3, is considered significantly important in regard to consolidate sustainability of the Project. Therefore, it is required to the Project continuing the activities for facilitation in order to reach agreement among collaborating institutions to accomplish the indicator. It is better to take immediate action in order to avoid and minimize the influence of the general election which will be held in May 2016.

Output 2: MARENA makes "principles, guidelines and manuals for formulating ISWM plan by municipalities (draft)"

Indicators:

- 2-1 All the training plan is proposed.
- 2-2 Each of 31 provincial offices has at least one staff who received the training of trainers.
- 2-3 All principles, manuals and guidelines are created.

The achievement of Output 2 is proceeding smoothly according to Plan of Operation of the Project at the time of Mid-term Review. It is prospected to be achieved by the end of the Project.

Indicator 2-1: It is achieved. Moreover, the Project plans to continue of modifying the contents of current proposed plan for improvement. The modification will be conducted according to the result of the training with current proposed plan which is implementing ongoing.

Indicator 2-2: Currently it is underway the activities according to the Plan of Operation. At the time, staffs from 12 provincial offices who have received TOT (2). According to the PO, in second year, other 10 provincial offices have already sent the staff for receiving TOT (2). In third year of the Project, the other 9 provincial offices will send the staffs for TOT (2).

Indicator 2-3: The MARENA SWM policy formulated in February 2014 was interpreted as principle because of its nature and contents. Draft of planning of guidelines and manuals has been elaborated in the first year of the Project and has been revised in the second year. Meanwhile, the manual for planning and operation will be completed considering for the result of model project.

Output 3: MARENA in collaborating with Cooperating Institutions supports model municipality(s) and municipal association(s) formulating the ISWM plan by them while conducting the pilot project.

Indicators:

- 3-1 Model municipality(s) and municipal association(s) is (are) selected on the bases of selection criteria.
- 3-2 An analysis report of each model municipality(s) and municipal association(s) is (are) made.
- 3-3 Training implementation reports of ISWM training are made.
- 3-4 Model municipality(s) and municipal association(s) finalize the draft of ISWM plan.

The achievement level of Output 3 is considered as moderate. Some indicators have not been completed or not initiated yet because those are programmed to be implemented in second and third year. Therefore, it is considered as proceeding as it expected at the time of Mid-term Review. Regarding municipal association for solid waste management, it has not yet been formulated due to the delay of coordination among relevant municipalities, however at least one municipal association will be organized in Azua area within three months according to the commitment of the Mayor of Azua Municipality and other relevant authorities. Mayors of MOCA and SANCHEZ also showed keen interest in municipal association for cooperation of final disposal, which will be formed but in the future

Indicator 3-1: The indicator has been achieved for model municipality. The three model municipalities have been selected among the 21 target municipalities based on the criteria set for the project based on the principal industry and economic status of Dominican Republic. Sanchez is from the area of tourism which is the most important industry of Dominican Republic. Moca is from the area of agricultural industry which is one of the principal industry as well. Azua is from the area where is considered as economically disadvantaged in South region of the country. As

for model municipal association, the indicator has not been achieved.

Indicator 3-2: The indicator is achieved. Capacity assessment and baseline survey reports have been prepared for model municipalities. As for municipal association, the indicator have not been implemented.

Indicator 3-3: The implementation reports of ISWM training held so far were made.

Indicator 3-4: The activities correspond to the indicators is programmed to be initiated in third year.

Output 4: MARENA in collaborating with Cooperating Institutions reviews and improves the municipality(s) ISWM plan by sharing and exchanging experience with neighboring countries.

Indicators:

- 4-1 International workshops for information sharing among neighboring countries organized in Dominican Republic at least once a year.
- 4-2 Ministry of Environment and Natural Resources receive information from neighboring countries at the workshops.
- 4-3 Ministry of Environment and Natural Resources receive the comments from neighboring countries.
- 4-4 ISWM plan for Model municipality(s) and model municipality association is (are) reviewed by participants of international workshop.

The achievement level of Output 4 is preceded as programmed. Some indicators are not completed nor initiated yet because those are programmed to be implemented in the later half of the Project. Therefore, it is considered as proceeding as it expected at the time of Mid-term Review. Regarding municipal association, it is not formulated due to the difficulty of coordination the interests and concerns among the municipalities.

Indicator 4-1: Eleven countries from Central America and CARICOM have participated to the workshop which was held in the first year of the Project according to Plan of Operation. It is also programmed in second and third year. The Project plans to reflect the experience of the first year workshop for the next ones in terms of invited countries, subject, topics and others.

Indicator 4-2: The same as "Indicator 4-1", MERENA has received the information through the first year workshop, which was summarized as a Report. The inputs from the workshop will be reflected not only to the following workshops but also ISWM strategy of MERENA.

Indicator 4-3: This indicator is also same as the indicators 4-1 and 4-2, due to the Plan of Operation it is not completed. The rest of part will be conducted in later half of the Project. The comments experiences from neighboring countries such as "Promotion of waste management through formulation of municipal association", "Support from central government to local government", "Plastic recycling by private sector in Trinidad Tobago" and will be reflected to next workshop and improvement of ISWM plan.

Indicator 4-4: It is programmed to conduct in the workshop will be held in later half of the year. However model municipal association is not formulated due to the reason which was described in achievement of Output 3.

Output 5: MARENA in collaborating with Cooperating Institutions finalizes the formulation of resolutions, regulations and "principles, guideline and manuals" for making ISWM plan by municipality and municipal associations for implementation of nation-wide ISWM plan.

Indicators:

- 5-1 The draft of resolutions and regulations are finalized.
- 5-2 The proposal of legal framework is finalized.
- 5-3 "Principles, guidelines and manuals" for making ISWM plan by municipalities is finalized.

According to the Plan of Operation of the Project, the most activities correspond to Output 5 is programmed to be conducted in third year. Therefore, the achievement of Output 5 is not able to be evaluated at the time of the Mid-term review. Major concerns related to the achievement of Output 5 is the delay of approve of the Law of SWM by the congress. If the approval would delay the full achievement of Output 5 will be difficult.

Indicator 5-1: It is programmed to be conducted in third year according to the Plan of Operation.

Indicator 5-2: At the time of Mid-term review, some part of the proposal has been conducted which corresponds to first year. The rest of parts is being conducted in second year and will be conducted in third year according to the Plan of Operation.

Indicator 5-3: It is programmed to be conducted in third year according to the Plan of Operation.

4-4 Prospect for Achieving the Project Purpose

Project Purpose: System of Integrated Solid Waste Management (ISWM) at central government and municipality level is established in Dominican Republic through MARENA.

Indicators:

- (1) Solid waste related resolutions/regulations of Ministry of Environment and Natural Resources are revised considering the outputs of the Project.
- (2) Ministry of Environment and Natural Resources understands that the municipalities have formulated ISWM plan and announce these names to the public.
- (3) Provincial offices are able to support ISWM planning related activities upon request from municipalities.

The achievement of Project Purpose indicators are too early to be evaluated at the time of the Mid-term review. Indicator (1) and (2) have not been achieved yet. However, according to the interview with C/P of MARENA, the proposal on solid waste related resolutions/regulations has been approved by the Minister of MARENA, in addition the proposal of creation of Direction of Solid Waste and Municipal Issues has been approved by the Minister of MARENA and sent to the Ministry of Public Administration for its approval. Thus there is high possibility that indicator (1) will be achieved by the end of the Project. Regarding the Indicator (3), Provincial offices are starting consulting service to municipalities, although there is much room to improve the capacity of Provincial offices.

Considering the current status of achievement, the Project Purpose is expected to be achieved by the end of the Project if three main issues, approval of the Law of SWM, formulation of municipal association(s), and enhancement of capacity of collaborating organizations including Provincial office, are fulfilled.

4-5. Prospect for Achieving the Overall Goal

Overall Goal: Situation of Nation-wide Solid Waste Management in Dominican Republic is improved.

Information exchange with neighboring countries is promoted.

Indicators:

- (1) 31 municipalities including at least 2 municipal associations make their own ISWM plan.
- (2) At least one personnel in 60% of all existing municipalities receive training courses.
- (3) Materialize municipal associated final disposal at 3 places.
- (4) Interexchange of information among neighboring countries is conducted regularly.

The achievement of Overall Goal indicators are not able to be evaluated at the time of the Mid-term review.

4-6. Summary of Outputs

Output	Achievement
Output 1: MARENA clarifies the roles of MARENA and its provincial office, municipalities and other Collaborating Institutions.	Moderate
Output 2: MARENA makes "principles, guidelines and manuals for formulating ISWM plan by municipalities (draft)"	Relatively High
Output 3: MARENA in collaborating with Cooperating Institutions supports model municipality(s) and municipal association(s) formulating the ISWM plan by them while conducting the pilot project.	Moderate
Output 4: MARENA in collaborating with Cooperating Institutions reviews and improves the municipality(s)' ISWM plan by sharing and exchanging experience with neighboring countries.	High
Output 5: MARENA in collaborating with Cooperating Institutions finalizes the formulation of resolutions, regulations and "principles, guideline and manuals" for making ISWM plan by municipality and municipal associations for implementation of nation-wide ISWM plan.	(Not able to be evaluated)

4-7. Implementation Process of the Project

As shown in the Plan of Operation Version 2, most of the Project activities have been conducted. However there are delays in some activities. The factors that have facilitated and hindered the project implementation are summarized below.

