United Mexican States
National Coordination of Civil Protection

# Project for Strengthening of the Disaster Risk Reduction Governance in Mexico

# PROJECT COMPLETION REPORT

July 2025

Japan International Cooperation Agency

Earth System Science Co., Ltd.

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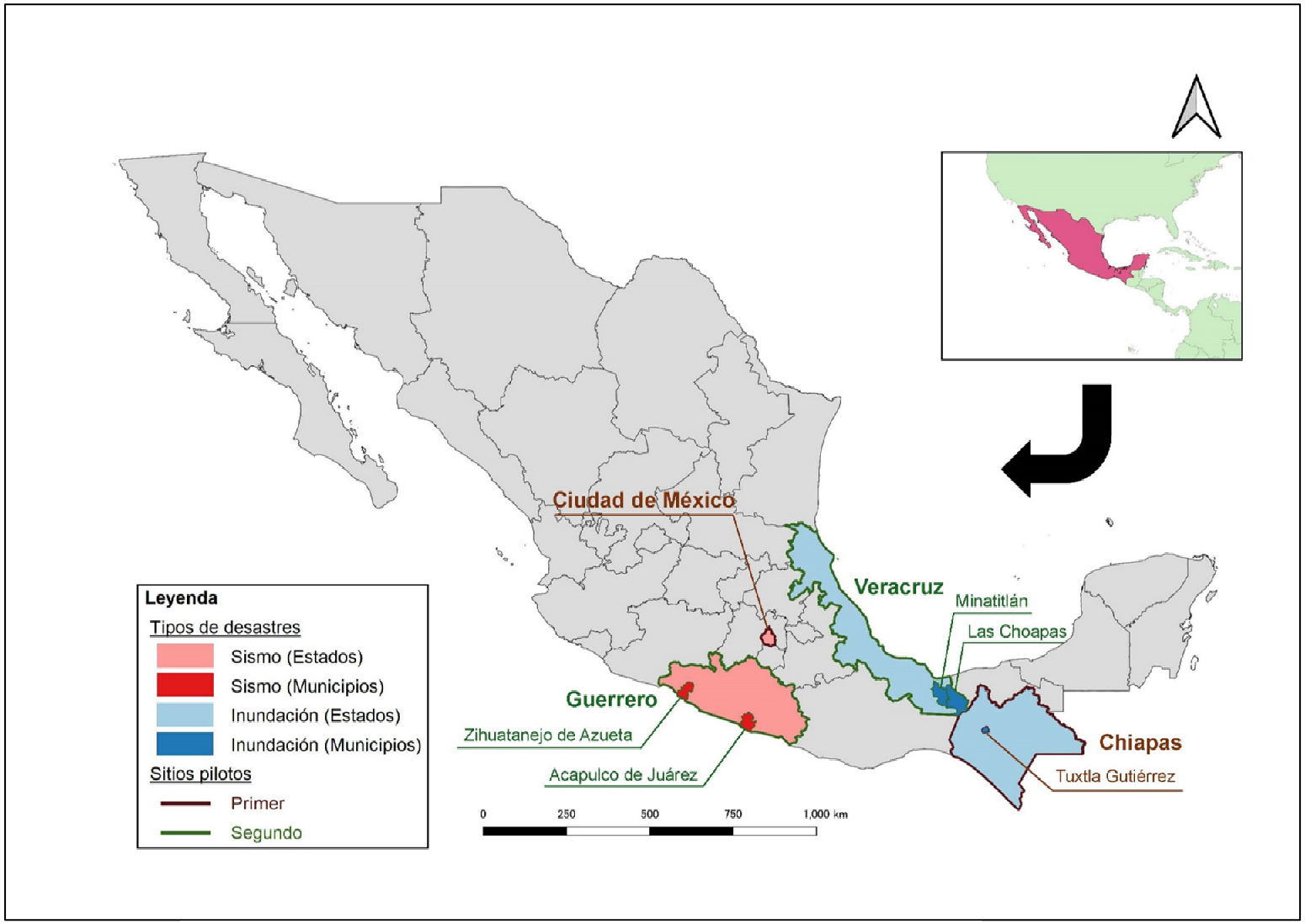



**Project pilot sites location**

# Table of Contents

**CHAPTER 1 INTRODUCTION ..... 1**

1.1. BACKGROUND AND PURPOSE OF THE PROJECT ..... 1
1.2. OUTLINE OF THE PROJECT ..... 1
1.3. SCOPE OF THE PROJECT ..... 2
1.4. WORK PLAN AND ACTUAL PERFORMANCE ..... 2

**CHAPTER 2 PROJECT ACTIVITIES ..... 5**

2.1. ACTIVITIES RELATED TO WHOLE PROJECT ..... 5
2.2. ACTIVITIES RELATED TO OUTPUT 1 ..... 23
2.3. ACTIVITIES RELATED TO OUTPUT 2 ..... 31
2.4. ACTIVITIES RELATED TO OUTPUT 3 ..... 39
2.5. ACTIVITIES RELATED TO OUTPUT 4 ..... 42

**CHAPTER 3 CHALLENGES, ACTIONS, AND LESSONS LEARNED IN PROJECT IMPLEMENTATION AND MANAGEMENT ..... 51**

3.1. CONTINUOUS PARTICIPATION OF LOCAL GOVERNMENTS IN TRAINING COURSES ON THE FORMULATION OF LOCAL DRR PLANS AND PROMOTION OF PLAN DEVELOPMENT ..... 51
3.2. IMPLEMENTATION OF TRAINING ON THE FORMULATION OF LOCAL DRR PLANS ADAPTED TO THE CIVIL PROTECTION OFFICES OF MUNICIPALITIES IN MEXICO ..... 52
3.3. PROJECT IMPLEMENTATION SYSTEM INVOLVING MULTIPLE STAKEHOLDERS ..... 53

**CHAPTER 4 ACHIEVEMENT OF THE PROJECT ..... 54**

4.1. ACHIEVEMENT OF OUTPUTS ..... 54
4.2. ACHIEVEMENT OF THE PROJECT PURPOSE ..... 56

**CHAPTER 5 RECOMMENDATION TO ACHIEVE OVERALL GOAL ..... 58**

5.1. OVERALL GOAL AND INDICATORS ..... 58
5.2. RECOMMENDATIONS FOR THE NATIONWIDE DISSEMINATION OF LOCAL DRR PLAN FORMULATION ..... 58
5.3. RECOMMENDATIONS ON THE APPROVAL, BUDGETING, AND IMPLEMENTATION OF DRR PLANS IN MEXICO ..... 59

**ANNEX 1**

**PROJECT DESIGN MATRIX (PDM)** ..... I
**PLAN OF OPERATION (PO)** ..... V
**THE FIRST JCC MINUTES** ..... IX
**THE SECOND JCC MINUTES** ..... XLVII

THE THIRD JCC MINUTES ..... LXVIII
THE FOURTH JCC MINUTES ..... LXXXVI

# Table of Figures

Figure 1.1 shows the flow chart of the project implementation. ..... 2
Figure 1.2 Flow chart of project implementation ..... 3
Figure 2.1 Overall process for formulating local DRR plans ..... 27
Figure 2.2 Roadmap for the formulation of the local DRR plan in Tuxtla Gutiérrez ..... 29
Figure 2.3 Schedule for implementing control projects in Mexico City ..... 30
Figure 2.4 Inspection sites along the Sabinal River in the city of Tuxtla Gutierrez ..... 35
Figure 2.5 Summary of Implementation Plan ..... 46

# Table of Tables

Table 1.1 Dispatch of Experts ..... 4
Table 2.1 Schedule of the initial meeting ..... 5
Table 2.2 Curriculum of the 1st C/P Training in Japan ..... 8
Table 2.3 Participants of the 1st C/P Training in Japan ..... 9
Table 2.4 Curriculum of the 2nd C/P Training in Japan ..... 12
Table 2.5 Participants of the 2nd C/P Training in Japan ..... 13
Table 2.6 Curriculum of the 3rd C/P Training in Japan ..... 16
Table 2.7 Participants of the 3rd C/P Training in Japan ..... 17
Table 2.8 WBF2025 Participants ..... 20
Table 2.9 WBF2025 Attended Sessions ..... 21
Table 2.10 Percentage of states that meet the iGOPP indicators related to the development of local DRR plans ..... 25
Table 2.11 System for formulating local DRR plans for the First Pilot Areas ..... 28
Table 2.12 The training program (2nd) and methodology ..... 31
Table 2.13 The training participants from the first pilot areas ..... 32
Table 2.14 The training program (3rd) and methodology ..... 38
Table 2.15 Fourth workshop program and implementation methodology ..... 39
Table 2.16 Second Pilot Areas ..... 42
Table 2.17 Training schedule for the Second Pilot Areas ..... 49
Table 4.1 Achievement of Output 1 ..... 54
Table 4.2 Achievement of Output 2 ..... 55
Table 4.3 Achievement of Output 3 ..... 55
Table 4.4 Achievement of Output 4 ..... 56
Table 4.5 Achievement on the Project Purpose ..... 57
Table 5.1 Verifiable Indicators of the Overall Goal ..... 58

# ABBREVIATIONS

| Abbreviations | English | Spanish |
|---|---|---|
| AMEXID | Mexican Agency for International Development Cooperation | Agencia Mexicana de Cooperación Internacional para el Desarrollo |
| BCM | Business Continuity Management | Gestión de la Continuidad del Negocio |
| C/P | Counterpart | Contraparte |
| CENAPRED | National Center of Disaster Prevention | Centro Nacional de Prevención de Desastres |
| CNP | Prevention National Committee | Comité Nacional de Prevención |
| CNPC | National Coordination of Civil Protection | Coordinación Nacional de Protección Civil |
| CONAGUA | National Water Commission | Comisión Nacional del Agua |
| DCS | Division of Sectoral Coordination | Dirección de Concertación Sectorial |
| DDC | Division of Dissemination and Communication | Dirección de Difusión y Comunicación |
| DGPC | General Directorate of Civil Protection | Dirección General de Protección Civil |
| RRD | Disaster Risk Reduction | Reducción del Riesgo de Desastres |
| ENAPROC | National School of Civil Protection | Escuela Nacional de Protección Civil |
| GPDRR | Global Platform for Disaster Risk Reduction | Plataforma Global para la Reducción del Riesgo de Desastres |
| ICIPLAM | Citizen Institute of Municipal Planning of Tuxtla Gutierrez | Instituto Ciudadano de Planeación Municipal para el Desarrollo Sustentable del Ayuntamiento de Tuxtla Gutiérrez |
| iGOPP | Index of Governance and Public Policy in Disaster Risk Management | Índice de Gobernabilidad y Políticas Públicas en Gestión del Riesgo de Desastres |
| IGR | Disaster Risk Management Index | Índice de Gestión de Riesgos de Desastres |
| JCC | Joint Coordination Committee | Comité Conjunto de Coordinación |
| JICA | Japan International Cooperation Agency | Agencia de Cooperación Internacional del Japón |
| PDM | Project Design Matrix | Matriz de Diseño del Proyecto |
| PM | Project Manager | Gerente de Proyecto |
| PO | Plan of Operation | Plan de la Operación |
| SEDATU | Secretariat of Agrarian, Territorial and Urban Development | Secretaría de Desarrollo Agrario, Territorial y Urbano |
| SGIRPC-CDMX | Secretariat of Integrated Risk Management and Civil Protection | Secretaria de Gestión Integral de Riesgos y Protección Civil Gobierno de la Ciudad de México |
| FDF | Training of Trainers | Formación de Formadores |
| UNDRR | United Nations Office for Disaster Risk Reduction | Oficina de las Naciones Unidas para la Reducción del Riesgo de Desastres |
| VR | Virtual Reality | Realidad Virtual |
| WBF | World Bosai Forum | Foro Mundial Bosai |

# Chapter 1 Introduction

## 1.1. Background and Purpose of the Project

In Mexico, natural phenomena such as earthquakes, tsunamis, volcanoes, hurricanes, floods, landslides, and forest fires occur frequently. Especially, regarding geological phenomena, in 1985 a major earthquake occurred off the coast of Michoacan, which killed about 10,000 people, and in 2017, a total of 467 people died in the consecutive in Chiapas (September 7th) and Morelos (September 19th), and the scale of damage was extremely large.