(1) Facilitating Factors of the Project Implementation

1) MARENA's Commitment to ISWM

MARENA has shown strong commitment to establish ISWM as a responsible authority to this issue. In

addition, MARENA has already prepared ISWM principals called "Policy for Municipal Integrated Solid Waste Management" on behalf of National Development Strategy 2030 before starting of the Project. Such proactive activity and progress has contributed to implement smooth and effective implementation of the Project.

2) Modification of organization structure of MARENA

Until the end of 2014, the counterpart member belonged to four different departments in MARENA. Therefore it was complicated to implement activities and to make a decision of the Project. Since organization structure has been modified, all member of counterpart belong to the same command channel. In addition the assistant of office for MARENA's Solid Waste Project assumed the position of director which commands all members of counterparts.

3) Coordination with other departments of MARENA

In the execution of public relation as well as activities, other departments of MARENA have coordinated with C/P. For example, in development of database of solid waste management, the technical department has been involved in creation of database program. In public relation activities, department and personal in charge of WEB site as well as designing have cooperated to the Project as well.

(2) Hindering Factors of the Project Implementation

1) Difficulty to reach an agreement for municipal association

The concept of the merit for formulating municipal association toward the problem of ISWM is shared among municipalities. However, when it comes to the point of formulization officially, the difficulty has come out such as financial and political issues.

2) Delay of approval related to General Law of Solid Waste and related normative

The law was expected to be approved before starting the Project. Therefore, the delay will cause the serious effect to the activities of Output 5.

3) Difficulty of Consensus-building

Consensus-building between municipal authority and local community was difficult on siting issues of final disposal sites, which became one of the hindering factors to prepare rational ISWM plan.

5. Result of the Review

5-1. Relevance: High

The Relevance of the Project is assessed as high because consistency with "the Needs of MARENA", "Development Policy of the Dominican Republic Government" and "Japanese Assistance Policy to Dominican Republic" and "Comparative Technical Advantages of Japan" is observed.

(1) Relevance with the needs of MARENA

MARENA is the responsible authority for regulating waste management. However, currently it is not clear on responsibility and obligation about waste management of MARENA. In order to solve this ambiguity, General Law for Solid Waste has been brought to the congress. The legislative bill shows clear rights and responsibilities of MARENA as an organization. Therefore, the Project reflects the needs of MARENA, which improve the capacity of integral waste management through the Project activities.

(2) Relevance with the Development Policy of the Dominican Republic Government

In the national development strategy of 2030, Dominican Republic government mentions "improvement of waste collection rate and ensuring sustainable final disposal site" as an important issue. In addition, the technical office has been created in MARENA in line with the national development strategy which aims to develop integral waste management of urban waste and to introduce adequate and effective final disposal and 3R. The design of this Project includes improvement of waste management and 3R, in this manner, this Project is in line with the national policy of Dominican Republic. Furthermore, it is also consistent with the Presidential policy target which aims to clean environment in order to increase the tourists up to 10 million persons during 4 years (2012-2016).

(3) Relevance with the Japanese Assistance Policy to Dominican Republic

Japanese Government emphasizes on following areas as prioritized sector, such as sustainable economic development, poverty reduction and environmental protection. In the improvement of urban environment protection field, Japanese government has an idea that the efforts of Japanese local governments will contribute as a model for support to the Dominican Republic activities towards environment sanitation issues such as solid waste management and sewage treatment in urban area both software and hardware. In this manner, the character and objective of this Project coincides with the Japanese official development aid policy.

(4) Comparative Technical Advantages of Japan

The objective of this project is focusing on improvement of function of MARENA and its staff through capacity building. Japan has enormous advantage in terms of software in Dominica Republic, through the development study and technical cooperation project in Santo Domingo and Santiago city. In addition, JICA has enormous contribution by dispatch of JOCV, senior volunteer and also number of training. Furthermore, it is particularly notable that there are Dominican staffs who have participated the training course in Japan including waste management

field.

5-2. Effectiveness: Moderate

All activities and Outputs are fully linked for contribution to achieving the Project Purpose. In terms of indicators of the Project Purpose, the indicators set in the PDM have not been measured at the time of the Mid-term review, however the possibility of achievement of the Project Purpose is expected to be moderate,

(1) Causal Relationship between the Outputs and the Project Purpose

In essence, the five Outputs are required elements for achieving the Project Purpose. The important factors to be solved by this Project are the insufficient management and planning capacity of MARENA and municipalities, clarification of role among MARENA (Output 2, 3, 4 and 5) and collaborating institutions (Output 1). Therefore, there is a clear causal relationship between the five Outputs and the Project Purpose.

(2) Fulfillment of the Important Assumption

The Important Assumption for achieving the Project Purpose ("The bill of General Law of Solid Waste and related normative become effective.") is not to be fulfilled. Meanwhile, important assumption for achieving Outputs, "Counterpart in MARENA and Natural Resources and its organizational structure do not drastically change" has been changed to positive side to the Project. In addition, it is required to include of formulation of municipal association into an important assumption. Otherwise the achievement of Project Purpose is under risk

5-3. Efficiency: Moderate

Most of the inputs have been converted to generate expected Outputs by now. Also, durations of assignment period and timing of dispatch of short-term experts were deemed adequate. However, one of the undertakings of Dominican side, the formation of municipal association is significantly delayed due to the internal problem of Dominican side which decreases the efficiency of the Project.

(1) Achievement of Outputs

The level of Output achievement is appropriate considering of Inputs except Output 3.

5-4. Impact:

The Impact of the Project is observed. At the time of Mid-term Review, the probability for achieving the

Overall Goal is not able to be evaluated.

(1) Environment Aspect /Consideration to environment in respect of tourism industry

Tourism industry is very important for Dominican Republic thus not only national government but also local government has keen interest to protect environment as natural resource. Due to the strong interest, there is movement of formulation of municipal association toward for establishment of ISWM, even it is not established yet, further coordination among the participating municipalities in terms of financial and political issues.

5-5. Sustainability

The Sustainability of the Project is too early to evaluate at the time of Mid-term Review. However, from the following three viewpoints, political, institutional and financial prospects can be assumed assumed.

(1) Policy Aspect

The sustainability in policy aspect of the Project is deemed as high. Dominican Republic government takes as important issue for improvement of waste collection and sustainable final disposal site as shown in "National Development Strategy 2030".

(2) Institutional Aspect

At the beginning of the Project, the counterpart member of the Project belonged to in various departments; therefore inconvenience have occurred for smooth project implementation. Since the organizational structure has been modified in the end of 2014, the activities have been improved drastically.

(3) Financial Aspect

Financial sustainability is not considered as satisfactory secured. However, it shows certain improvement of budget in the second year more than those in the first year. The MARENA requires more efforts to obtain budget for realization of ISWM.

5-6. Summarize of five criteria

Criteria	Achievement
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Relevance		High
Effectiveness		Moderate
Efficiency		Moderate
Impact		Observed
Sustainability		(Too early to evaluate)

6. Conclusions

One and half years have passed since the commencement of the Project with cooperation by JICA. The project has made remarkable progress in strengthening the ISWM capacity of MARENA. According to this progress, the Project is in dissemination phase to provincial offices (TOT2) and municipalities (Training for ISWM planning) conducted by MARENA staff who have received TOT (1) in the first year of the Project.

In addition, it should be mentioned that there is certain movement to formulate municipal association such as Azua, although there are still some time to reach agreement among interested municipalities.

Based on the field observation, the joint review team found three non-negligible risks for achieving the Project Purpose. The first is the delay of formation of municipal association, which restricts the activities scheduled for Output 3. The second is the delay of approval of General Law of Solid Waste and related normative, which become barriers for full achievement of Output 5. The third is insufficiency of consensus building activities between municipal authority and community, which disturbs to formulate widely-accepted ISWM plan. These three risk issues should be tackled in the latter half of the Project by MARENA under cooperation of JICA experts.

In regard to the result of evaluation for five criteria are as follows. The Relevance of the Project is high. The Effectiveness and Efficiency are moderate. Impact is observed and Sustainability of the Project is too early to be evaluated. It is premature to assess the prospect of achieving the Overall Goal at the time of the Mid-term Review. However, the continuous activities of dissemination and capacity development of ISWM in target municipalities would be implemented on schedule as the Project expects, then Project Purpose and Overall Goal are expected to be achieved.

For further improvement of the Project, the Mid-term Review Team recommends the measures presented in "7. Recommendations".

7. Recommendations

Based on the above analysis of the Project, the Mid-term Review Team put forth the following recommendations for the improvement of the Project. The following recommendations should be conducted by the Project.

(1) Formulation of Municipal Association

Since the formulation of Municipal Association is one of the important issues of the Project, Municipal Association needs to be formulated promptly in the early stage of later half of the Project period. Especially the initiative of Municipal Association formulation in Azua needs to be realized within three months from the time of Mid-term review mission with fulfilling the requirement specified in the Law 176-07.

(2) Approval of bill of General Law of Solid Waste and related normative

The bill of General Law of Solid Waste and related normative, which is precondition of the output 5, has not been effective at the time of Mid-term review mission. It needs to obtain the approval from the government and congress as soon as possible to fulfill the Project purpose. The Joint Review Team recommends that the Project should focus on the activities related to the Output 5 only for MARENA's responsibility part. The OVI' 5-2 for Output 5 should be revised as "The proposal of legal framework *at MARENA level* is finalized".

(3) Consideration for Investment and Finance

It is recommended that the Project should start to prepare an investment and financial plan for realizing final disposal infrastructures based on ISWM plan in future. The Joint Review Team also recommends that central government or local government will take this into consideration for obtaining special budget and/or for promoting a public private partnership for the development of ISWM system.