National Plan 2019-2024 indicates that all policies should consider climate change-sensitive regions and people and consider capacity building for resilience and disaster risk reduction (DRR). The Goal 1.9 of the plan, “Sustainable Construction of a Safe and Strong Country,” aims to improve the national average score based on the global target “e” of the Sendai Framework for DRR by 2024 (Index 1.9.2). The governments of the federal entities, as well as of the municipalities and boroughs of Mexico City, implement programs and strategies for comprehensive risk management in accordance with the applicable legal guidelines at the national and local levels. However, such programs and strategies could be strengthened through a particular scheme of promotion for the investment of DRR, prior to the occurrence of a previously identified disruptive phenomenon.

Under these circumstances, the Governments of Japan and Mexico, through Japan International Cooperation Agency (JICA) and the National Coordination of Civil Protection (CNPC), respectively, have agreed to implement this project to promote upfront investment in DRR for the purpose of reducing disaster risk. In this project, National Coordination of Civil Protection (CNPC) of the Secretary of Security and Citizen Protection, and its departments, the General Department of Civil Protection (DGPC), the National Water Commission (CONAGUA), the National Center for Disaster Prevention (CENAPRED), and the municipalities of the model states will be strengthened in capacity and cooperation while planning and promotion the formulation of DRR plans at the local government level.

## 1.2. Outline of the Project

### ■Overall Goal

Promote, through the formulation of Local Plans of DRR in Mexico, investment for disaster risk reduction, prior to the occurrence of disaster.

### ■Project Purpose

Formulate Local Plans of DRR with concrete risk reduction measures and identify the role of each institution involved.

Design a training program using the methodology for making of Local Plan of DRR.

### ■Outputs

Output 1: In the First Pilot Areas, an implementation system is organized to make Local DRR Plans with its own goals, methods, work schedules and identified role of the institutions involved.

Output 2: In the First Pilot Areas, Local DRR Plans are formulated, with concrete risk reduction measures of a specific disaster such as earthquake and flood.

Output 3: A monitoring sheet is made by the project, to evaluate the implementation of Local DRR

Plans.

Output 4: A training program is designed based on the methodology for making Local DRR Plans and empirical knowledge of the First Pilot Areas.

## 1.3. Scope of the Project

### ■Project Period

June 2022 – June 2025

### ■Target Area

First Pilot Areas: Mexico City and Tuxtra Gutierrez City, Chiapas State

Second Pilot Areas: Zihuatanejo de Azueta City and Acapulco de Juárez City, Guerrero State

Minatitlán and Las Choapas, Veracruz State

### ■Executive Agency

Prevention National Committee (CNPC)

### ■Collaborating Agency

- Mexican Agency for International Development Cooperation (AMEXCID）
- National Center of Disaster Prevention（CENAPRED）
- National Water Commission（CONAGUA）
- Secretariat of Agrarian, Territorial and Urban Development（SEDATU）

## 1.4. Work Plan and Actual Performance

### 1.4.1. Implementation Flow of the Project

The project commenced in June 2022, with the first Joint Coordination Committee (JCC) meeting held in October of the same year as the kickoff. The training on local DRR planning for the First Pilot Areas is conducted as planned from March to November 2023, followed by the training for the the First Pilot Areas which commenced in March 2024 ahead of the initial plan, and be completed in March 2025. There were concerns that the presidential election and changes in political system held from June to November 2024 would affect the implementation of the project, the cooperating agencies, and the systems of the first and second pilot states and cities. However, with the cooperation of counterpart (C/P) agencies and related organizations, the project was not delayed or interrupted, and all work was completed as planned.

Figure 1.1 shows the flow chart of the project implementation.

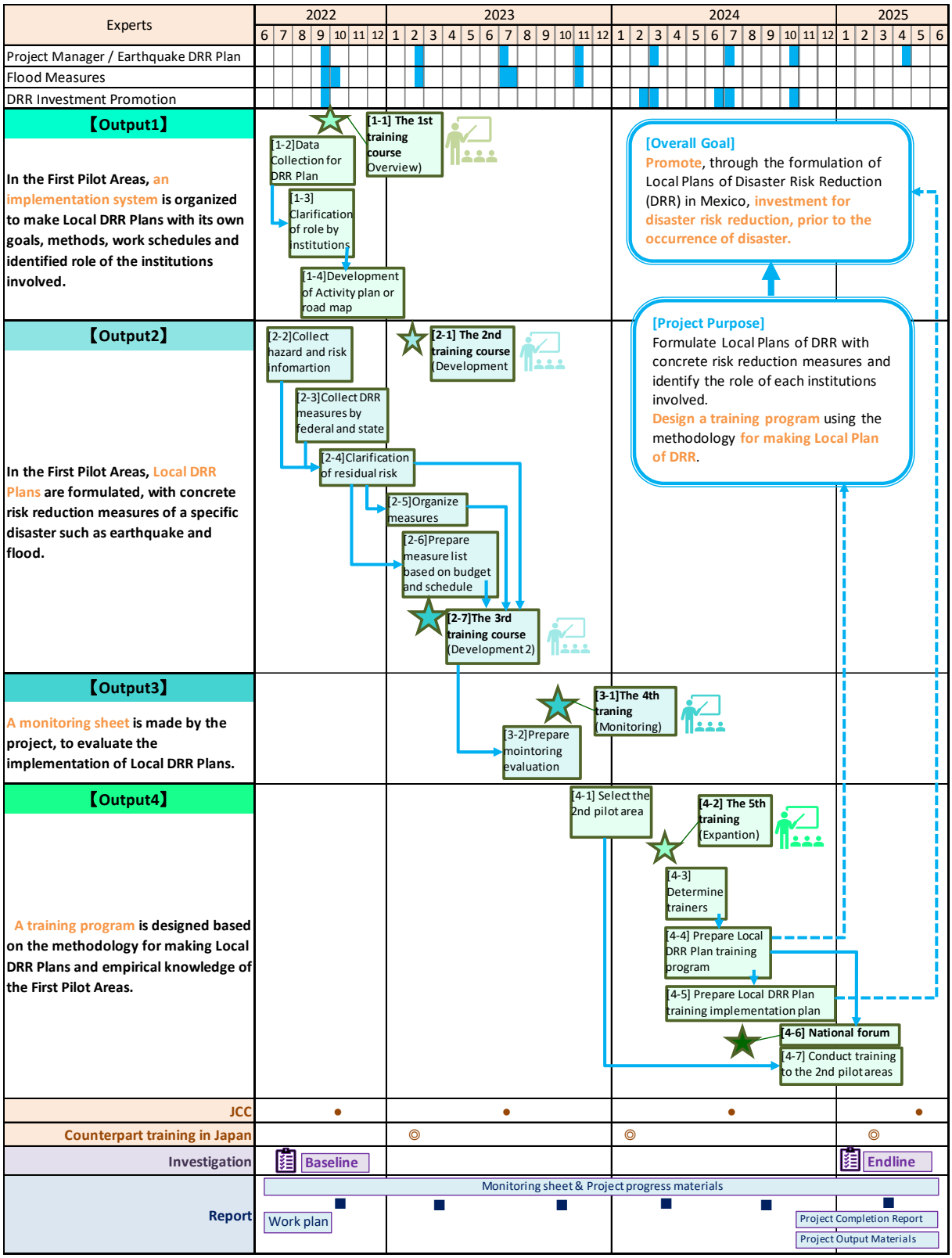



Figure 1.2 Flow chart of project implementation

Source: The Project Team

### 1.4.2. Inputs

#### (1) Dispatch of Experts

Table 1.1 shows the dispatch results of the experts during the project period.

Table 1.1 Dispatch of Experts

| Assignment | Original | Actual |
|---|---|---|
| Earthquake DRR Plan | 5.00 | 5.00 |
| Flood Control Measures | 4.00 | 4.00 |
| DRR Investment Promotion | 4.00 | 4.00 |
| Total | 13.00 | 13.00 |

Source: The Project Team

#### (2) C/P Training in Japan

In the Project, three batches of C/P training in Japan were conducted (1st batch: May 2023, 2nd batch: January 2024, and 3rd batch: January 2025). Details of the trainings are described in the next section.

#### (3) Equipment

No equipment was procured under the project.

#### (4) Sub-contract

No local subcontracting was carried out under the project.

# Chapter 2 Project Activities

## 2.1. Activities Related to Whole Project

### 2.1.1. Project Launching

An initial meeting with relevant organizations was held on the following date to launch the project in Mexico.

Table 2.1 Schedule of the initial meeting

| Date | Implementing agency / location |
|---|---|
| Thursday, September 22, 2022 | Morning: CNPC (meeting room)<br>Afternoon: State of Chiapas (videoconference, CNPC meeting room)<br>Mexico City (SGIRPC-CDMX meeting room) |
| Friday, September 23, 2022 | Morning: CONAGUA (meeting room)<br>Afternoon: CENAPRED (meeting room) |

Source: The Project Team

The CNPC explained the project summary to each agency and representatives of the First Pilot Areas, and confirmed the members who would attend the workshops on the formulation of local DRR plans by each agency. The team of experts explained the content of the workshops in Mexico, the general schedule, and the summary of the training in Japan.

The state of Chiapas and Mexico City, which are the First Pilot Areas, have shown a high interest in participating in the workshops. The project implementation system has been confirmed, with support from CENAPRED for seismic disasters and CONAGUA for floods, which are the disaster types covered by the project. CENAPRED proposed the possibility of collaborating with academic institutions, and CONAGUA explained the current status of the formulation of the flood emergency plan. The relevant parties discussed the implementation of the project based on this background.

CNPC Kickoff Meeting
(September 22, 2022)

### 2.1.2. Joint Coordinating Committee (JCC)

#### (1) 1st JCC (September 29, 2022)

The first JCC meeting was held at AMEXCID on September 29, 2022. At the meeting, the following items were discussed and agreed upon by JCC members: (1) an overview of the project based on the work plan, (2) baseline survey results and project monitoring, (3) revisions to the Project Design Matrix (PDM), and (4) an introduction of training participants.

1st JCC (September 29, 2022)

#### (2) 2nd JCC (June 20, 2023)

The second JCC meeting was held on June 20, 2023, at AMEXCID. At the meeting, explanations were given on (1) project progress, (2) activity plans for the next fiscal year, and (3) selection of Second Pilot Areas and activity details, and agreement and approval were obtained from JCC members.

In the progress report, it was reported that the first to third local DRR plan formulation training sessions

had been held, and that the formulation of local DRR plans based on the 8-step method was being implemented as planned in the First Pilot Areas of Chiapas State and Mexico City.

2nd JCC (June 20, 2023)

In the activity plan for the next fiscal year, it was explained that after the fourth and final local DRR plan formulation training session and the finalization of the plan, the next step would be for the Mexican side to take the lead in conducting training and promoting and expanding the plan to the Second Pilot Areas and the rest of the country.

In addition, CNPC reported that Guerrero State and Veracruz State had been selected as the Second Pilot States and explained the activity plan for these states for the next fiscal year.

### (3) 3rd JCC (May 17, 2024)

On May 17, 2024, the third JCC meeting was held at AMEXCID. At the meeting, the progress of the project, the activity strategy and priority activities for the next fiscal year, the responsibilities of each related organization, the training participants from the Second Pilot Areas, the activity schedule until the end of the project, and changes to the PDM indicators were explained, and agreement and approval were obtained from the JCC members.

3rd JCC (May 17, 2024)

The main points agreed upon at the JCC meeting are as follows.

1) Project activity progress for the previous fiscal year (June 2023 to May 2024)
2) Decisions regarding the Second Pilot Areas
   - Determination of target states and municipalities and training participants
   - Follow-up by the state government on the formulation of local DRR plans in case that pilot cities are unable to participate in training due to emergencies, etc.
   - Participation as an observer by Chilpancingo City, Guerrero State
3) Activity strategy for the final year (June 2024 to June 2025)

Aiming to achieve activities in line with PDM indicators, the following priority actions and activities will be implemented.

- Monitoring of local DRR plan implementation and roadmap updates in the First Pilot Areas
- Completion of local DRR plans in the Second Pilot Areas, focused on financing disaster preparedness projects
- Development of a national dissemination training program and implementation plan for other states and municipalities

4) Roles and responsibilities of project participating institutions
   - Division of roles among institutions to implement priority actions
   - Invitation of SEDATU to the project as a technical cooperation agency
5) Activity schedule until project completion
   - Implementation of training for the development of local DRR plans for the Second Pilot Areas
   - Implementation of the third training program in Japan

- Holding of the fourth JCC meeting
- Holding of a national forum for the dissemination of local DRR plans

6) Updating of PDM indicators for evaluation at project completion and post-completion

#### (4) Meeting to Share the Results and Progress of the Project (March 28, 2025)

The meeting to share the results and progress of the Project was held on March 28, 2025, at AMEXCID.