(4) PDM Modification

It is proposed to modify the PDM that "Municipal Association is formulated in full compliance with the Law 176-07" should be added as Important Assumption in the PDM since it needs the initiatives of concerned municipalities, which is not under control of MARENA neither the Japanese expert team.

The Objectively Verifiable Indicator 1-3 "The agreement is made about the role and function of Collaborating Institutions for creation of the operational control on nation-wide ISWM" is recommended to change "Resolutions is made to define the role and function of provincial office, municipalities and other collaborating Institutions in capacity development mechanism on nation-wide ISWM".

Besides, minor modifications are necessary in Objectively Verifiable Indicators of Overall Goal in the PDM in English version due to grammatical mistakes.

8. Annex

APPENDIX 3-4

Annex 1. Project Design Matrix Version 2

Annex 2. Plan of Operation Version 2

Annex 3. Questionnaire to C/Ps

Annex 1. Project Design Matrix Version 2

Project Design Matrix (PDM)

Project Name: Project for Institutional Capacity Development on Nation-wide Solid Waste Management in Dominican Republic

Duration : 3 years

Target Area: Dominican Republic, pilot site(s) selected

Target Group: Ministry of Environment and Natural Resources

Cooperating Institutions: CCN-GIRESOL (MEPyD, Ministry of Health, Ministry of Education, LMD, FEDOMU, ECORED) and ADN.

Ver.02

(August 12, 2014)

Narrative Summary	Objectively Verifiable Indicators (OVI)	Means of Verification	Important Assumptions
<p>Overall Goal</p> <p>Situation of Nation-wide Solid Waste Management in Dominican Republic is improved.</p> <p>Information exchange with neighboring counties is promoted.</p>	<ul style="list-style-type: none"> ▪ Uprising 31 municipalities including at least 2 municipal associations which make their own ISWM plan. ▪ At least one personnel in 60% of all existing municipalities receive training courses. ▪ Materialize municipal associated final disposal at 3 places. ▪ Interexchange of information among neighboring countries is conducted regularly. 	<p>Questionnaire survey and Ministry of Environment and Natural Resources' report</p>	
<p>Project Purpose</p> <p>System of Integrated Solid Waste Management (ISWM) at central government and municipality level is established in Dominican Republic through Ministry of Environment and Natural Resources.</p>	<ul style="list-style-type: none"> • Solid waste related resolutions/regulations of Ministry of Environment and Natural Resources are revised considering the outputs of the Project. • Ministry of Environment and Natural Resources understands that the municipalities have formulated ISWM plan and announce these names to the public. • Provincial offices are able to support ISWM planning related activities upon request from municipalities. 	<p>Resolutions, regulations Database of solid waste management Questionnaire survey to provincial offices</p>	<p>The bill of General Law of Solid Waste and related normative become effective.</p>

Output			
<p>Output1. Ministry of Environment and Natural Resources clarifies the roles of Ministry of Environment and Natural Resources and its provincial office, municipalities, and other Collaborating Institutions.</p>	<p>1-1 An inventory is created to avoid overlapped activities/roles among Collaborating Institutions. 1-2 Report on analysis of the bill of general law of solid waste is proposed which clarifies the relationships among actual situation of implementation on existing law and regulations, strategic plan of Ministry of Environment and Natural Resources and the inventory above (1-1). 1-3 The agreement is made about the role and function of Collaborating Institutions for creation of the operational control on nation-wide ISWM.</p>	<p>Consensus/agreement documents (e.g. JCC), Project's report</p>	<p>The contents of bill of general law of solid waste do not change which affects the progress of the Project.</p>
<p>Output2. Ministry of Environment and Natural Resources makes "principles, guidelines and manuals for formulating ISWM plan by municipalities (draft)"</p>	<p>2-1 All the training plan is proposed. 2-2 Each of 31 provincial offices has at least one staff who received the training of trainers. 2-3 All principles, manuals and guidelines are created.</p>	<p>Draft of principles, guidelines and manuals, Training plans, TOT reports</p>	<p>Counterpart in the Ministry of Environment and Natural Resources and its organizational structure do not drastically change.</p>
<p>Output3. Ministry of Environment and Natural Resources in collaborating with Cooperating Institutions supports model municipality(s) and municipal association(s) formulating the ISWM plan by them while conducting the pilot project.</p>	<p>3-1 Model municipality(s) and municipal association(s) is (are) selected on the bases of selection criteria. 3-2 An analysis report of each model municipality(s) and municipal association(s) is (are) made. 3-3 Training implementation reports of ISWM training are made. 3-4 Model municipality(s) and municipal association(s) finalize the draft of ISWM plan.</p>	<p>ISWM plan of Model municipality(s) and model municipality(s) ISWM Training records/reports</p>	<p>Counterpart in the Ministry of Environment and Natural Resources and its organizational structure do not drastically change.</p>
<p>Output4. Ministry of Environment and Natural Resources in collaborating with Cooperating Institutions reviews and improves the municipality(s)' ISWM plan by sharing and exchanging experience with neighboring countries.</p>	<p>4-1 International workshops for information sharing among neighboring countries organized in Dominican Republic at least once a year. 4-2 Ministry of Environment and Natural Resources receive information from neighboring countries at the</p>	<p>International workshops records/reports ISWM plan of Model municipality(s) and model municipality(s)</p>	<p>Counterpart in the Ministry of Environment and Natural Resources and its organizational structure do not drastically change.</p>

	<p>workshops.</p> <p>4-3 Ministry of Environment and Natural Resources receive the comments from neighboring countries.</p> <p>4-4 ISWM plan for Model-municipality(s) and model municipality(s) is (are) reviewed by participants of international workshop.</p>		
<p>Output5. Ministry of Environment and Natural Resources in collaborating with Cooperating Institutions finalizes the formulation of resolutions, regulations and "principles, guideline and manuals" for making ISWM plan by municipality and municipal associations for implementation of nation-wide ISWM plan.</p>	<p>5-1 The draft of resolutions and regulations are finalized.</p> <p>5-2 The proposal of legal framework is finalized.</p> <p>5-3 "principles, guidelines and manuals" for making ISWM plan by municipalities is finalized.</p>	<p>Resolutions, regulations</p> <p>Finalized principles, guidelines and manuals</p>	
<p>ACTIVITY</p>			
<p>1-1. Investigate the detail and actual situation of solid waste management administration, local autonomy and public finance of municipalities.</p> <p>1-2. Analyze the bill of general law of solid waste, and discuss its implementation mechanism.</p> <p>1-3. Make the framework of nation-wide integrated solid waste management.</p> <p>a. Define the roles of Ministry of Environment and Natural Resources (central), its provincial office, and municipalities.</p> <p>b. Define clearly the roles of related Collaborating Institutions, and set the cooperation rules.</p> <p>c. Discuss the means of regulation (laws, resolution, regulations, and norms etc.)</p>	<p>Input</p> <p><Japanese side></p> <p>(1) Dispatch of experts</p> <p>Short term: Chief Advisor (SWM administration/policy, capacity development, Organization/Institutional system), Deputy chief advisor/SWM Training courses planning, Consensus building of SWM, Legal advisor of SWM, Database of SWM, financial management of SWM, Municipal SWM/final disposal, project coordinator</p> <p>(2) Holding international seminars (transportation cost of invitation, daily allowances, venues)</p> <p>(3) Training: Domestic, Japan</p>		
<p>2-1. Ministry of Environment and Natural Resources makes the training plan for municipalities in coordination with Collaborating Agency.</p> <p>2-2. Use the tool made by the activity 2-1, conduct Training of Trainers (ToT) to Ministry of Environment and Natural Resources' staff (central level) and its provincial office staff.</p>	<p><Dominican Republic side></p> <ul style="list-style-type: none"> • Counter parts • Salaries and other allowances for training and other project activities • Office space, meeting rooms at Ministry of Environment and Natural Resources 		
<p>2-3. Ministry of Environment and Natural Resources makes following guidelines and manuals for making ISWM plan by municipalities (draft) as supporting tools for municipalities and Municipal Associations.</p> <p>a. The guideline about ISWM at national level</p> <p>b. The guideline about ISWM well adequate the actual situation of municipalities.</p> <p>c. The guideline includes the good practice of ISWM, evaluation of</p>	<p>• Running cost of the Project (Telephone, Internet, electricity and water etc)</p>		

efficiency and effectiveness, and ISWM plan.

d. The manuals of SWM operation (collection, transportation/intermediate treatment and final disposal)

e. The guidelines and manuals about 3R, waste-to-energy, and implementation procedures & means in PPP (Public-Private Partnership).

f. The guidelines about the public participatory approach and consensus-building of SWM project

3-1. Select the model municipality(s) and municipal association(s)

3-2. Conduct the capacity assessment, baseline survey of model municipality(s) and municipal association(s).

3-3. Conduct the integrated solid waste management (ISWM) training courses for municipalities by qualified staff of Ministry of Environment and Natural Resources (central/provincial) as trainers.

3-4. Support to formulate the Integrated Solid Waste Management plan (draft) for model municipality(s)/municipal association(s).

a. Design the information flows/system among central - provincial of Ministry of Environment and Natural Resources, and municipality(s)/municipal association(s).

b. Propose the measures to reinforce SWM fee/tax collection by municipalities.

c. Propose 3R action plan of municipalities and communities with participation of community and private sector.

d. Conduct activities for consensus building and organize participatory workshops according to necessity from municipalities/municipal association.

3-5. Identify learned lessons through the execution of ISWM plan (draft).