During this meeting, the output and achievements of the Project, as well as the degree of progress toward the proposed objective, were reported. Additionally, information was exchanged among institutions regarding recommended initiatives and policies for future actions aimed at achieving the Project's Overall Goal upon its completion.

Results and Progress Sharing Meeting (March 28, 2025)

#### (5) 4th JCC (July 16, 2025)

On July 16, 2025, the fourth Joint Coordinating Committee (JCC) meeting was held online.

During the meeting, the most significant activities and achievements at the conclusion of the Project were presented. As part of the Project results, JCC members were informed about the progress made in implementing various workshops, awareness-raising and promotional activities, the development of training programs, the strengthening of cooperation with relevant organizations, and the status of the formulation of local DRR plans in both the First and Second Pilot Areas.

4th JCC (July 16, 2024)

Furthermore, to enhance the sustainability of the Project and move toward achieving the overall goal, several proposals were presented. These included the development of implementation plans for priority measures, the establishment of a legal framework for the formulation of local DRR plans, the continuation of training programs in this field, and the strengthening of coordination among involved organizations. These proposals were discussed and approved by the JCC members.

### 2.1.3. C/P Training in Japan

#### (1) 1st Training in Japan (May 2023)

A total of three C/P training sessions were held in Japan for this project, with four, three, and five trainees accepted, respectively. The first training session was held from May 16 to May 26, 2023, as shown in Table 2.2. The training participants were federal-level technical cooperation agencies and officials from the first pilot region involved in activities, such as CNPC, CONAGUA, Mexico City, and Chiapas State (Table 2.3). The training consisted of training areas on methods for formulating local DRR plans, national and local disaster prevention policies, earthquake and flood hazard assessment, and DRR through structural measures. The purpose of the training was to gain knowledge of the experience of formulating local DRR plans and implementing measures them in Japan, as well as to promote understanding of the roles and supporting mechanisms of the national government, prefectures, and municipalities, and the importance of pre-disaster prevention investment, which also promotes the

expansion of project activities.

Table 2.2 Curriculum of the 1st C/P Training in Japan

| Date | Day of week | time | Training Content | Implementing agency |
|---|---|---|---|---|
| May 15 | Mon | | Coming to Japan | |
| May 16 | Tue | 10:00-12:30 | JICA Briefing | JICA Tokyo |
| | | 14:00-14:45 | Training Orientation | Earth System Science |
| | | 14:45-16:00 | Action plan creation orientation | Earth System Science |
| May 17 | Wed | 10:00-11:30 | Disaster prevention measures in Japan | Earth System Science |
| | | 13:00-15:00 | Flood control and flood disaster prevention<br>- Preparing for heavy rain and flood disasters | Professor Emeritus, Nagoya University |
| | | 15:30-17:30 | Case study of promoting DRR investment in the private sector : Business Continuity Management (BCM) Rating Loans | Development Bank of Japan |
| May 18 | Thu | 10:00-12:00 | Setting goals and formulating specific measures for river flood control planning in Japan | River Information Center |
| | | 13:00-15:00 | Evaluation and utilization of earthquake hazard information, and dissemination of information to local governments | Ministry of Education, Culture, Sports, Science and Technology Earthquake Research Promotion Headquarters |
| May 19 | Fri | 9:00 - 12:00 | Regional DRR planning in Shizuoka Prefecture in light of the Nankai Trough earthquake | Shizuoka Prefecture Crisis Management Department<br>Crisis Policy Division |
| | | 13:30–15:00 | Tour of the Shizuoka Prefecture Earthquake Disaster Prevention Center | Shizuoka Prefecture Earthquake Disaster Prevention Center |
| May 20 | Sat | | Study | |
| May 21 | Sun | | Study | |
| May 22 | Mon | 9:00 - 11:00 | International trends in DRR and efforts toward the Sendai Framework for DRR | Senior Advisor, JICA |
| | | 13:00-15:00 | Overview of DRR measures for local governments (cities, towns, and villages) of different sizes in Aichi Prefecture | Nagoya City Port Disaster Prevention Center |
| | | 15:15-17:00 | Action plan preparation | Earth System Science |
| May 23 | Tue | 9:00 - 12:00 | Local DRR activities in Nagoya City<br>Visit to local DRR activity sites | Nagoya City Crisis Management Bureau |
| | | 13:00-16:30 | Nagoya City Waterworks Bureau's preparations for a large-scale earthquake<br>Tour of Nagoya City Waterworks Bureau facilities | Nagoya City Water Bureau |
| May 24 | Wed | 10:00-12:00 | Organizational collaboration in DRR projects to promote mainstreaming of disaster prevention | Nishio City Crisis Management Office, Aichi Prefecture |
| | | 13:30-16:30 | Site visit | |
| May 25 | Thu | 10:00-12:00 | Specific examples of local DRR plans, projects to realize them, and ensuring their sustainability | Disaster Prevention and Safety Division, Koda Town, Aichi Prefecture |
| | | 13:00-17:00 | Site visit | |
| May 26 | Fri | 9:00 - 12:00 | Action plan preparation | |
| | | 13:30-15:00 | Action plan presentation | Earth System Science |

| | | | | |
|---|---|---|---|---|
| | | 15:15-16:00 | Closing Ceremony | Earth System Science |
| May 27 | Sat | | Returning to Japan | |

Source: The Project Team

Table 2.3 Participants of the 1st C/P Training in Japan

| Organization / Position |
|---|
| Director of Liaison, Programs and Policies of Risk Management、General Direction of Civil Protection, National Coordination of Civil Protection (CNPC), Ministry of Security and Citizen Protection |
| Head of Administrative Systems, Infrastructure Protection Management and Emergency Care, National Water Commission(CONAGUA) |
| Head of Department Risk Verification Unit, General Direction of Risk Analysis, Secretary of Integrated Risk Management and Civil Protection, Mexico City (SGIRPC-CDMX) |
| Risk Analyst, Direction of Risk Identification and Analysis, Institute for Comprehensive Disaster Risk Management of Chiapas |

Source: The Project Team

Lecture on Flood Control and Prevention

Visiting Shizuoka Prefectural Seismic Disaster Prevention Center

Visit to the Nishio City Tsunami Evacuation Tower

Presentation of action plan

Action Plan Preparation and Presentation

On the final day of the training, four participants gave presentations to share their knowledge and ideas gained from the training and to discuss proposals for future activities. They presented their ideas on what should be done to promote proactive investment in DRR and develop feasible local DRR plans in Mexico, based on their experiences and learnings from the training.

Prior to the preparation of the action plan, the work content and the work schedule for the training period were confirmed at the action plan creation orientation held on May 16th. During this time and the time for creating the action plan held on May 22nd, the local DRR plan status in Chiapas State and Mexico City was shared in the local DRR plan creation training currently being implemented as part of the project activities. Based on the experience of the current local DRR plan preparation steps, the issues from each organization's perspective and the efforts that can be made for pre-disaster prevention investment and feasible local DRR plan creation were shared and discussed.

**Creating and presenting an action plan**

On the final day of the training, four participants gave presentations to share their knowledge and ideas gained from the training and to discuss proposals for future activities. They presented their ideas on what should be done to promote proactive investment in disaster risk reduction and develop feasible regional disaster risk reduction plans in Mexico, based on their experiences and learnings from the training.

Prior to the creation of the action plan, the work content and the work schedule for the training period were confirmed at the action plan creation orientation held on May 16th. During this time and the time for creating the action plan held on May 22nd, the plan creation status in Chiapas State and Mexico City was shared in the local disaster prevention plan creation training currently being implemented as part of the project activities. Based on the experience of the current local disaster prevention plan creation step, the issues from each organization's perspective and the efforts that can be made for pre-disaster prevention investment and feasible regional disaster prevention plan creation were shared and discussed.

Action plans by participants

1. Federal Agency: Head of Administrative Systems, CONAGUA

Given the current situation where effective promotion of flood risk reduction is a challenge, the goal is to take timely flood damage mitigation measures through the formulation of local DRR plans. The main themes are to raise awareness of DRR by providing scientific and technical basis for implementing structural and non-structural measures, and to strengthen the government's overall knowledge of disaster risks (floods and tsunamis).

- The country faces challenges in responding to climate change and budgetary issues, and there is a need to improve areas that are flood-prone and have not yet been treated.
- Identify local disaster issues in untreated flood areas.
- As an action to identify regional disaster issues, we will promote the study of budgets for structural countermeasures. To achieve this, it is necessary to raise the awareness of government officials.
- Since it is local areas that are directly involved in raising awareness and providing support to those areas is important, we propose that the federal government provide various analytical information.

2. Federal Agency: Director of Liaison, Programs and Policies of Risk Management, CNPC, Ministry of Security and Citizen Protection

In Mexico's federal government, the structural and social conditions in the social framework are an issue when it comes to undertaking DRR projects. In formulating and promoting local DRR plans, it is considered important to create success stories within the country. The strategic pillars are (1) promoting the importance of investment in DRR, (2) training leaders to gain knowledge about local DRR plans, and (3) raising awareness of the existence of local DRR plans at the federal level and building capacity in the regions. The related actions are as follows:

- Providing training to personnel from various agencies and federal institutions in the field of DRR.

- Employees who attend the course will replicate the training with members of their own agencies and federal agencies.
- Develop personnel to implement local DRR plans.

3. Chiapas State: Risk Analyst, Direction of Risk Identification and Analysis, Institute for Comprehensive Disaster Risk Management of Chiapas

In relation to the formulation and dissemination of local DRR plans, Chiapas faces challenges such as a lack of DRR mainstreaming, including legislation that lacks a vision for DRR, indicators for evaluating the progress of DRR in local areas, a lack of specific goals, and a lack of DRR resources. It is necessary to adjust the action guidelines to achieve the goals and objectives. The main themes of the action are to expand the analysis of scientific and social vulnerability in Chiapas and to strengthen cooperation at the state level.

The action strategies aimed at raising awareness of DRR, enhancing public participation, reducing loss of life and property, and mainstreaming DRR are as follows:

- Raising awareness of potential damages and mobilizing human capital through the National School of Civil Protection (ENAPROC) in Chiapas to raise awareness of the effectiveness of countermeasures
- Utilize the establishment of community committees, but with an emphasis on self-help and mutual aid.
- Implement strategic framework measures and complement them with effective risk management legislation.
- Integrate DRR into all levels of public policy through appropriate and complementary legislation.

4. Mexico City: Head of Risk Analysis Section, General Emergency Management and Civil Protection Department (SGIRPC-CDMX)

The formulation of a local DRR plan in Mexico City will be carried out with earthquake disasters as the target. In the planning stage, when considering earthquake disaster mitigation measures, the focus will be on the safety of school facilities, with emphasis on improving infrastructure facilities and reviewing building standards. The main subject of action will be the expansion of school facility inspection programs and the budgetary arrangements for that purpose.

- Implement a school building safety inspection program for public schools.
- Carry out necessary strengthening works to ensure compliance with legal requirements.
- Develop a comprehensive maintenance plan to improve structural and non-structural safety conditions.
- Conduct early damage assessment training for school personnel.

Ceremony after the program

### (2) 2nd Training in Japan (January 2024)

The second training in Japan was held from January 15 to January 26, 2024, as shown in Table 2.4. The training participants were mainly officials from CENAPRED, Mexico City, and Tuxtla Gutierrez, Chiapas, who have been involved in the activities of formulating local DRR plans in the first pilot cities. From CENAPRED, an official in charge of implementing training on DRR policies at the national and local levels visited Japan, along with C/Ps involved in the development of training materials for the formulation of local DRR plans in this project, and from the first pilot cities, engineers in setting technical guidelines, earthquake resistance of buildings and infrastructure, and flood prevention participated, as did C/Ps who are working hard to formulate local DRR plans in this project (Table 2.5).

Table 2.4 Curriculum of the 2nd C/P Training in Japan

| Date | Day of week | Time | Training Content | Implementing agency |
|---|---|---|---|---|
| Jan 14 | Sun | | (Travel/Night flight) | |
| Jan 15 | Mon | | Coming to Japan | |
| Jan 16 | Tue | 10:00-12:30 | JICA Briefing | [JICA Tokyo] |
| | | 14:00-15:00 | Training Orientation | [JICA Tokyo]<br>Earth System Science |
| | | 15:15-16:00 | Action plan preparation orientation | [JICA Tokyo]<br>Earth System Science |
| Jan 17 | Wed | 10:00-11:30 | DRR measures, plans, and budget system in Japan | [JICA Tokyo]<br>Cabinet Office |
| | | 13:00-15:00 | International trends in disaster prevention and efforts toward the Sendai Framework for DRR | [JICA Tokyo]<br>Senior Advisor, JICA |
| | | 15:30-17:30 | Examples of promoting DRR investment in the private sector - BCM Rated Loans | [JICA Tokyo]<br>Development Bank of Japan |
| Jan 18 | Thu | 9:00-11:00 | Setting goals and formulating specific measures for river flood control planning in Japan | [JICA Tokyo]<br>River Information Center |
| | | 13:00-15:00 | How to use earthquake hazard information in local disaster prevention planning and examples | [JICA Tokyo]<br>Headquarters for Earthquake Research Promotion |
| | | 15:30-18:00 | Move | |
| Jan 19 | Fri | 10:00-11:30 | Tour of the Shizuoka Prefecture Earthquake Disaster Prevention Center | Shizuoka Prefecture Earthquake Disaster Prevention Center |
| | | 13:30–16:30 | Disaster prevention planning in Shizuoka Prefecture in light of the Nankai Trough earthquake<br>Review of progress and effectiveness of Shizuoka Prefecture Earthquake and Tsunami Countermeasures Action Program 2013, Earthquake-proofing wooden houses project "TOUKAI-0" | Shizuoka Prefecture Crisis Management Department<br>Crisis Policy Division |
| | | 16:30–18:30 | Travel (Shizuoka City ⇒ Nagoya City) | |
| Jan 20 | Sat | | Study | |
| Jan 21 | Sun | | Study | |
| Jan 22 | Mon | 9:30-11:30 | Overview of disaster prevention measures by local governments (cities, towns, and villages) in Aichi Prefecture | [JICA Chubu] |

| | | | | |
|---|---|---|---|---|
| | | | | Nagoya City Port Disaster Prevention Center |
| | | 13:00-15:30 | Flood control and flood prevention<br>- Preparing for heavy rain and flood disasters | [JICA Chubu]<br>Professor Emeritus, Nagoya University |
| | | 15:30-17:30 | Action plan preparation | [JICA Chubu]<br>Earth System Science |
| Jan 14 | Tue | 10:00-12:30 | Okazaki City, Aichi Prefecture<br>Structural and non-structural measures against flood risk | Okazaki City, Aichi Prefecture<br>Citizen Safety Department |
| | | 13:30–16:30 | On-site inspection (Harizaki storm water pumping station, Kugozaki flood warning system, Otsugawa river maintenance status ) | Earth System Science |
| Jan 14 | Wed | 10:00-12:00 | Nishio City, Aichi Prefecture<br>Organizational collaboration in DRR projects to promote DRR mainstreaming<br>Local DRR plans and organizational cooperation<br>Yahagi River Disaster Prevention Station<br>Collaboration with the education sector | Nishio City, Aichi Prefecture<br>Crisis Management Bureau |
| | | 13:30-16:30 | Site visit<br>Yahagi River Disaster Prevention Station<br>Zero Meter Zone Activity Base<br>Tsunami evacuation tower | |
| Jan 14 | Thu | 10:00-12:00 | Koda Town, Aichi Prefecture<br>Specific examples of local DRR plans, projects to realize them, and ensuring their sustainability | Disaster Prevention and Safety in Koda Town, Aichi Prefecture |
| | | 13:30-16:30 | Site visit<br>Koda River Flood Retention Basin Project<br>Fukazu Fault<br>Southern Communication Plaza Yamabiko Hall | |
| Jan 14 | Fri | 9:00- 12:00 | Action plan preparation | [JICA Chubu]<br>Earth System Science |
| | | 13:30-15:00 | Action plan presentation | [JICA Chubu]<br>Earth System Science |
| | | 15:15-16:00 | Closing Ceremony | [JICA Chubu]<br>Earth System Science |
| Jan 14 | Sat | | (Returning to Japan) | |

Source:The Project Team

Table 2.5 Participants of the 2nd C/P Training in Japan

| **Organization / Position** |
|---|
| Deputy Director of Training in Civil Protection, Civil Protection National School, CENAPRED |
| Coordinator of Resilience Policies of Resilience General Directorate, SGIRPC-CDMX |
| General Director of Citizen Institute of Municipal Planning of Tuxtla Gutierrez（ICIPLAM） |

Program orientation

Case studies and use of seismic hazard information in local DRR plans

Visiting Harisaki Stormwater Pumping Station

Preparing action plan

Creating and presenting an action plan

On the final day of the training, a presentation was held to share the knowledge gained through the training and to discuss proposals for future activities. Three trainees presented their experiences and learnings from the training on what should be done to promote the local DRR plans currently being formulated by city, state, and federal agencies.

**Action plans by participants**

1. Federal Agency: Deputy Director of Training in Civil Protection,ENAPROC, CENAPRED

What I felt was the biggest difference between Mexico and Japan was the scale of the DRR exhibits in Japan. CENAPRED ENAPROC has various training and awareness-raising materials on DRR; however, there are no DRR awareness facilities or exhibits like those in Japan, and I felt that it was very important to display actual disaster prevention goods and necessary disaster prevention supplies in actual quantities and items in order to make the exhibits more familiar to visitors. I also noticed that the exhibits were designed to leave a lasting impression on visitors, such as allowing visitors to actually move their hands and touch things to understand the mechanism of earthquakes, and using virtual reality (VR) to experience seismic motion. I also felt that the explanatory materials such as signs, hazard maps, manuals, and guidelines informing residents were designed to be easy to understand. In Mexico, documents from the government are complicated and often difficult for readers to understand.

In response to these developments, the strategic pillar of the project is to implement training to strengthen DRR capabilities through easy-to-understand materials to popularize the formulation of DRR plans. Related actions include: 1) proposing and planning to install a large-size DRR exhibit in the new CENAPRED ENAPROC facility that is scheduled to be built; and 2) creating easy-to-understand DRR plan formulation training materials provided by CENAPRED ENAPROC that make full use of illustrations and diagrams.

2. Tuxtla Gutierrez, Chiapas: Director of ICIPLAM

Up until now, the project has been formulating a local DRR plan for the city of Tuxtla Gutierrez, and this training has given us a strong sense of the importance of implementing development restrictions, including land use, and DRR measures that are incorporated into the plan.

After formulating the disaster prevention plan, the city of Tuxtla Gutierrez added a "Disaster Prevention Plan" item to its City Development Plan (2021-2050) in January 2024 in order to implement the measures of the disaster prevention plan. As a result, the city of Tuxtla Gutierrez has laid the backbone for advancing its DRR plan in the future. In fact, this year's DRR projects have already begun, with a project on the protection and maintenance of the Sabinal River starting on January 16, 2024, and a river cleaning campaign involving citizens will also be held.

Going forward, I will be involved in the approval process for the DRR plan, and I intend to ensure that the process goes through the following steps: 1) the proposal of a local DRR plan by the state of Chiapas, 2) approval by the city council, and 3) the issuance of an approval letter by the city's Civil Protection Department.

3. Mexico City: Resilience Policy Coordinator of SGIRPC-CDMX

The formulation of the local DRR plan in Mexico City has been made with earthquake as the target disaster. What we learned in the formulation of this plan was that the city is aware of the disaster risk, but the problem is that the roles of the federal government, the city, and other actors are not clear. For example, it is not clear who needs to take what action to promote earthquake resistance of roads. What I think is good about creating the local DRR plan in this project is that the information about the countermeasures that the city and other actors are planning and implementing against earthquakes was scattered. It was good that we were able to consolidate that information into one plan and see the big picture. Earthquake countermeasures must be implemented strategically and comprehensively, but I felt that it would be difficult to implement the DRR plan unless we involve various actors and clarify the missing pieces in terms of technology and administration. Therefore, we would like to clarify the actors.

In addition, I realized that it is important to present various aspects in a visible form. For example, it is important to make the expected damage caused by an earthquake visible and clearly present it. Mexico City is also considering promoting earthquake resistance evaluation of buildings, but I felt the importance of the government approach in a way that the residents can understand. I would like to continue to make various information visible.

I also believe that understanding and support of local residents regarding earthquakes is an important component in promoting and disseminating local DRR plans. Earthquakes occur infrequently and are not considered a big deal, but if they do occur, they can cause great damage, so I would like to take action to promote understanding of the impact of earthquakes at the resident level.

Future discussions will also focus on the legal basis for disaster prevention planning in Mexico and how to proceed with updating the system.

### (3) 3rd Japan Training (January 2025)

The third training in Japan was held from January 19 to January 31, 2025, as shown in Table 2.6. The training participants were mainly from SEDATU, which is involved in land use regulation from the central government, and DRR officials from the second pilot states of Guerrero and Veracruz and their pilot cities (Table 2.7). The types of disasters covered in the local DRR plans formulated in the project were earthquakes (Guerrero state) and floods (Veracruz state). Throughout the training, active

participation was observed, with lively exchanges of opinions and discussions taking place from the perspectives of federal government agencies and state and city DRR officers.

Table 2.6 Curriculum of the 3rd C/P Training in Japan

| Date | Day of week | Time | Training Content | Implementing agency |
|---|---|---|---|---|
| Jan 19 | Sun | | (Travel/night flight) | |
| Jan 20 | Mon | | Coming to Japan | |
| Jan 21 | Tue | 10:00-12:30 | JICA Briefing | [JICA Tokyo] |
| | | 14:00-15:00 | Training Orientation | [JICA Tokyo]<br>Earth System Science |
| | | 15:15-16:00 | Action plan creation orientation | [JICA Tokyo]<br>Earth System Science |
| Jan 22 | Wed | 10:00-11:30 | DRR measures, plans and budget structures in Japan | [JICA Tokyo]<br>Cabinet Office |
| | | 15:30-17:30 | Examples of promoting DRR investment in the private sector -BCM Rated Loans | [JICA Tokyo]<br>Development Bank of Japan |
| Jan 23 | Thu | 9:30-11:30 | Setting goals and formulating specific measures for river flood control planning in Japan | [JICA Tokyo]<br>River Information Center |
| | | 13:00-15:00 | How to use earthquake hazard information in local DRR planning and examples | [JICA Tokyo]<br>Headquarters for Earthquake Research Promotion |
| | | 15:30-18:00 | Move (Tokyo → Shizuoka City) | |
| Jan 24 | Fri | 9:30-12:00 | DRR planning in Shizuoka Prefecture in light of the Nankai Trough earthquake Reviewing the progress and effectiveness of Shizuoka Prefecture's earthquake and tsunami countermeasures action program | Shizuoka Prefecture<br>Crisis Management Department<br>Crisis Policy Division |
| | | 13:00-14:00 | Earthquake-proofing wooden houses project "TOUKAI-0" | Shizuoka Prefecture, Building Safety Promotion Division, Department of Living and Environment |
| | | 14:30-16:00 | Tour of the Shizuoka Prefecture Earthquake Disaster Prevention Center | Shizuoka Prefecture Earthquake Disaster Prevention Center |
| | | 16:00-18:30 | Travel (Shizuoka City ⇒ Nagoya City) | |
| Jan 25 | Sat | | Study | |
| Jan 26 | Sun | | Study | |
| Jan 27 | Mon | 9:30-11:30 | Overview of DRR measures by local governments (cities, towns, and villages) in Aichi Prefecture | [JICA Chubu]<br>Nagoya City Port Disaster Prevention Center |
| | | 13:00-15:00 | DRR Overview: International trends in DRR and efforts toward the Sendai Framework for DRR | [JICA Tokyo]<br>Senior Advisor, JICA |
| Jan 28 | Tue | 10:00-12:00 | Okazaki City, Aichi Prefecture<br>Structural and non-structural measures against flood risk | Okazaki City, Aichi Prefecture |

| | | | | |
|---|---|---|---|---|
| | | 13:30-16:30 | Visit to flood prevention facilities<br>・Harisaki Storm Water Pump Station<br>・Kugozaki Flood Warning System<br>・Otsu River River Improvement (Okazaki Park) | Citizen Safety Department |
| Jan 29 | Wed | 10:00-12:00<br><br><br><br>13:30-16:30 | Nishio City, Aichi Prefecture<br>Organizational collaboration in DRR projects to promote mainstreaming DRR.<br>Nishio City local DRR Plan and Organizational Cooperation<br>Site visit:<br>・Yahagi River Disaster Prevention Station<br>・Yahagi River Shikino District River DRR Station<br>・Zero Meter Zone Activity Base<br>・Ikuta District Tsunami Evacuation Tower | Nishio City, Aichi Prefecture<br>Crisis Management Bureau |
| Jan 30 | Thu | 10:00-12:00 | Koda Town, Aichi Prefecture<br>Specific examples of local disaster prevention plans, projects to realize them, and ensuring their sustainability<br>Disaster-resistant urban development | Koda Town, Aichi Prefecture<br>Disaster Prevention and Safety Division |
| | | 13:30-16:30 | Site visit<br>・Fukazu Fault<br>・Koda River Hishiike Flood Retention Basin Project<br>・Koda Town Fire Department Safety Terrace Center 24<br>・Southern Communication Plaza Yamabiko Hall | |
| Jan 31 | Fri | 9:00-12:00 | Action plan preparation | [JICA Chubu]Earth System Science |
| | | 13:30-15:00 | Action plan presentation | [JICA Chub<br>JICA HQ<br>JICA Chubu<br>Earth System Science |
| | | 15:15-16:00 | Closing Ceremony | [JICA Chubu]<br>JICA HQ<br>JICA Chubu<br>Earth System Science |
| Feb 1 | Sat | | (Returning to Japan) | |