3-6. Finalize the ISWM plan of model municipality(s) and municipal association(s).

4-1. Invite SMW staff (central gov./municipalities) of neighboring countries as observers for the training courses (activities 2-2 and 3-3).

4-2. Conduct information sharing about the supporting tools (draft) for municipalities (activity 2-3) among neighboring countries.

4-3. Conduct information sharing the ISWM plan (draft) (activity 3-4) among neighboring countries.

4-4. Organize international workshop(s) inviting neighboring countries to model municipality(s) to discuss/information exchange about the strengthening capacity of Ministry of Environment and Natural Resources, in supporting function for municipalities.

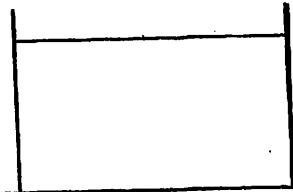
4-5. Revise the ISWM plan of model municipality(s) and municipal

sociation(s) through information exchange with neighboring countries.

1. Support for preparing resolutions and regulations.

2. Analyze and make proposals to the legal framework of solid waste management.

3. Finalize the principles, guidelines and manuals for formulating SWM plan by municipalities.



Annex 2. Plan of Operation Version 2

Plan of Operation

Project Name: Project for Institutional Capacity Development on Nation-wide Solid Waste Management in Dominican Republic
Target Group: Ministry of Environment and Natural Resources

Cooperating Institutions: CEN-GIRESOL (MEFYD, MSP, MINERD, LMD, FEDGMU, ECORED) y ADN

Duration: 3 years

August 12, 2014

Activities	2014				2015				2016				2017	
	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	1Q	2Q
1. Ministry of Environment and Natural Resources clarifies the roles of Ministry of Environment and Natural Resources and its provincial office, municipalities, and other Collaborating Institutions.	—————→													
1-1. Investigate the detail and actual situation of solid waste management administration, local autonomy and public finance of municipalities.	—————													
1-2. Analyze the bill of general law of solid waste, and discuss its implementation mechanism.	—————													
1-3. Make the framework of nation-wide integrated solid waste management.		—————												
2. Ministry of Environment and Natural Resources makes "principles, guidelines and manuals for formulating ISWM plan by municipalities (draft)".														
2-1. Ministry of Environment and Natural Resources makes the training plan for municipalities in collaboration with Collaborating Agency.	—————													
2-2. Use the tool made by the activity 2-1, conduct Training of Trainers (ToT) to Ministry of Environment and Natural Resources' staff (central level) and its provincial office staff.		—————												
2-3. Ministry of Environment and Natural Resources makes following guidelines and manuals for making ISWM plan by municipalities (draft) as supporting tools for municipalities and Municipal Associations.		—————												
3. Ministry of Environment and Natural Resources in collaborating with Cooperating Institutions supports model municipality(s) and municipal association(s) formulating the ISWM plan by them while conducting the pilot project.														
3-1. Select the model municipality(s) and municipal association(s).	—————													
3-2. Conduct the capacity assessment, baseline survey of model municipality(s) and municipal association(s).		—————												
3-3. Conduct the integrated solid waste management (ISWM) training courses for municipalities by qualified staff of Ministry of Environment and Natural Resources (central/provincial) as trainers.				—										

Activities	2014				2015				2016				2017	
	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	1Q	2Q
3-1. Support to formulate the Integrated Solid Waste Management Plan (ISWM) for model municipalities/municipal associations.														
3-2. Identify learned lessons through the execution of ISWM plan (draft).														
3-3. Finalize the ISWM plan of model municipalities and municipal associations.														
4. Ministry of Environment and Natural Resources in collaborating with Cooperating Institutions, reviews and improves the municipalities' ISWM plan by sharing and exchanging experiences with neighboring countries.														
4-1. Invite SMW staff (central gov./municipalities) of neighboring countries as observers for the training courses (activities 2-2 and 3-3).														
4-2. Conduct information sharing about the supporting tools (draft) for municipalities (activity 2-3) among neighboring countries.														
4-3. Conduct information sharing the ISWM plan (draft) (activity 3-4) among neighboring countries.														
4-4. Organize international workshops (in the neighboring countries to model municipality) to discuss information exchange about the strengthening capacity of Ministry of Environment and Natural Resources, in supporting function for municipalities.														
4-5. Revise the ISWM plan of model municipalities and municipal association(s) through information exchange with neighboring countries.														
6. Ministry of Environment and Natural Resources in collaborating with Cooperating Institutions finalizes the formulation of resolutions, regulations and "principles, guidelines and manuals" for making ISWM plan by municipally and municipal associations for implementation of plan with ISWM plan.														
6-1. Support for preparing resolutions and regulations.														
6-2. Analyze and make proposals to the legal framework of solid waste management.														
6-3. Finalize the "principles, guidelines and manuals" for formulating ISWM plan by municipalities.														
Evaluation														
	Temporal evaluation													

Annex 3. Questionnaire to C/P

**Project for Institutional Capacity Development on Nation-wide Solid Waste Management
in Dominican Republic
Mid-term Review Questionnaire**

Deadline for submission: Saturday, 25 July 2015
amochizuki@icons.co.jp

Send your response to: Akihiro Mochizuki at

Name of Respondent: _____	Title & Affiliation: _____
Your rôle within the Project: _____	

- Tick your answers with either "x" or "✓" in the [], or provide written comments in English or Indonesian.
- If the question is unclear or unrelated to your rôle within the Project, please put " ? ".

1. Project Management and Communication	
1.1 Do all your colleagues participating in this Project have clear understanding of the purpose and activities of this Project, as well as their own rôles and responsibility??	<input type="checkbox"/> Yes, all of them <input type="checkbox"/> Yes, most of them <input type="checkbox"/> Well, some of them <input type="checkbox"/> No, not many of them
1.2 Do all the colleagues in MARENA and other collaborating institutions cooperate well to the Project's activities?	<input type="checkbox"/> Yes, all of them <input type="checkbox"/> Yes, most of them <input type="checkbox"/> Well, some of them <input type="checkbox"/> No, not many of them
1.3 Is the cooperation/communication with 3 Model Municipalities easy?	<input type="checkbox"/> Easy <input type="checkbox"/> Not easy <input type="checkbox"/> Depends on municipalities
1.4 Is the cooperation/communication with Japanese experts easy?	<input type="checkbox"/> Easy <input type="checkbox"/> Not easy <input type="checkbox"/> Depends on experts
1.5 How satisfied are you with the skills and expertise of the Japanese experts?	<input type="checkbox"/> Very satisfied <input type="checkbox"/> Satisfied to some extent <input type="checkbox"/> Depends on experts or issues <input type="checkbox"/> Not very or at all satisfied
1.6 If any of your answer in 1.1 – 1.5 includes "No" or "Depends", kindly describe the reason for your choice.	
1.7 Are all the activities being implemented on time as per agreed the Project Design Matrix (PDM) and the plan of activities? If not, which one is delayed and why?	<input type="checkbox"/> Yes <input type="checkbox"/> No <u>Activities that are delayed:</u>

<p>1.8 Are all the planned inputs from Japan (*) being provided on time as per the plan of activities? If not, which one is delayed and why? (*) Japanese experts, equipment, training abroad, expenses to be borne by the Cambodian side etc</p>	<p><input type="checkbox"/> Yes <input type="checkbox"/> No <u>Reason for your answer choice:</u></p>	
<p>1.9 Are all the planned inputs from Dominican Republic side (*) being provided on time as per the plan of activities? If not, which one is delayed and why? (*) counterpart personnel, local cost for activities etc</p>	<p><input type="checkbox"/> Yes <input type="checkbox"/> No <u>Reason for your answer choice:</u></p>	
<p>1.10 Do you think this Project is managed well? Is the decision-making and information-sharing mechanism working?</p>	<p><input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Other answer(specify:)</p>	
<p>1.11 Do you have any suggestion to improve project management, communication and information-sharing among Project participants?</p>	<p><u>Your suggestion(s):</u></p>	
<p>2. Evaluation of Project Performance</p>		
<p>2.1 How do you rate the progress and performance of the Project to date?</p>	<p><input type="checkbox"/> Very good (85-100 %) (65-85%) <input type="checkbox"/> Depends on activities (50-65%) <input type="checkbox"/> Not very good/poor (below 50%)</p>	<p><input type="checkbox"/> Good</p>
<p>2.2 The main purpose of this Project is to "System of Integrated Solid Waste Management (ISWM) at central government and municipality level is established in Dominican Republic through Ministry of Environment and Natural Resources." Is this objective consistent with the needs and policies of the Dominican Republic government?</p>	<p><input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Other answer(specify:)</p>	
<p>2.3 How likely is the project purpose described above to be achieved?</p>	<p><input type="checkbox"/> Very likely <input type="checkbox"/> Likely to some extent <input type="checkbox"/> Depends on the progress in the 2nd half <input type="checkbox"/> Not very or at all likely</p>	
<p>2.4 How well is this Project (*) designed to achieve this purpose? Select your rating. (*) Goal-setting, the indicators, and the scope of activities and participants, among others.</p>	<p><input type="checkbox"/> Very well <input type="checkbox"/> Satisfactory <input type="checkbox"/> Depends on activities/goals/participants <input type="checkbox"/> Not very or at all well</p>	
<p>2.5 If any of your answer in 2.1 – 2.4 is negative, kindly describe the reason for your choice.</p>		
<p>2.6 According to the PDM, there are 5 Outputs that this Project is expected to produce. Whether these Outputs are satisfactorily produced is measured by the agreed indicators shown in the PDM. How likely are these Indicators achieved? Choose your remark from below for each indicator. <Answer choice></p>		