Source: The Project team

Table 2.7 Participants of the 3rd C/P Training in Japan

| **Organization / Position** |
|---|
| Coordinator, Integral Disaster Risk Management General Coordination, SEDATU |
| Chief of Department, Natural Phenomena, Secretariat of Integrated Risk Management and Civil Protection of Guerrero State |
| Inspector, Comprehensive Risk Management, Protection Civil and Firefighters of Zihuatanejo Municipality |
| Civil Protection Liasion in Minatitlan Region in Veracruz State General Directorate of Administration and Emergency Response, Secretary of Civil Protection Veracruz |
| Director,Civil Protection, Minatitlan Municipality |

Source:The Project team

Training orientation

Lecture（KotaTown）

Visit to the Shizuoka Prefecture Earthquake Disaster Prevention Center

Action plan presentation

Action plan creation and presentation

Each organization shared their future action plans, including sharing the knowledge gained from this training. The contents of the presentations included actions to implement the local DRR plans created in the project, how to disseminate the creation of local DRR plans to other cities, and how to strengthen the contents of the local DRR plans for the provinces and cities.

**Action plans by participants**

1. Federal Agency: Director General, Integrated Disaster Risk Management, Ministry of Agriculture, Lands and Urban Development

What I learned in Japan was that they learn from the history of disasters and are taking measures to prevent them, that various technologies are being used to monitor disaster risks, and that residents are well prepared and educated about DRR. It was also impressive that infrastructure development is designed to be resilient to disasters. In addition, the Japanese administrative system, in which the national, prefectural and municipal governments work closely together to advance projects, is not present in Mexico's administrative system.

What I would like to apply in Mexico is a comprehensive review of regulations, including land use, and clarifying the responsibilities and roles of each institution. I would also like to consider allocating a budget to the city level to further increase the role of residents in DRR. In addition, I would like to develop a system for sharing information on DRR across ministries and agencies, and make proposals to increase private initiative.

2. Regional Coordinator of Minatitulan, Emergency Management Directorate, Civil Protection Department of Veracruz

What I learned from the training in Japan was that the formulation of local DRR plans is recommended and DRR activities are being promoted at the local level, and that the Basic Disaster Management Act clarifies the role of each institution in disaster prevention, which I felt could be implemented in Mexico

by amending Veracruz State Law 856 on Civil Protection and Disaster Risk Management. It was also impressive to see that each local government is taking measures against flooding and all types of disasters through various measures.

As an action plan, I would like to share the knowledge I gained in the training in Japan at the State Civil Protection Office, and to invite various departments to explain and introduce the proposed disaster prevention plan that was developed by the project, to show the need for investment in disaster prevention, and to propose the establishment of a state committee to monitor the plan. After the disaster prevention plan is completed, I would like to submit it to the state governor. I also feel that it is necessary to amend State Law 856 to strengthen DRR activities, so I would like to work on this. As specific non-structural measures, I have considered forming a fire brigade and distributing hazard maps, and as structural measures, I have considered building a dam for flood control, setting up evacuation shelters, a program for resettlement of residents in disaster-risk areas, and strengthening the storm water management system. I believe that cooperation at various levels of government is necessary to effectively implement this initiative.

3. Director of Civil Protection, Minatitulan City, Veracruz

Through the training in Japan, I learned that Japan has laws in place for DRR measures, a proper budget is allocated, disaster prevention education is given publicly from elementary school onwards, future possible disasters are analyzed and measures are being implemented. It was also impressive that measures are being implemented from the perspective of self-help, mutual help and public assistance, and that lessons learned from past disasters are being used.

As an action plan, in order to implement the local DRR plan that has been formulated, we believe that we must first discuss risk reduction efforts with the Director of Civil Protection and have an opportunity to explain to the Governor. In addition, Minatitulan City would like to conduct DRR training for its staff, create flood risk maps, develop standards for land use regulations, establish a flood warning system, and create guidelines for disaster risk management and flood prevention.

4. Head of the Natural Phenomena Section, Guerrero State Department of Disaster Prevention and Civil Protection

What I learned through the training in Japan was that all the national, prefectural and city organizations are working on DRR. I was impressed by the fact that the local residents are also taking action to prepare for the threat of natural disasters. I also felt that there is room for improvement in the DRR training, information sharing system and disaster risk analysis currently being conducted in Guerrero State.

As for the state's action plan, it is necessary to complete the formulation of the local DRR plan currently being formulated by the city of Zihuatanejo, to provide training for other cities to formulate local DRR plans, to make the creation of local DRR plans mandatory under state law, and to strengthen the early warning system for earthquakes and tsunamis. To achieve these goals, it is necessary to participate in the local DRR plan formulation training scheduled for March 2025, to start a mandatory training program for municipalities, to coordinate to support the efforts of municipalities, and to consult with state agencies to incorporate the DRR measures of these cities into the state's development plan. In addition, it is necessary to realize early warning by utilizing a fund that can be utilized, such as the Program Fund for Disaster Prevention (FOPREDEN) .

5. Inspector of the Civil Protection Department, Zihuatanejo, Guerrero

Based on what we learned in Japan and what we observed, we came up with an action plan to add to the local DRR plan for earthquakes that we had already formulated. In terms of structural measures, we considered it necessary to reinforce important infrastructure against earthquakes, reinforce housing

against earthquakes, install signs for evacuation sites, build tsunami towers or tsunami mounds, and install a real-time sea level monitoring system. In terms of non-structural measures, we planned to train residents living in high-risk areas, distribute hazard maps, implement DRR programs in areas with a high concentration of hotels, promote private investment in DRR, and create a DRR mascot to use in DRR education for children.

In order to implement these plans, it will be necessary to establish a city DRR committee to facilitate coordination, allocate necessary financial and human resources, and establish a monitoring mechanism to evaluate the effectiveness of the plan, and we would like to take action to achieve this.

### 2.1.4. Activities related to disseminating project results at international and regional conferences

As part of activities related to disseminating the project results at international and regional conferences, the Mexican C/Ps participated in the World Disaster Risk Reduction Forum (WBF) held in Sendai, Miyagi Prefecture in March 2024 and 2025. In addition, at the Global Platform for Disaster Risk Reduction (GPDRR) 2025 held in Geneva, Switzerland in June 2025 and hosted by the United Nations Office for Disaster Risk Reduction (UNDRR), the Head of Resilience Unit of SGIRPC-CDMX, the First Pilot Area, took the stage and gave a presentation on measures to secure the budget necessary to implement priority measures for DRR.

#### (1) March 2024 WBF

At the WBF in March 2024, CNPC's Project Manager (PM) visited Japan and presented Mexico's efforts regarding Priority Action 3 of the Sendai Bosai Framework framework (promoting investment in DRR) at a session hosted by JICA on March 10. He also shared the challenges of promoting investment with other DRR authorities from Mongolia, Vietnam, Fiji, and other countries. On the same day, he also attended an ad hoc meeting of volunteer members held on the Tohoku University campus, and, continuing the discussions of the previous DRR forum held in Switzerland, proceeded with the preparation of a recommendation document for UNDRR and national organizations to promote the Sendai Framework for Disaster Risk Reduction. On March 11, he attended a session hosted by Tohoku University and introduced Mexico's efforts (especially the National Risk Atlas and Disaster Risk Reduction Governance Indicators) regarding the use of scientific knowledge and methods to promote DRR. At the session, he exchanged opinions with researchers and DRR managers from Japan, India, Nepal, Indonesia, and other countries, and discussed the need for research institutes to build a global network and provide more accurate risk information.

#### (2) March 2025 WBF

Three officials shown in Table 2.8 participated in the WBF in March 2025. In addition to attending sessions on promoting DRR investment and realizing the Sendai Framework for DRR, they also spoke at several sessions. There was a lively exchange of opinions on a variety of topics, such as financing DRR projects in Mexico, the gap between urban and rural areas in terms of DRR, public-private-academic collaboration, and the connection between advanced technology and politics. On the final day, they visited the remains of the earthquake in Sendai City, and observed how they are being protected as relics to preserve the memory of the disaster and pass it on to future generations. The attended sessions are as shown in Table 2.9. A long-term expert also accompanied the participants from Mexico, and followed up on detailed logistical aspects. After returning to Mexico, the participant had time to make presentations at the local DRR plan formulation training with the Second Pilot Areas, and reported on the results and knowledge they gained at the WBF.

Table 2.8 WBF2025 Participants

| Organization and position |
|---|
| DRR Public Policy Coordinator, CENAPRED |

| |
|---|
| Deputy Director, Economic and Social Studies at the Coordination of Public Policies for the Prevention of Disasters Department, CENAPRED |
| General Director of Risk Analysis, SGIRPC-CDMX |

Source: The Project team

Table 2.9 WBF2025 Attended Sessions

| Date | Speaking and participating events at WBF 2025 | | Travel itinerary |
|---|---|---|---|
| March 7 (Fri) | JICA session pre-meeting | | 3 people + long-term expert Tokyo → Sendai |
| March 8 (Mon) | JICA session | S28: Promoting investment in disaster prevention. Towards the realization of the Sendai Framework for Disaster Risk Reduction | @Sendai International Center |
| | UND RR session | S36: Workshop for Accelerating Innovation in Disaster Prevention - Utilizing collaboration among science, technology, policy and the private sector | |
| | WBF session | S06: [Special Plenary] Dialogue between academics, government and the private sector for promoting international disaster risk reduction | |
| March 9 (Tue) | Tohoku University session | S38: Sustainable coexistence of urban development and disaster risk reduction | 3 people + long-term expert: Sendai→Tokyo |
| | JICA Excursion: Visit to earthquake ruins | | |

Source: The Project Team

Group photo at the JICA session

Presentation at the JICA session

Visiting the remains of the earthquake disaster

### (3) June 2025 GPDRR

At GPDRR 2025 in June 2025, Head of Resilience Unit of SGIRPC-CDMX, the First Pilot Area, took the stage at Session 2, "Measures and Best Practices for Closing the Financing Gap for DRR Investment," of the JICA side event, "Whole-of-Society Initiatives to Closing the Financing Gap for DRR Investment, " together with participants from Indonesia, South Africa, and El Salvador , and discussed and made presentations, particularly on the topic of budgeting for DRR at local governments (states and municipalities).

## 2.1.5. Organization of Project Seminars and Workshops

### (1) Seminar for the Presentation of Results from the JICA Knowledge Co-Creation Program

The seminar for the presentation of results from the JICA Knowledge Co-Creation Program was held

on March 6, 2023, at AMERCED. Representatives from CNPC and CENAPRED who participated in the program and in other international conferences presented the outcomes of their participation.

JICA conducted a course under the Knowledge Co-Creation Program titled "Mainstreaming Disaster Risk Management," held from December 12 to 24, 2022. Two CNPC counterparts from this Project participated in the course and shared the training results. Additionally, one counterpart member from CENAPRED participated in WBF held in Switzerland during the same period, presented the training results, emphasizing the progress and challenges identified during the mid-term review of the Sendai Framework.