◎ = Already achieved or likely to be achieved at a planned timing ○ = Delayed but will be achieved by end of Project △ = Will be achieved after the Project X = Achievement unlikely	
<u>Output 1 Indicators</u>	<u>Your answer choice</u>
(1-1) An inventory is created to avoid overlapped activities/roles among Collaborating Institutions.	
(1-2) An inventory is created to avoid overlapped activities/roles among Collaborating Institutions.	
(1-3) The agreement is made about the role and function of Collaborating Institutions for creation of the operational control on nation-wide ISWM.	
<u>Output 2 Indicators</u>	<u>Your answer choice</u>
(2-1) All the training plan is proposed.	
(2-2) Each of 31 provincial offices has at least one staff who received the training of trainers.	
(2-3) All principles, manuals and guidelines are created.	
<u>Output 3 Indicators</u>	<u>Your answer choice</u>
(3-1) Model municipality(s) and municipal association(s) is (are) selected on the bases of selection criteria.	
(3-2) An analysis report of each model municipality(s) and municipal association(s) is (are) made.	
(3-3) Training implementation reports of ISWM training are made.	
(3-4) Model municipality(s) and municipal association(s) finalize the draft of ISWM plan.	
<u>Output 4 Indicators</u>	<u>Your answer choice</u>
(4-1) International workshops for information sharing among neighboring countries organized in Dominican Republic at least once a year.	
(4-2) Ministry of Environment and Natural Resources receive information from neighboring countries at the workshops.	
(4-3) Ministry of Environment and Natural Resources receive the comments from neighboring countries.	
(4-4) ISWM plan for Model municipality(s) and model municipality(s) is (are) reviewed by participants of international workshop.	
<u>Output 5 Indicators</u>	<u>Your answer choice</u>
(5-1) The draft of resolutions and regulations are finalized.	

<p>(5-2) The proposal of legal framework is finalized.</p>	
<p>(5-3) "principles, guidelines and manuals" for making ISWM plan by municipalities is finalized.</p>	
<p>2.7 What do you think are the key outputs/outcomes of this Project to date?</p>	
<p>2.8 What do you think are the key challenges for MARENA, three model municipalities and other collaborating institutions to meet the Output indicators and achieve the objective of this Project within the agreed cooperation period?</p>	
<p>2.9 What are the actions necessary for the Project to accelerate the progress of this Project?</p>	
<p>2.10 What are the key challenges for MARENA to sustain and disseminate the outcomes this Project? What actions are necessary during this Project to make the project outcomes sustainable after?</p>	

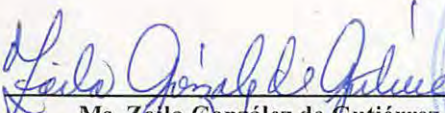
THANK YOU FOR YOUR COOPERATION.

**MINUTES OF MEETING
ON
THE SECOND SUB-COMMITTEE OF JOINT COORDINATION COMMITTEE
FOR
THE PROJECT FOR INSTITUTIONAL CAPACITY DEVELOPMENT ON
NATION-WIDE SOLID WASTE MANAGEMENT
IN THE DOMINICAN REPUBLIC
(FOCIMiRS)**

The second Sub-Committee of the Joint Coordination Committee Meeting (hereinafter referred to as “SC”) was held on September 15, 2015 at the conference room of the Dominican Municipal League (LMD: *Liga Municipal Dominicana*), chaired by Mr. Francisco Flores Chang, Director of the FOCIMiRS project on behalf of the Chair Person of the Joint Coordination Committee, Ms. Zoila González De Gutiérrez, Vice Minister of Environmental Management, inviting Sub-Director of Dominican Republic Office of the Japan International Cooperation Agency (hereinafter referred to as “JICA”) and representatives of member institution of SC.


The purpose of the 2nd SC was to share the progress of the ISWM plans of the model municipalities and agree with the plan of the pilot project in model municipalities. While the progress of formulation of ISWM plan in model municipalities varies depending on the situation of each municipality, they reported the result and status of discussion in their working group. As a result of the 2nd SC, the attendees agreed to the matters referred in the document attached hereto.


Santo Domingo, September 15th, 2015


Ms. Zoila González de Gutiérrez
Chairperson of JCC
Ministry of Environment and Natural Resources




Eng. Takahiro Kamishita
Chief Advisor
JICA Expert Team


Mr. Inocencio García
Vice Minister of International Cooperation,
Ministry of Economy, Planning and Development


Mr. Tasuku Ishibashi
Sub-Director
Dominican Republic Office
Japan International Cooperation Agency

ATTACHED DOCUMENT

1. Plan of the pilot projects

The component of the integrated solid waste management to be dealt with in the pilot project of model municipalities were proposed and agreed as shown in the following table.

Model municipality	Title of the Pilot Project	Remarks
Moca	Planning of the rehabilitation of the existing dumping site	-
Azua	Planning of the final disposal site for the municipal association	-Azua municipality has initiated creation of municipal association with neighboring municipalities.
Sanchez	Separation at source of solid waste for reduction of final disposal waste and utilization of resources	-Options of recovery of recyclables and utilization of organic material through the source separation shall be studied and discussed for implementation.

2. Upcoming activities program, October 2015 to February 2016

The Chief Advisor, Eng. Takahiro Kamishita, presented the attendees the following main activities to implement from October 2015 to February 2016.

- 1) Implementation of the pilot project including detailed discussion for implementation: from October 2015 to the next year.
- 2) Integrated Solid Waste Management training, scheduled in October and November, 2015: 5days of Thursday in within 5 weeks.

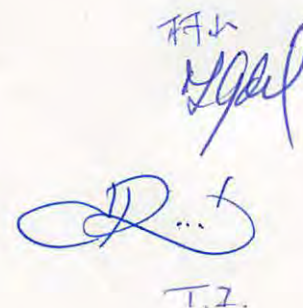
It was shared that the Ministry of Environment and Natural Resources were preparing this training with their budget.

- 3) International workshop: 25th - 27th of November, 2015.

It was reminded that the ISWM plan and the pilot project should be explained and shared with the participants to the international workshop from the neighboring countries so that the model municipalities shall continue the activity to improve those output.

Appendices

- I. Agenda of 2nd SC of JCC
- II. List of Attendees



 T.Z.

Appendix I

Agenda2nd Sub-Committee of Joint Coordination Committee of FOCIMiRS

Date September 15th, 2014
Time 9:00 am ~ 12:00 am
Venue Conference room of LMD

Agenda

9:00 a.m.	Registration
9:20 a.m. – 9:40 a.m.	Opening
	<ul style="list-style-type: none"> • Opening speech Eng. Francisco Flores Chang – Director of SWM and Municipal Issues • Speech from the Sub director of JICA • Representative of MEPyD • Presentation of the day's agenda: Eng. Francisco Flores Chang
9:40 a.m. – 10:10 a.m.	Progress of draft SWM plan
	Moca Mr. John Grullon
	Azua Mr. Rodolfo Castillo
	Sanchez Mr. Beronico Rollins
10:10 a.m. – 10:30 a.m.	Recess/ Receso
10:30 a.m. – 11:10 a.m.	Pilot project in model municipalities (10mins for each municipality)
	Moca Mr. Daniel Romero
	Azua Ms. Maribel Chalas
	Sanchez Mr. Julio Ortiz
	Database Ms. Maria De Leon
11:10 a.m. – 11:15 a.m.	Questions and answers
11:15 a.m. – 11:25 a.m.	Upcoming activities in FOCIMiRS (Takahiro Kamishita)
11:25 a.m. – 11:35 a.m.	Closing Remarks



Appendix II List of Attendees**Participants of Dominican Republic side:**Ministry of Environment and Natural Resources

- Counterparts of FOCIMiRS

Eng. Francisco Flores Chang	Project Director
Eng. Maribel Chalas	Assistant of Project Director
Mr. Julio Ortíz	Project Manager
Ms. Ana Hernández	Assistant of Project Manager
Mr. Manuel Castillo	Technical Counterpart
Ms. Diokasty Payano	Technical Counterpart
Ms. Maria De León	Technical Counterpart
Ms. Delly Méndez	Technical Counterpart
Mr. Daniel Romero	Technical Counterpart
Ms. Anny Novas	Technical Counterpart
Ms. Yvelisse Perez	Coordinator
- Provincial Office of Azua	
Mr. Ovispo Familia	Coordinator of Environmental Protection-/ FOCIMiRS work group
- Provincial Office of Moca	
Mr. Pedro Pablo Ramos	Technician of the Provincial Direction.- / FOCIMiRS work group
Mr. Víctor Manuel Espinal	Coordinator of the Provincial Direction.- / FOCIMiRS work group

Ministry of Economy, Planning and Development

Mr. Ronaldo Torres	Asian Region Attendant
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Dominican Municipal League (LMD)

Mr. Manuel A. Acosta	Director of Environmental Management
Mr. Víctor Feliz Solón	Special Programs

Model MunicipalitiesAzua:

Mr. Rodolfo Castillo	Manager of the UGAM-/ FOCIMiRS work group
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Sánchez:

Mr. Beronico Rollins	Assistant of the Mayor, City hall of Sánchez
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Moca:

Mr. John E. Grullon	Secretary of GRM
Mr. Luis Camacho	Chauffer

FEDOMU

Ms. Matibeth Olivares	Environmental Management Support
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FFH

 T.I.

Participants of Japan side:

JICA Dominican Republic Office

Mr. Tasuku Ishibashi	Sub-Director
Eng. Huáscar Peña	Program Officer
Mr. Fidel Baez	Program assistant

JICA Expert Team

Eng. Takahiro Kamishita	Chief Advisor, solid waste management expert
Ms. Yuko Togawa	Project Coordinator
Eng. Paula De León	Project assistant
Ms. Ana Karen Marte	Interpreter
Ms. Glennys Balbuena	Secretary

FFL

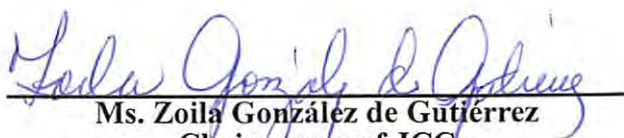

T.I.

**MINUTES OF MEETING
ON
THE FOURTH JOINT COORDINATION COMMITTEE
FOR
THE PROJECT FOR INSTITUTIONAL CAPACITY DEVELOPMENT ON
NATION-WIDE SOLID WASTE MANAGEMENT
IN THE DOMINICAN REPUBLIC
(FOCIMiRS)**

The 4th Joint Coordination Committee Meeting (hereinafter referred to as “JCC”) was held on June 16, 2016 at the conference room of the Ministry of Environment and Natural Resources (hereinafter referred to as “MARENA”), chaired by the Vice Minister of Environmental Management of MARENA, inviting the Vice Minister of International Cooperation of Ministry of Economy, Planning and Development (hereinafter referred to as “MEPyD”), the Chief Representative of Dominican Republic Office of the Japan International Cooperation Agency (hereinafter referred to as “JICA”), and representatives of member institution of JCC, Ministry of Public Health, Federation of Municipalities “FEDOMU”, Municipal Association League “LMD”, City Council of National District of Santo Domingo “ADN” and Committee of inter-institutional coordination for solid waste management “CCN- GIRE SOL”.

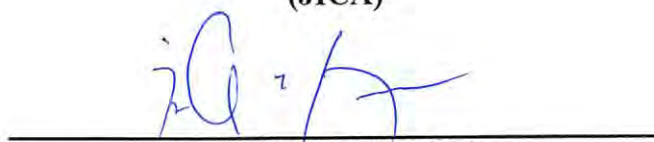
The purposes of the 4th JCC were to share the achievements of the project during second year with the related institutions and approve the work plan (3rd year) which gathers up the activities to be performed in the remaining period of the project for Institutional Capacity Development on Nation-wide Solid Waste Management in the Dominican Republic (hereinafter referred to as “FOCIMiRS”). As a result of the 4th JCC, the members of the committee agreed to the matters referred in the document attached hereto.

Santo Domingo, June 16th, 2016


 Ms. Zoila González de Gutiérrez
 Chairperson of JCC
 Ministry of Environment and Natural
 Resources (MARENA)


 Mr. Akihiko Yamada
 Chief Representative
 Dominican Republic Office
 Japan International Cooperation Agency
 (JICA)


 Mr. Inocencio García
 Vice Minister of International Cooperation
 Ministry of Economy, Planning and
 Development (MEPyD)


 Mr. Takahiro Kamishita
 Chief Advisor
 JICA Expert Team

ATTACHED DOCUMENT

At the opening of the JCC, Ms. Zoila González de Gutiérrez, Vice Minister of Environmental Management and the chairperson of JCC, welcomed all attendees and expressed her gratefulness to the cooperation by JICA on behalf of the Ministry of Environment and Natural Resources. Mr. Akihiko Yamada, Chief Representative of JICA, congratulated the effort of all team members during second year and stressed the necessity of actions by the Dominican Republic Government to ensure the continuous improvement of solid waste management sector which have been envisaged in the project.

1. Progresses and Achievements of the Project in the Second Project Year

In her presentation, Ms. Maribel Chalas, the Assistant of Project Director explained and reminded the achievements of FOCIMiRS in the second project year [May 2015-February 2016].

The main focuses of the achievements were the following three aspects:

1. Tools
 - Updating the Guideline and Manuals [June 2015]
2. Trainings
 - Holding ToT(2) [July 2015]
 - Holding ISWM Training [November/December 2015]
 - 2nd. International Workshop [November 2015]
3. Support to municipalities
 - Formulation of ISWM plan for model municipalities [July 2015]
 - Designing of the pilot project [August 2015]
 - Start pilot project in model municipalities [October 2015]

Mr. José Miguel Martínez from ADN congratulated the great accomplishment of establish a municipal association which was achieved in the course of pilot project in Azua Province, because it meant that, in Dominican Republic, municipalities started to understand the benefits of work as a team. In his opinion, the Central Government has to recognize this effort and assign extra funds for this type of initiative so that it would be easier and lower cost to solve the final disposal problem for a few municipalities than find a solution individually.

2. Approval of the Work Plan of Third Project Year

Eng. Francisco Flores Chang, the Project Director, explained the following points:

- Changes and detailed conditions reflected into the work plan including;
 - As a result of formulation of municipal association in Azua Province, pilot project for municipal association and extended support to mitigate the situation of municipal associated landfill [existing dump site]
 - SWM Policy of MARENA is to be reviewed in 2016.

- Mode of holding workshop of ToT (2), ISWM Training
- International workshop: transfer from July to September 2016
- Milestones in the third year [June 2016-January 2017]
 - June 2016: Work Plan and JCC, completion of the pilot project
 - July-August 2016: Reflecting the results of pilot project to ISWM plan
 - August 2016: Holding ToT (2) [August 1 to 5, 2016]
 - September 2016: Terminal evaluation of the project
 - October 2016: Holding 3rd International Workshop
 - November-December 2016: Training of landfill operation for MANCOM [Municipal association in Azua Province]
 - January 2017: End of the Project

Eng. Takahiro Kamishita, the Chief Advisor of JICA expert team, reminded the terminal evaluation would be implemented for September 2016. He enhanced that the project team including Dominican C/P personnel as well as JICA expert team members have to pay attention to the objectively verifiable indicators to achieve the project purpose, at the same time the evaluation would be focus on “Impact”, which is prospect to achieve the overall goal, and “Sustainability” after project period since this is the final year of the project.

The members of the committee confirmed and agreed these contents which were described in the work plan of the third project year. The work plan of the third project year was approved by the JCC accordingly.

3. Support to MANCOM

Eng. Akihiro Murayama, Deputy Chief Advisor of JICA expert team explained the following activities of training for landfill operation as an additional support to MANCOM in this year.

- Equipment procurement by JICA
- Training to staff of MANCOM by JICA expert team
- Required resources to be provided by MANCOM

The members of the committee confirmed and agreed these activities are executed as additional input in the project in response to formulation of the municipal association through initiative by municipality of Azua and contribution by MARENA in the course of project. The MARENA should ensure that MANCOM would meet their requirements during the training, and execute the operation of municipal associated landfill including maintenance of equipment.

Ms. Claudia Adames, on behalf of Vice Minister of International Cooperation from MARENA, advised that it is very important to verify the tax exemption procedure in equipment procurement in order to ensure the schedule planned to develop the activities for P/P in Azua and support MANCOM. She also stated that MARENA would be required to pay some amount of tax even those equipment would be donation. Mr. Ronaldo Torres of MEPyD explained, in their experience, if the procedure

would be started even before the purchase, namely all custom documents would be prepared without delay, the time would be significantly reduced to satisfy the planed schedule.

Eng. Takahiro Kamishita responded that JICA expert team was investigating the requirements and conditions for procurement and agreed that, once the project clarifies the tender procedure, information about procurement and tax exemption, the team would consult with all concerned institutions to comply with the schedule.

Appendix

- I. Agenda of 4th JCC
- II. List of Attendees



Appendix I

Agenda for the 4th Joint Coordination Committee

Date: June 16th, 2016
Time: 9:00 am
Venue: Conference room of MARENA

Agenda

- 9:00 a.m.** **Registration**
- 9:20 a.m. – 10:00 a.m.** **Opening**
- Opening Speech
 - Ms. Zoila Gonzalez- Vice Minister of Environmental Management
 - Mr. Akihiko Yamada- Director of JICA's Local Office
 - Mr. Inocencio García- Vice Minister of International Cooperation, MEPyD
 - Presentation of the day's agenda
- 10:00 a.m. – 10:20 a.m.** Achievements in the second project year (Maribel Chalas)
- 10:20 a.m. – 10:45 a.m.** Work Plan for the 3rd project year (Flores Chang, Takahiro Kamishita)
- 10:45 a.m.- 11:00 a.m.** Coffee break
- 11:00 a.m. – 11:20 a.m.** Supports to MANCOM in Azua Province (Akihiro Murayama)
- 11:20 a.m. - 11:45 a.m.** **Discussion session**
- (1) Questions and Answers
 - (2) Confirmation of the agreed points
- 11:45 a.m.** **Closing Remarks**
- Mr. Flores Chang




Appendix II List of Attendees**Dominican Republic side:****Ministry of Environment and Natural Resources**