Seminar for the Presentation of Results from the JICA Knowledge Co-Creation Program (at AMEXCID)

### 2.1.6. Public Relations Activities

Public relations activities included posting information about the project's JCC, local DRR planning training, training in Japan, etc. to the project news on the JICA website. The posts were written in both Japanese and Spanish, and explanations were added to the photos, aiming to disseminate information in an easy-to-understand manner.

In addition, leaflets prepared by long-term experts to publicize the project were distributed at CNPC's National Civil Protection Forum and the WBF to disseminate project information to the public.

Project news on JICA website (Japanese/Spanish)

Source: JICA Website

Distribution of project leaflets

Source: The Project Team

## 2.2. Activities Related to Output 1

### 2.2.1. Hold a workshop about the methodology for making Local DRR Plans. (Activity 1-1)

#### (1) Activities

On September 26 and 27, 2022, the first workshop on the formulation of local DRR plans was held at the CNPC. The workshop aimed to share an overview of the 8-step methodology for formulating local DRR plans proposed by JICA and to deepen the common understanding among stakeholders on the importance of preventive investment in DRR.

During the workshop, the 8 steps for formulating local DRR plans were explained. Dr. Nishikawa, an expert in international cooperation at JICA, gave a lecture explaining Japanese DRR culture and the importance of preventive investment, which sparked great interest among the participants. In addition, the project manager, the director of the DGPC, CNPC presented a summary of the local DRR plan for the city of Acapulco, developed during JICA's Knowledge Co-Creation Program (Group and Regional Approach), and shared his knowledge based on his practical experience.

Representatives from participating institutions in Mexico presented their respective DRR initiatives and shared information. In addition, representatives from Mexico City and the city of Tuxtla Gutiérrez of Chiapas State participated, presenting the profile of their respective localities, explaining the disaster risks to which they are exposed and the current situation in terms of risk management. It has been a valuable opportunity to strengthen understanding and advance preparations for the formulation of future local DRR plans.

Lecture on the 8-step methodology for formulating local DRR plans

Lecture given by Dr. Nishikawa, “Introduction to DRR”

Sharing experiences in the formulation of local DRR plans

Presentation of the City Profile by participants from the First Pilot Areas

#### (2) Challenges and Actions

To promote preventive investment to reduce disaster risk, it is important to formulate local DRR plans based on an accurate understanding of disaster risk in local areas and to implement appropriate measures. The introductory workshop for this project was held with the aim of deepening participants' understanding of the importance and necessity of formulating local DRR plans, taking these challenges

into account.

In addition to highlighting the importance of developing local DRR plans, the workshop presented specific initiatives implemented in Mexico, with the aim of deepening participants' knowledge from a practical and contextualized perspective. In addition, an effort was made to facilitate understanding of the methodology for developing the plans through a detailed, step-by-step explanation of all the processes, from risk identification, review of existing measures, and detection of residual risks to the systematization of information on necessary DRR actions, analysis of priorities and budget, and finally the implementation and monitoring of projects.

Furthermore, with the aim of promoting active and coordinated participation by the First Pilot Areas, their participants were asked to formulate and present a “city profile.” This activity was conceived as “Step 0” in the planning process, with the aim of laying the foundations for a smooth transition to the subsequent stages of plan formulation. This allowed for the initiation of the formulation of practical DRR plans adapted to local realities.

### 2.2.2. Collect and organize the information about current situation of making Local DRR Plans at state and municipal level in Mexico. (Activity 1-2)

#### (1) Activities

1) Status of local DRR Plans formulation in First Pilot Areas (prefectures and cities)

Information was collected on the progress in the formulation of local DRR plans at both the state and city levels.

In the state of Chiapas, some communities already have their respective DRR plans; however, such plans do not yet exist at the municipal level. Mexico City has a development plan that incorporates disaster risk reduction elements; nevertheless, it does not yet have a specific local plan focused primarily on DRR. The city’s emergency response plan for seismic disasters is reviewed and updated annually.

CONAGUA prepares two types of flood emergency plans: the Urban Flood Management Plan and the River Flood Emergency Plan. Both include structural measures. However, in the case of the city of Tuxtla Gutiérrez (Chiapas), there are currently no such plans at the municipal level.

2) Analysis of the current status of local disaster prevention plan formulation in each state of Mexico based on international evaluation indicators for DRR policies and governance

The inclusion of DRR actions in existing development plans that promote preventive investments serves as a key indicator for assessing progress in the formulation of local DRR plans. Therefore, it was decided to analyze trends by state, identify the local entities responsible for DRR, verify the existence of mitigation measures, and assess progress in the formulation of local DRR plans with a view to promoting preventive investment.

An evaluation was conducted based on state-level results in Mexico using the Index of Governance and Public Policy in Disaster Risk Management (iGOPP), an internationally recognized assessment tool in the field of DRR. Among the variables within the iGOPP, those indicators related to legal and organizational frameworks, budgeting, and the evaluation of local DRR plans were selected for more in-depth analysis. Each indicator was assessed using a "yes" or "no" response format, and the responses were subsequently tallied.

Below is the percentage of states that meet the seven iGOPP indicators related to the formulation of local DRR plans.

Table 2.10 Percentage of states that meet the iGOPP indicators related to the development of local DRR plans

| | Codes | Activities | Number of states that meet the criterion | Percentage (%) |
|---|---|---|---|---|
| 1 | RR-1A-3 | Are there standards that require reducing the vulnerability of buildings and critical infrastructure? | 7 | 22% |
| 2 | RR-1A-5 | Are there any obligations or regulations to incorporate disaster risk reduction measures into public and private infrastructure construction? | 10 | 31% |
| 3 | RR-1B-1 | Are disaster risk reduction responsibilities clearly defined by sector? | 28 | 93% |
| 4 | RR-1C-1 | Are the responsibilities of each state for disaster risk reduction clearly defined? | 32 | 100% |
| 5 | RR-1C-2 | Does the state have disaster risk reduction clearly stated in its functions and powers? | 32 | 100% |
| 6 | RR-3-2 | Has the state assessed and reviewed the performance of its disaster risk reduction activities over the past five years? | 17 | 53% |
| 7 | RR-3-5 | Have state and sector authorities assessed risk mitigation measures during the infrastructure construction phase over the past five years? | 2 | 6% |

Source: Compilation of statistical data from the period 2013–2017 by CENAPRED.
Available at: http://www.atlasnacionalderiesgos.gob.mx/IGOPP/index.php

As shown in the results for indicators RR-1B-1, RR-1C-1, and RR-1C-2, responsibilities and mandates related to disaster risk reduction are clearly defined in most of 32 states in Mexico. However, for indicators RR-1A-3 and RR-1A-5, it is evident that many states still lack the necessary regulations and standards for implementing risk reduction measures in major buildings. Furthermore, it is also observed that many states do not conduct evaluations of risk reduction measures during the infrastructure construction phase.

Many local governments are neither implementing nor evaluating disaster risk reduction initiatives, as the formulation of local DRR plans at the state and municipal levels is not mandatory.

### (2) Challenges and Actions

Due to Mexico's system of federal government, the sharing of powers among states and local autonomy are guaranteed. Therefore, it is essential for state governments to play an active role in state initiative and supporting municipal initiatives for promoting the formulation of local DRR plans. In order to assess the degree of progress in the development of local DRR plans across municipalities belonging to each state (approximately 2,470 municipalities in Mexico) and to identify existing challenges, it is crucial to understand the current situation in each state.

Efforts were made to assess the progress in the formulation of local DRR plans at the state level, as well as the advancement of preventive initiatives, using the international policy and governance evaluation indicators for DRR (iGOPP).

### 2.2.3. Analyze issues related to the development and implementation of Local DRR Plans and identify the related institutions that could be involved for formulating Local DRR Plans, based on the information collected with the activity 1-2 (Activity 1-3)

#### (1) Activities

Information was collected and organized regarding the progress in the formulation of local DRR plans by local governments (both at the state and municipal levels) in Mexico. Based on these findings, the relevant institutions and their roles in the initial pilot sites were examined. In addition, the process from plan formulation to approval and implementation was systematically outlined, and foundational information was gathered to support future scaling and deployment efforts.

1) Challenges in the Formulation of Local Disaster Risk Reduction (DRR) Plans

Mexico is a federal country where the federal government guarantees autonomy to states and municipalities. Under this system, the federal government does not mandate or institutionalize the formulation of local DRR plans at the local government level (state and municipality). On the other hand, local governments (state and municipality) face significant financial constraints, making federal subsidies and technical support essential for implementing DRR measures.

Additionally, according to the analysis results of iGOPP, an international evaluation index for disaster prevention policies and governance, efforts to mainstream DRR by incorporating disaster risk reduction perspectives into existing development plans are insufficient in many states. Furthermore, many states also lack established monitoring systems to continuously track and evaluate the progress and outcomes of formulated DRR initiatives.

To address these challenges, it is necessary for state governments to actively encourage municipalities to develop DRR plans and for states and municipalities to collaborate closely in advancing the planning process.

2) Initiatives for Plan Development in the First Pilot Areas

In the First Pilot Areas (the state of Chiapas and Mexico City), the roles and responsibilities of relevant institutions, as well as the implementation framework for the formulation of local DRR plans, were examined. During both the planning and implementation phases, the state and city governments acquired the necessary knowledge and methodologies through local DRR plan formulation training and established systems to independently drive the process.

Furthermore, federal government agencies play a crucial role during the planning stage. CENAPRED contributes by providing disaster risk information, while CONAGUA offers technical support related to watershed flood management information and associated projects, thereby complementing the steps involved in formulating local DRR plans.

Going forward, it will be necessary in Chiapas and Mexico City to secure the official approval of the formulated plans and to disseminate them among residents, linking these efforts to the implementation of DRR measures. To this end, in addition to the planning process for the First Pilot Areas, a roadmap will be developed for plan approval, dissemination, and implementation.

#### (2) Challenges and Actions

In the current situation where the formulation of local DRR plans is not institutionalized, a key challenge identified is the lack of system and concrete incentives for municipalities to develop and advance these plans into the implementation phase. This issue is particularly pronounced in local

governments facing significant financial constraints, where the absence of mechanisms to sustainably carry out plan formulation and policy implementation represents a major barrier.

To ensure the sustainability of the plans, efforts were made to promote the integration of local DRR plans into higher-level development plans in the city and state. Positioning DRR plans within formal policy frameworks serves as a crucial measure to enhance their effectiveness and ensure their continuous implementation.

Moreover, implementation examples from the First Pilot Areas (state and municipality), such as securing budgets and project achievements were shared with other states and municipalities. This transparency aims to motivate other local governments to engage in formulating and executing their own DRR plans by making the benefits more visible.

Strengthening the collaboration between state and municipal governments and establishing systems whereby both parties cooperate in plan formulation, approval, and project implementation were planned as foundational steps to enable the effective and sustainable operation of local DRR plans.

### 2.2.4. Make a roadmap or action plan for formulating Local DRR Plans with the related institutions identified in the activity 1-3 (Activity 1-4)

#### (1) Activities

Considering the current situation and the challenges of formulating local DRR plans in Mexico, the stages and procedures for formulation were organized in the First Pilot Areas (at the state and municipal levels), as well as the roles of the relevant agencies, and a roadmap was developed.

1) Proposal for the formulation of local DRR plans

Figure 2.1 shows the overall process for formulating local DRR plans in the First Pilot Areas (states and cities). Regarding the training program for plan formulation, the roles of the training participants and technical cooperation agencies will be clarified by December 2022, with the training scheduled to begin in Mexico City in March 2023. The training is scheduled to be completed in November of the same year, and the local DRR plans for each pilot city are expected to be finalized by December 2023. From January 2024 onwards, the plan is to transition to the stage of approving and disseminating the established plans, as well as implementing and monitoring the measures.