Ms. Zoila González de Gutiérrez	Chairperson of JCC Vice Minister of Environmental Management, Ministry of Environment and Natural Resources
- Counterparts of FOCIMiRS	
Eng. Francisco Flores Chang	Project Director
Eng. Maribel Chalas	Assistant of Project Director
Mr. Julio Ortíz	Project Manager
Ms. Ana Hernández	Assistant of Project Manager
Mr. Manuel Castillo	Technical Counterpart
Ms. Diokasty Payano	Technical Counterpart
Ms. Maria De León	Technical Counterpart
Ms. Delly Méndez	Technical Counterpart
Mr. Daniel Romero	Technical Counterpart
Ms. Anny Novas	Technical Counterpart
Ms. Yvelisse Pérez	Technical Counterpart
- Attendees from MARENA	
Mr. Mario Lara	Public Relations
Ms. Claudia Adames	Coordinator between DR and Haiti
Mr. Eduardo Casanova	Technical department
Mr. Milton Gonzales	Photographer
Mr. Dennis Olivier Perez	Secretary
Mr. Daniel Domingo	Assistant of department of waste management
Ms. Marelis Martinez	Master of ceremony

ADN: Ayuntamiento de Distrito Nacional

Mr. José Miguel Martínez	Secretary of Environmental Management and Risk
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CCN-GIRESOL Members:**Ministry of Economy, Planning and Development**

Mr. Inocencio García	Vice Minister of International Cooperation
Lic. Glenys Gonzales	Official of International Cooperation
Ronaldo Torres	Manager of cooperation with Japan





Ministry of Public Health

Jorge Abel Ureña

Director of Waste Management

FEDOMU

Ms. Beatriz Alcántara

Manager of Territorial Management

L.M.D

Mr. Manuel A. Acosta

Director of Environmental Management

Japan side:**JICA Dominican Republic Office**

Mr. Akihiko Yamada

Chief Representative Dominican Republic Office

Eng. Huáscar Peña

Program Officer

Ms. Nobuko Tateyama

Program Officer

JICA Expert Team

Eng. Takahiro Kamishita

Chief Advisor, solid waste management expert

Eng. Akihiro Murayama

Deputy Chief Advisor

Eng. Tomoari Sawanobori

Municipal SWM/Final disposal

Eng. Atsushi Otsuka

Database of SWM

Eng. Takuro Nukazawa

Equipment procurement

Eng. Paula De León

Project Assistant

Ms. Glennys Balbuena

Secretary






**MINUTES OF MEETING
OF
THE FIFTH JOINT COORDINATION COMMITTEE
ON
THE PROJECT FOR INSTITUTIONAL CAPACITY DEVELOPMENT ON
NATION-WIDE SOLID WASTE MANAGEMENT (FOCIMiRS), DOMINICAN
REPUBLIC**

Joint Terminal Evaluation Team (hereinafter referred to as “the Team”) was organized by Japan International Cooperation Agency (hereinafter referred to as “JICA”), Ministry of Environment and Natural Resources (hereinafter referred to as “MARENA”) and Ministry of Economy, Planning and Development (hereinafter referred to as “MEPyD”) for the purpose of conducting the joint terminal evaluation of the Project for Institutional Capacity Development on Nation-Wide Solid Waste Management (FOCIMiRS) (hereinafter referred to as “the Project”) on the basis of the Record of Discussion (hereinafter referred to as “R/D”) signed on 9th August, 2013.

During the term of the evaluation, the Team had a series of discussions and exchanged opinions with the members of the Project and the authorities concerned in Dominican Republic. In consequent, the Team prepared the Joint Terminal Evaluation Report (hereinafter referred to as “the Report”) attached hereto and submitted it to the Project Joint Coordination Committee (JCC), held at 16th September, 2016.


As a result of discussions on contents of the joint terminal evaluation, JCC accepted the Report, as refereed to attached document

Santo Domingo, 16th September, 2016



Zoila González de Gutiérrez, MSc.

Vice Minister of Environmental Management,
Ministry of Environment and Natural Resources
(MARENA)



Dr. Mitsuo YOSHIDA

JICA Terminal Evaluation Team Leader
Senior Advisor
Japan International Cooperation Agency (JICA)



Mr. Inocencio García

Vice Minister of International Cooperation,
Ministry of Economy, Planning and
Development (MEPyD)

THE ATTACHED DOCUMENT

1. Acceptance of Joint Terminal Evaluation Report

The Team consisting of Dominican and Japanese members presented the Joint Terminal Evaluation Report (attached as Appendix II) to JCC. The JCC accepted the Report as a result of discussion.

2. Brief Summary of Joint Terminal Evaluation

According to the report of Joint Terminal Evaluation, the Project Purpose will be able to achieve satisfactorily, if the Project is extended in several months. Overall Goal is also expected to be achieved. Joint Terminal Evaluation concludes the following results based on the five evaluation criteria:

Relevance High

Effectiveness Relatively high

Efficiency Relatively high

Impact Relatively high

Sustainability Relatively high

The Project has achieved enormously for ISWM capacity enhancement of MARENA.

3. Main Points Discussed during the Terminal Evaluation

- 1) Planning of integrated solid waste management (ISWM) at local municipalities and municipalities association was successfully implemented in model areas, but implementation of the plans is next challenge with well-prepared investment and financial plans.
- 2) Establishment of municipal association in Azua de Compostela province (herein after referred to as "MANCOM") under the support of the Project is highly evaluated. However, it is still in beginning stage, and various level of consensus-building, such as administrative structure, cost share, work methodology, etc., are required for functioning.
- 3) It is necessary to disseminate the experience of establishing municipalities association over the country. MARENA is expected to play a coordination and guiding roles for local authorities.
- 4) MARENA raises the importance of National Congress awareness for the bill of General Law of Solid Waste in order to be approved and enacted soon.
- 5) MARENA emphasizes the necessity for considering a new technical cooperation project (Phase 2) for consolidation municipal association and improvement of regional landfill.

4. Project Period Extension

The representative of parties concerned have agreed on the extension of the Project term recommended by the Joint Terminal Evaluation Report (Appendix II , “7. Recommendation”)

5. Appreciation to Japanese people

Dominican Republic side expressed sincere appreciations to Japanese people for the continuous ODA support and cooperation in solid waste management sector in the country through JICA.

[End of Document]

Appendix I: List of Attendants

Appendix II: Joint Terminal Evaluation Report



Appendix I

List of Attendants

1. Participants from Dominica Republic side**(1) Minister of Environmental Management, Ministry of Environment and Natural Resources (MARENA)**

Mr. Francisco Dominguez Brito Minister
 Msc. Zoila González de Vice Minister of Environmental Management
 Gutiérrez
 Mr. Francisco Flores Chang Director of Solid Waste Management and Municipal
 Affairs

For other participants see 2-5 of Joint Terminal Evaluation Report

(2) Ministry of Economy, Planning and Development (MEPyD)

Mr. Inocencio García Vice Minister of International Cooperation
 Ms. Maria Fernanda Ortega General Director of Bilateral Cooperation
 Ms. Rosanna Arias Tejada In charge of Department of International
 Cooperation Management

(3) Terminal Evaluation Team

Mr. Jose Ronaldo Torres In charge of Japanese Cooperation, MEPyD
 Ms. Yamilkis Flores Guzman Responsible of Territorial Management Unit
 Dominican Municipality Federation (FEDOMU)
 Ms. Aida Rosario Plan Direction, MARENA
 Mr. Manuel A. Acosta A. Director of Environmental Management Department
 Dominican Municipal Association (LMD)

2. Participants from Japanese side**(1) JICA Dominican Republic Office**

Mr. Tasuku Ishibashi Senior Representative
 Ms. Yoko Ikuma Project Formulation Advisor

(2) JICA Expert Team

Mr. Takahiro Kamishita Chief Advisor
 Mr. Akihiro Murayama Vice Chief Advisor

(3) Terminal Evaluation Team

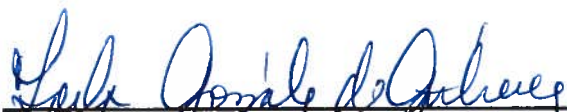
Dr. Mitsuo Yoshida Leader
 Mr. Takaaki Murata Cooperation and Planning
 Mr. Akihiro Mochizuki Evaluation Analysis
 Ms. Nobuko Tateyama Cooperation and Planning

**MINUTES OF MEETING
ON
THE SIXTH JOINT COORDINATION COMMITTEE
FOR
THE PROJECT FOR INSTITUTIONAL CAPACITY DEVELOPMENT ON
NATION-WIDE SOLID WASTE MANAGEMENT
IN THE DOMINICAN REPUBLIC
(FOCIMiRS)**

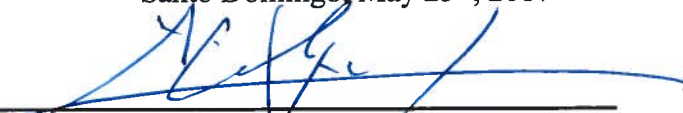
The 6th Joint Coordination Committee Meeting (hereinafter referred to as “JCC”) was held on May 25, 2017 at the conference room of the Ministry of Environment and Natural Resources (hereinafter referred to as “MARENA”), chaired by the Vice Minister of Environmental Management of MARENA, inviting the Vice Minister of International Cooperation of Ministry of Economy, Planning and Development (hereinafter referred to as “MEPyD”), the Chief Representative of Dominican Republic Office of the Japan International Cooperation Agency (hereinafter referred to as “JICA”), and representatives of member institution of JCC, Ministry of Public Health, Federation of Municipalities “FEDOMU”, Municipal Association League “LMD”, City Council of National District of Santo Domingo “ADN” and Committee of inter-institutional coordination for solid waste management “CCN-GIRESOL”.

The purposes of the 6th JCC were to share “the project performance at the end of the project” with the related institutions and “lessons learnt and issues in the implementation of the project and recommendation to achieve the overall goal” of the project for Institutional Capacity Development on Nation-wide Solid Waste Management in the Dominican Republic (hereinafter referred to as “FOCIMiRS”). As a result of the 6th JCC, the members of the committee agreed to the matters referred in the document attached hereto.