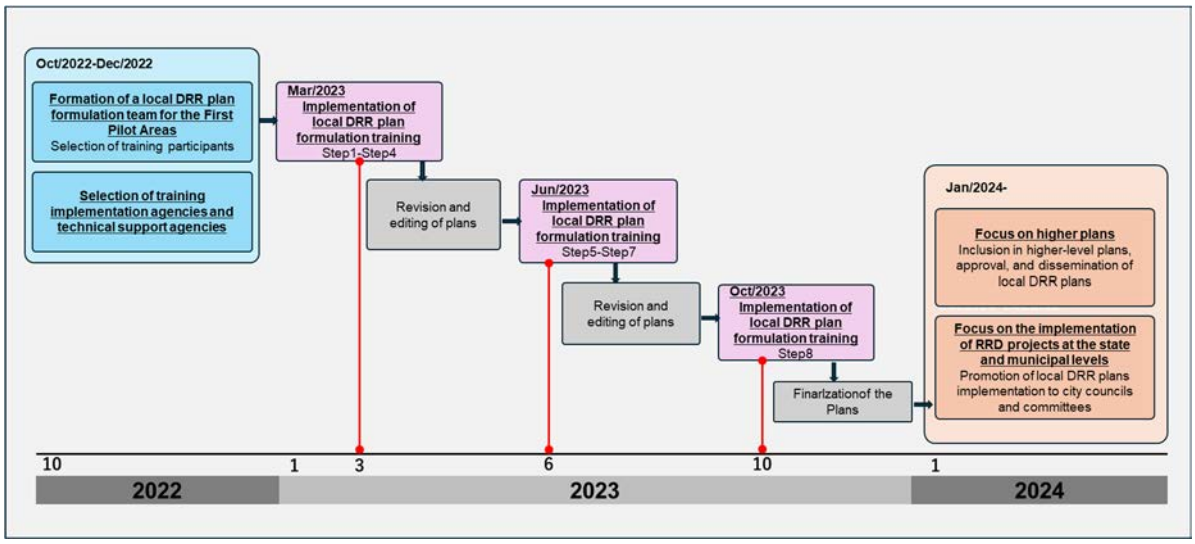



Figure 2.1 Overall process for formulating local DRR plans

Source: The Project Team

2) Formation of a DRR plan formulation team of First Pilot Area, implementation of training institutions and technical support institutions

In implementing the formulation of local DRR plans in the First Pilot Areas (prefectures and cities), the implementation process for training in plan formulation was clarified, along with the implementation structure, the entities responsible for plan formulation, and the institutions responsible for technical support. Table 2.11 shows the implementation structure for the formulation of local DRR plans in the relevant regions.

Table 2.11 System for formulating local DRR plans for the First Pilot Areas

| Items | Executors | Contents |
|---|---|---|
| Planning the course on the formulation of local DRR plans | ■ First Pilot Areas<br>1. Secretary of Security and Citizen Protection of the State of Chiapas<br>2. ICIPLAM<br>3. Secretary of Integrated Risk Management and Civil Protection (SGIRPC)-Mexico City | ■ Training on the formulation of local DRR plans<br>1. Step 1-4 (disaster risk assessment, review of existing plans, identification of residual risks)<br>2. Step 5-7 (selection of control measures, priority analysis, budgetary analysis)<br>3. Step 8 (implementation of measures, monitoring) |
| Workshop on the formulation of local DRR plans | CNPC (DGPC) | ■ Conducting workshops on the formulation of local DRR plans<br>1.Workshop scheduling<br>2.Selection of instructors<br>3.Conducting workshops on the formulation of local DRR plans |
| Technical assistance for the formulation of plans | CENAPRED<br>CONAGUA | ■ CENAPRED: Provision of information on seismic disasters and assistance in formulating the plan for Mexico City (First Pilot Area)<br>■ CONAGUA: Provision of information on flood disasters and assistance in formulating the plan for the State of Chiapas (First Pilot Area) |

Source: The Project Team

3) Implementation of the training of DRR plan formulation team of First Pilot Area, implementation of training institutions and technical support institutions

The formulation of local DRR plans in the first pilot sites (at the state and municipal levels) took place between March and December 2023. The training was divided into three workshops (Steps 1 to 4, Steps 5-7, and Step 8). The teaching materials and workshop program for each stage were developed, and the courses were delivered. Once the workshops were completed, each pilot site began formulating its respective plan. The CNPC reviewed the resulting plans and provided advice. Once reviewed and corrected, the next phase was initiated.

All workshops including Step 1-8 are completed by October 2023, and that the local DRR plans for each pilot site be finalized and approved by December of the same year.

4) Implementation and dissemination of local DRR plans, and promotion of preventive investments

After formulating local DRR plans, it is important to promote the approval process for incorporating their contents into higher-level plans at the state and municipality levels in order to ensure the dissemination and sustainability of the plans. In addition, promoting the priority implementation of DRR projects and budgetary measures based on the plans is considered to be an incentive for local governments and will lead to the promotion of plan formulation activities.

When implementing DRR projects, application procedures and implementation must be tailored to the context of each state and city, and it is desirable to use this as a model for future plan development and implementation. Therefore, the process leading to the approval and implementation of local DRR plans should be clarified, documented, and systematized as a model, and organized as reference materials for training.

Additionally, the first pilot city will play a role in providing practical input through lectures and discussions on the approval process for plans and efforts toward project implementation during training sessions for local DRR plan development in the Second Pilot Areas to be implemented.

5) Approval, implementation, dissemination, and sustainability of local DRR plans in the First Pilot Areas (at the state and municipal levels)

In order to implement and disseminate the local DRR plans that have been developed and to promote preventive investments, it is important to ensure the sustainable application of these plans. Therefore, in addition to promoting the approval process for the plans that have been developed, the pilot sites should integrate DRR actions into regional policies by incorporating and disseminating the plans that have been developed into the higher-level plans of the respective state or municipality. The main initiatives taken by each pilot site are summarized below.

- Tuxtla Gutiérrez, State of Chiapas

Figure 2.2 shows the main route for approval and implementation of the local DRR plan in the municipality. To ensure the sustainability of the local DRR plans formulated, it is proposed to follow the approval procedures established by the City Council.

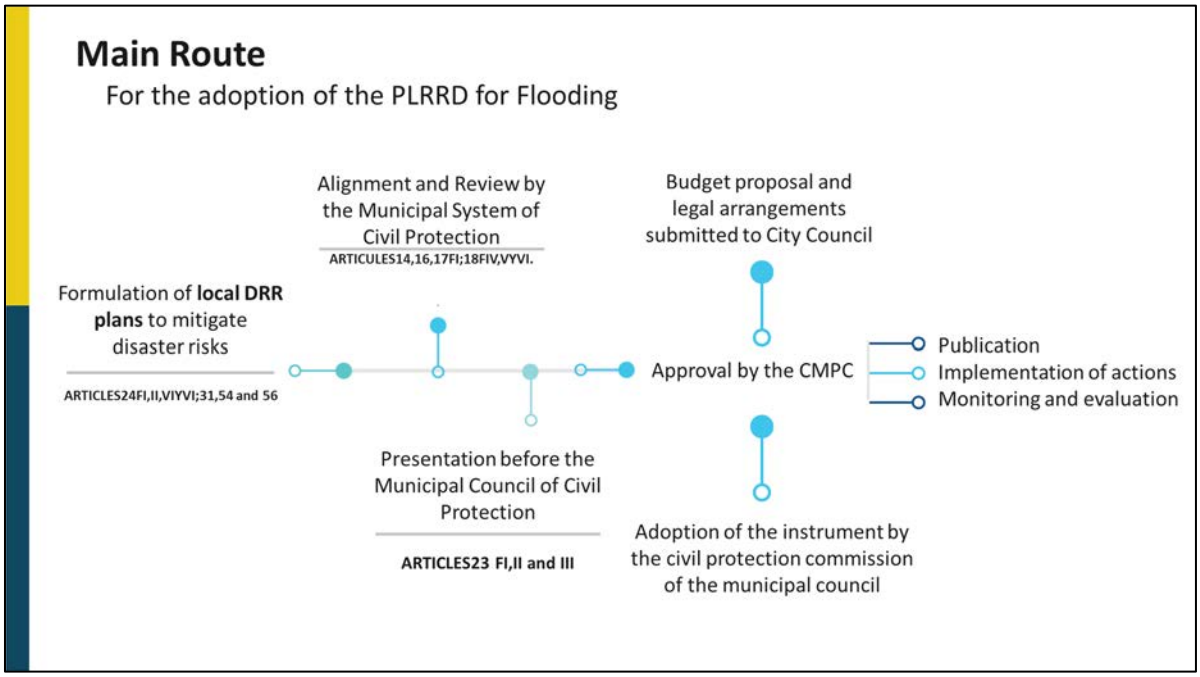



Figure 2.2 Roadmap for the formulation of the local DRR plan in Tuxtla Gutiérrez

Source: Excerpt from the “Critical roadmap for the adoption of the PLRRD” in Tuxtla Gutiérrez

Based on the provisions of municipal ordinances, a local DRR plan will be formulated with the aim of reducing disaster risk. Subsequently, the position of the plan within the municipal civil protection system will be coordinated and reviewed with relevant departments.

The plan will then be submitted to the Civil Protection Council for deliberation and approval. After approval, the plan will be adopted by the City Council's DRR Committee and submitted to the City

Council for necessary budgetary measures and legal procedures. Once approved and enacted by the City Council, implementation of specific DRR projects will begin. After project completion, the implementation status and outcomes of the plan will be verified through monitoring and evaluation.

■ Mexico City

In Mexico City, due to administrative and legal circumstances, the local DRR plan has not yet been formally approved. Although it will take some time to integrate the new local DRR plan into the existing plan approval process, efforts will continue to promote the local DRR plan by continuing to engage with relevant agencies.

Starting in 2025, coordination for proposal and approval by the Mexico City Council will begin, and public relations and awareness activities will be implemented. The implementation schedule for countermeasure projects is shown in Figure 2.3.

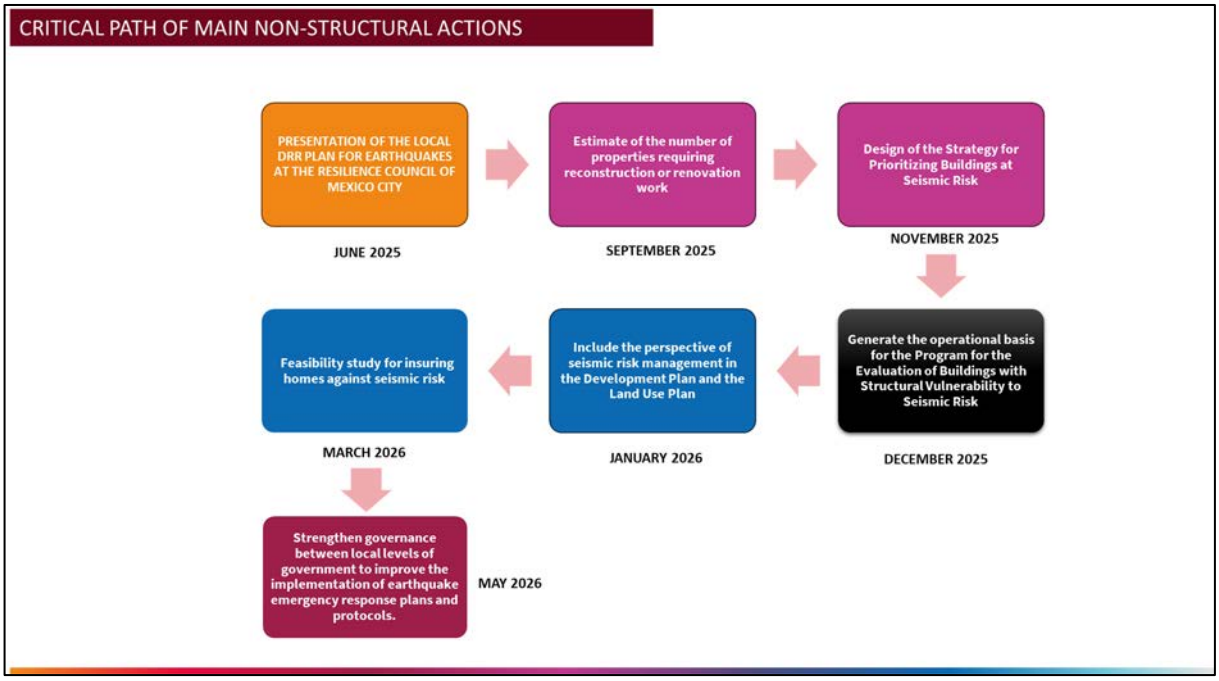



Figure 2.3 Schedule for implementing control projects in Mexico City

Source: Excerpt from the implementation roadmap for the local DRR plan in Mexico City

### (2) Challenges and Actions

Mexico is a nation with a federal system, in which the sharing of powers among states and local autonomy are guaranteed. In this institutional context, it is essential that states and municipalities collaborate ambitiously in the formulation and promotion of local DRR plans under the promotion by CNPC, the federal institute. Currently, there is no legal basis in Mexico that promotes the formulation of local DRR plans, and for this reason, there is no institutional support for the approval or implementation of the plans developed. Furthermore, given that the local administrative situation and policy implementation framework vary between states, there are likely to be differences in the approval processes, budget allocations, and implementation procedures for specific projects, which influences the sustainability and effectiveness of the plans.