Santo Domingo, May 25th, 2017



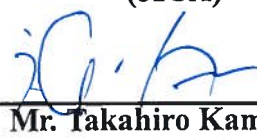
**Ms. Zola González de Gutiérrez
Chairperson of JCC
Ministry of Environment and Natural
Resources (MARENA)**



**Mr. Akihiko Yamada
Chief Representative
Dominican Republic Office
Japan International Cooperation Agency
(JICA)**



**Ms. María Fernanda Ortega
General Director of Bilateral Cooperation
Vice Ministry of International Cooperation
Ministry of Economy, Planning and
Development (MEPyD)**



**Mr. Takahiro Kamishita
Chief Advisor
JICA Expert Team**

ATTACHED DOCUMENT

At the opening of the JCC, Ms. Patricia Abreu, representing the Minister of MARENA and the Vice Minister of Environmental Management and president of the JCC, welcomed all the participants and expressed her gratefulness to the cooperation by JICA on behalf of the Ministry of Environment and Natural Resources. Mr. Akihiko Yamada, Resident Representative of JICA, congratulated all team members for their efforts during the execution of the project and stressed the need for actions by the Government of the Dominican Republic to ensure the sustainability of the achievements through this successful project. Ms. María Fernanda Ortega, General Director of Bilateral Cooperation of the Vice Ministry of International Cooperation, Ministry of Economy, Planning and Development (MEPyD), thanked the cooperation of JICA and the Government of Japan for support the Integrated Solid Waste Management in the pilot municipalities and also expressed the need to extend these experiences to all municipalities in the country.

1. Confirmations of the project performance based on the Project Design Matrix

Ms. Maribel Chalas, the Assistant of Project Director explained the achievements in the project and updated the project performance after terminal evaluation mission in September 2016.

The performance was reported as follows:

Objectively Verifiable Indicator of Output and status:

Indicator	Terminal Evaluation (Sept 2016)	End of the Period (May 2017)
1-1	Already Achieved	Already Achieved
1-2	Already Achieved	Already Achieved
1-3	Could be Achieved	Will be Achieved
2-1	Already Achieved	Already Achieved
2-2	Already Achieved	Already Achieved
2-3	Will be Achieved	Already Achieved
3-1	Already Achieved	Already Achieved
3-2	Will be Achieved	Already Achieved
3-3	Already Achieved	Already Achieved
3-4	Will be Achieved	Already Achieved
4-1	Will be Achieved	Already Achieved
4-2	Already Achieved	Already Achieved
4-3	Already Achieved	Already Achieved
4-4	Already Achieved	Already Achieved
5-1	Could be Achieved	Already Achieved
5-2	Will be Achieved	Already Achieved
5-3	Will be Achieved	Already Achieved

Objectively Verifiable Indicator of Project Purpose and status:

Indicator	Terminal Evaluation (Sept 2016)	End of the Period (May 2017)
1	Already Achieved	Already Achieved
2	Could be Achieved	Already Achieved
3	Could be Achieved	Will be Achieved

Objectively Verifiable Indicator of Overall goal and status:

Indicator	Terminal Evaluation (Sept 2016)	End of the Period (May 2017)
1	Could be Achieved	Will be Achieved
2	Will be Achieved	Will be Achieved
3	Could be Achieved	Will be Achieved
4	Already Achieved	(Will be) Achieved

Mr. Takaaki Murata, Special Advisor of JICA Global Environment Department, asked Ms. Maribel Chalas to give a brief explanation of how MARENA had contemplated to achieve the two (2) indicators that are still pending. Ms. Chalas explained that MARENA already has elaborated a plan for these pending objectives. Regarding the outstanding indicators of the overall goal, she said they should be fulfilled in the next three (3) years, according to the project design matrix (PDM).

2. Lessons learnt and challenges in the implementation of the project and recommendation to achieve the overall goal of the project

Eng. Takahiro Kamishita, Chief Advisor of the project, explained the Lessons learnt and challenges in the implementation of the project and recommendation to achieve the overall goal of the project for the following points:

- Lessons learnt and issues:
 1. Incentive for formulation of ISWM Plan
 2. Continuation of training
 3. Necessary confirmation on restraints of land use
 4. Formulation of municipal association
 5. Effect of input to make improvement
 6. Engineering methodology on facility development
 7. Public consensus
 8. Influence of change of administration and personnel
- Recommendations:
 1. Approval of Bill of General Law and Issuing the relevant resolutions
 2. Secure budget for SWM
 3. Maintain and improve resources
 4. Approach of FOCIMiRS

At the time of mentioning the recommendations, Mr. Kamishita stated that among the resources that MARENA will need to continue the implementation of the project activities, transportation must be secured, which will be mainly guaranteed with the vehicle that JICA procured for the project during project period and from now on, as satisfactory completion of the procedures required by MARENA, it would be donated to the Solid Waste Department.

3. Summary and comments of the project closing

Eng. Francisco Flores Chang, shared information on the results of the project and forthcoming actions to improve the promotion of MIRS in the Dominican Republic.

Mr. Takaaki Murata asked the project team to comment about their evaluation of the pilot projects and their results, as well as how the municipalities will implement the improvements based on the ISWM plans that were developed. The explanation was given by Mr. Takahiro Kamishita.

Finally, Mr. Takaaki Murata, congratulated the project and expressed his understanding of the expectations of the Dominican side regarding greater cooperation for ISWM.

Ms. Nobuko Tateyama, JICA Program Officer, requested MARENA to complete the pending procedure on tax exemption and plate number for the heavy equipment and dump truck that were donated during the project period.

The closing words were delivered by Ms. Zoila González, Vice Minister of Environmental Management of MARENA.

Appendix

- I. Agenda of 6th JCC
- II. List of Attendees

Appendix I

Agenda for the 6th Joint Coordination Committee

Date: May 25th, 2017
Time: 10:00 am
Venue: Conference room of MARENA

Agenda

- 10:00 a.m.** **Registration**
- 10:15 a.m. – 10:40 a.m.** **Opening**
- **Opening Speech**
 - Sr. Francisco Flores Chang** –Project Director
 - Sra. Patricia Abreu** –Vice Minister of Cooperation- MARENA
 - Sr. Akihiko Yamada** – Director of JICA Dominican Republic Office.
 - Sra. Ma. Fernanda Ortega** –General Director of Bilateral Cooperation-MEPyD
 - **Presentation of the day's agenda**
- 10:40 a.m. – 11:10 a.m.** **Confirmations of the project performance based on the Project Design Matrix (Maribel Chalas, MARENA)**
- 11:10 a.m.- 11:40 a.m.** **Lessons learnt and issues in the implementation of the project and recommendation to achieve the overall goal of the project (Takahiro Kamishita, JICA expert team)**
- 11:40 a.m.- 11:55 a.m.** **Promotion of ISWM after FOCIMiRS (Francisco Flores Chang, Project Director of FOCIMiRS, MARENA)**
- 11:55 a.m. – 12:15 a. m** **Discussion session**
- (1) Question and Answer
 - (2) Confirmation of the agreed points
- 12:15 a.m.- 12:30 p.m.** **Closing Remarks**
- Mr. Takaaki Murata** – Global Environment Department, JICA
 - Mrs. Zoila González** - Vice Minister of Environmental Management, MARENA

Appendix II	List of Attendees
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Dominican Republic side:**Ministry of Environment and Natural Resources**

Ms. Zoila González de Gutiérrez	Chairperson of JCC Vice Minister of Environmental Management, Ministry of Environment and Natural Resources
Ms. Patricia Abreu	Vice Minister of International Cooperation, Ministry of Environment and Natural Resources
- Counterparts of FOCIMiRS	
Eng. Francisco Flores Chang	Project Director
Eng. Maribel Chalas	Assistant of Project Director
Mr. Manuel Castillo	Technical Counterpart
Ms. Diokasty Payano	Technical Counterpart
Ms. Maria De León	Technical Counterpart
Ms. Delly Méndez	Technical Counterpart
Ms. Anny Novas	Technical Counterpart
Ms. Yvelisse Pérez	Technical Counterpart
- Attendees from MARENA	
Ms. Sonia Pérez	SW Dept. Assistant
Mr. Dennis Olivier Pérez	Secretary
Ms. Ana Hernández	Technician
Ms. Marelis Martínez	Master of ceremony

CCN-GIRESOL Members:**Ministry of Economy, Planning and Development**

Ms. María Fernanda Ortega	General Director of Bilateral Cooperation Vice Ministry of International Cooperation
Mr. José Ronaldo Torres	Manager of Cooperation with Japan

Municipal Association of Compostela (Mancomunidad de Compostela-MANCOM)

Eng. Rodolfo Castillo	MANCOM Technician
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Japan side:**JICA Global Environment Department**

Mr. Takakai Murata	Special Advisor
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JICA Dominican Republic Office

Mr. Akihiko Yamada	Chief Representative Dominican Republic Office
Mr. Tasuku Ishibashi	Sub-Director
Ms. Yoko Novas Ikuma	Project Advisor
Ms. Nobuko Tateyama	Program Officer

JICA Expert Team

Eng. Takahiro Kamishita	Chief Advisor, solid waste management expert
Eng. Akihiro Murayama	Deputy Chief Advisor
Eng. Tomoari Sawanobori	Municipal SWM/Final disposal
Eng. Paula De León	Project Assistant
Mr. Winser Espinal	Interpreter
Ms. Angela Rodríguez	Secretary