Federal government support system: In formulating local DRR plans for the First Pilot Area, the CNPC conducts planning workshops and established a system to involve states and municipalities in an integrated manner through state governments. Special attention was given to comprehensively promoting all processes from workshop participation to plan formulation within the framework of the

state-city collaboration system.

Establishment of a phased formulation process: The workshop schedule was structured to follow a progressive cycle that integrated the workshop, review of the draft plan, and preparation for the next phase, ensuring continuous improvement at each stage. Participants were required to meet the objectives set at each stage, advancing gradually through repetition of learning and practice, in close consultation with the CNPC.

Approval of plans, dissemination, integration into higher-level plans, and promotion of project implementation: Since local DRR plans lack a legal basis, their formal approval is difficult to institutionalize. Therefore, it is necessary to adopt flexible procedures that take into account the institutional context and specific practices of each state. In order to ensure the sustainability of the plans developed, emphasis was placed on (1) integration into the higher-level municipal or state plan, and (2) dissemination to municipal councils and other institutions to promote their approval. The roadmap included the appropriate processes for each state and city in consultation with the authorities of the First Pilot Areas.

## 2.3. Activities Related to Output 2

### 2.3.1. Hold a second detailed workshop on the methods for formulating Local DRR Plans (Activity 2-1)

#### (1) Activity

In October 2022, a draft activity plan (draft schedule and activity plan for the future, draft training program) was prepared for the entire Output 2 (training preparation, training organization and post-training follow-up activities), including training (the 2nd and 3rd sessions) on the details of the local DRR planning methodology. On October 6, the proposed activity plan was explained and discussed with CNPC, and CNPC agreed to the proposed activity plan.

In February and March 2023, the lecture materials related to JICA's 8-step methodology and teaching materials necessary for exercises were prepared for the lectures in the second training course on local DRR planning. In Mexico, the focus is on post-disaster emergency response, and it was confirmed that there are no CENAPRED training courses similar to the 8-step methodology regarding disaster mitigation and preparedness, or projects in which CNPC supports the local governments (municipalities).

The second training course on the methodology for developing local DRR plans based on the 8-step methodology was held on March 7-10, 2023. The training was held in the training room of the AMEXCID. The training program and methodology are as shown in Table 2.12.

Table 2.12 The training program (2nd) and methodology

| The 2nd training program for local DRR plan formulation | |
|---|---|
| March 7, 2023 | Step 1 (Collecting local hazard information)<br><Lecture＋Exercise＋Presentation of exercise result> |
| March 8, 2023 | Step 2 (Understanding local disaster risks)<br><Lecture＋Exercise＋Presentation of exercise result> |
| March 9, 2023 | Step 3 (Confirming DRR plans by national and other authorities)<br><Lecture＋Exercise＋Presentation of exercise result> |
| March 10, 2023 | Step 4 (Identifying residual risks considering time series)<br><Lecture＋Exercise＋Presentation of exercise result> |
| Training implementation methodology | |
| ■ Lecture: 1 hour | |

JICA short-term expert explains the contents of each step based on the teaching materials prepared.

- Exercise: 4 hours

First Pilot Areas create a draft local DRR plan (draft) step by step, filling in the template based on the materials collected beforehand and lectures.

- Presentation of exercise result: 1 hour

First Pilot Areas present a step-by-step overview of the draft local DRR plans they have developed.

Source: The Project Team

The training participants are as shown in Table 2.13.

Table 2.13 The training participants from the first pilot areas

| Organization | Position |
|---|---|
| SGIRPC-CDMX | Director General |
| | Coordinator |
| | Chief |
| ICIPLAM | Director General |
| | Coordinator |
| Secretariat of Civil Protection, the State of Chiapas | Risk Analyst |
| CENAPRED | Coordinator |
| | Deputy Director |
| CONAGUA | Chief |
| | Chief |
| CNPC | Area Director |
| | Area Deputy Director |
| | Area Director |
| | Chief |

Source: The Project Team

Training on Local DRR Planning (the 2nd session) (at AMEXCID)

The outline of the training is as follows.

- All 14 trainees from the first pilot areas (Mexico City and the State of Chiapas), CENAPRED, CONAGUA, and CNPC participated enthusiastically and positively in the training without missing a single day.
- The allocation of time for lectures, exercises, and presentations was generally appropriate for the training program.

- The training participants in the first pilot areas worked diligently on the exercise of preparing local DRR plans and completed most of the MS-Word file as the draft DRR plans (Mexico City (earthquake) and the State of Chiapas (flood)) within the time frame of the exercise.
- During the exercise, CENAPRED and CONAGUA actively supported the work done by the first pilot areas, acting not only as trainees but also as teaching assistants.
- CNPC properly managed and administered the entire training and effectively supported the exercise by the first pilot areas.

#### (2) Challenges and Actions

In Mexico, it became clear after the start of the project that although there is action plans for post-disaster emergency response, there is no local DRR plan that includes disaster mitigation and preparedness. The issue was that the training participants from the first pilot areas and central government agencies had to formulate the DRR plans without sufficient knowledge and experience in local DRR planning. Another issue was that some of the participants did not necessarily specialize in disaster management in their past work experience.

Therefore, the following practical activity process, including the training, was devised to enable the first pilot areas to develop their local DRR plans on their own without difficulty, while receiving support from JICA short-term experts.

1. Prior to the training, the first pilot areas were asked to collect the necessary materials for the planning of each 8 steps in advance from technical resources in Mexico, and to bring these collected materials to the training venue. At this time, specific formats for the figures and tables to be filled were provided, and the participants were asked to gather materials to fill them in, so that they would have an idea of what kind of plan they would be developing even if they had no experience in planning.
2. The trainings were conducted in a face-to-face style in accordance with JICA online training course "Comprehensive Disaster Management in Latin America" 2022, and through lectures, exercises. The presentations of results, the training program and implementation methods were devised to enable the first pilot areas to formulate draft DRR plans by the relevant steps over a sufficient period of time (see (1) above).
3. After the training, JICA short-term experts continued to review and correct the draft DRR plans prepared by the first pilot areas through e-mail communication, and the process was repeated several times so that they could finalize the draft DRR plans on their own.

### 2.3.2. Collect and analyze information on hazard and risk assessment of the First Pilot Areas at state and municipal level (Activity 2-2)

#### (1) Activity

In February-March 2023, the First Pilot Areas (Mexico City and the State of Chiapas) collected and organized materials (Steps 1 and 2) for hazard and risk assessment prior to the 【2-1】training (the 2nd session).

In March, the First Pilot Areas organized the information collected through the training (the 2nd session) in【2-1】. After the completion of the training, the First Pilot Areas continued to work on their own to complete the draft plans for the relevant parts of the local DRR plan (Steps 1 and 2).

In April, JICA short-term expert reviewed and corrected the draft DRR plans, and the First Pilot Areas completed the relevant parts (Steps 1 and 2) of the draft local DRR plans through a process in which the First Pilot Areas made corrections based on the expert's revision.

#### (2) Challenges and Actions

As mentioned in Section 2.3.1(2), there is no local DRR plan that includes disaster mitigation and preparedness in Mexico, and the First Pilot Areas lack sufficient knowledge and experience in planning.

Therefore, as described in Section 2.3.1(2), a practical process, including training, was devised to enable the First Pilot Areas to develop their own plans without difficulty, while receiving support from JICA short-term experts.

### 2.3.3. Collect and organize information about all DRR projects with structural measures implemented by the Federal and State Governments in the First Pilot Areas (Activity 2-3)

#### (1) Activity

In February-March 2023, the First Pilot Areas (Mexico City and the State of Chiapas) collected and organized materials (Step 3) for federal and state measure projects prior to the 【2-1】training (the 2nd session). CENAPRED and CONAGUA prepared lecture materials for the federal and state measure projects (Step 3).

In March, the First Pilot Areas organized the collected information with the support of CENAPRED and CONAGUA through the implementation of the training (the 2nd session) in【2-1】. The First Pilot Areas continued to work on their own after the completion of the training and completed the draft plan for the relevant part of the local DRR plan (Step 3). At that time, it was confirmed that of the collected projects, CENAPRED (earthquake) and CONAGUA (flood) projects, were given high priority for Mexico City and the State of Chiapas, respectively.

In April, JICA short-term expert reviewed and corrected the draft DRR plans, and the First Pilot Areas completed the relevant part of the local DRR plan (Step 3) through a revision process based on the correction results.

#### (2) Challenges and Actions

As written in Section 2.3.1(2), there is no local DRR plan that includes disaster mitigation and preparedness in Mexico, and the First Pilot Areas lack sufficient knowledge and experience in planning.

Therefore, as described in Section 2.3.1(2), a practical process, including training, was devised to enable the First Pilot Areas to develop their own plans without difficulty, while receiving support from JICA short-term experts.

### 2.3.4. Identify the residual risks based on the information obtained in the activities 2-2 and 2-3 (Activity 2-4)

#### (1) Activity

In March 2023, the First Pilot Areas have reviewed the information in 【2-2】 and 【2-3】 through the implementation of the training in 【2-1】to identify residual risks (Step 4). The First Pilot Areas

continued to work on their own after the training and completed the draft plan for the relevant part of the local DRR plan (Step 3). In doing so, they examined the DRR effects of each project over time and clarified the residual risks.

In April, the JICA short-term experts reviewed and corrected the draft plan, and the First Pilot Areas completed the relevant part of the draft local DRR plan (Step 4) through a process in which the First Pilot Areas made revisions based on the expert's correction.

#### (2) Challenges and Actions

As mentioned in Section 2.3.1(2), there is no local DRR plan that includes disaster mitigation and preparedness in Mexico, and the First Pilot Areas lack sufficient knowledge and experience in planning.

Therefore, as described in Section 2.3.1(2), a practical process, including training, was devised to enable the First Pilot Areas to develop their own plans without difficulty, while receiving support from JICA short-term experts.

### 2.3.5. Examine and prioritize countermeasures to implement in the First Pilot Areas (Activity 2-5)

#### (1) Activity

In June 2023, the First Pilot Areas (Mexico City and the State of Chiapas) collected and organized materials (Steps 5 and 6) for DRR measures and their prioritization prior to the training (the 3rd session) in 【2-7】.

In June, the First Pilot Areas prepared the lists of structural/non-structural and short/long-term DRR measures to be implemented by the the First Pilot Areas (Step 5) , from which the the First Pilot Areas selected the priority projects to be implemented (Step 6), through the implementation of the training (3rd training) in 【2-7】. After the completion of the training, the First Pilot Areas continued the work on its own and completed the draft plans for the relevant parts of the local DRR plans (Steps 5 and 6).

In July, the JICA short-term expert reviewed and corrected the draft plans, and the the First Pilot Areas completed the relevant part of the draft local DRR plan (Steps 5 and 6) through a process in which the First Pilot Areas made revisions based on the correction results.

On October 24, site visits were made to check the status of the representative sites among the priority Sabinal River flood control projects selected by the State of Chiapas (Tuxtla Gutierrez) under Step 6. Municipality of Tuxtla Gutiérrez, Chiapas (ICIPLAM) led the visit, accompanied by the Department of Civil Protection of Chiapas, the Department of Civil Protection of Tuxtla Gutiérrez, CONAGUA, and JICA Expert Team. The results of the field visits are as follows, confirming that the selection of priority projects was appropriate.

Figure 2.4 Inspection sites along the Sabinal River in the city of Tuxtla Gutierrez

Source: The Project Team

Dam for temporary storage of floodwaters constructed by residents at their own expense and with their own resources in the Club Campestre residential area

Park along the Sabinal River that functions to store floodwaters during flood

Proposed site for the construction of a group of regulating reservoirs to store flash flooding of tributaries along June 24th Street

Confluence of the main Sabinal River and its tributary (the tributaries are more vulnerable to flooding than the main Sabinal River)

On October 27, site visits were conducted to check the status of the representative sites among the priority projects for earthquake measures selected by Mexico City in Step 6. Mexico City (SGIRPC) led the CNPC and JICA Expert Team on the site visits. The results of the site visits are as follows, confirming that the selection of the priority projects was appropriate.

Seismic construction site of Tlalpan 550 apartments (330 households) damaged by the earthquake on September 19, 2017. Mexico City contributed 330 million pesos to the construction of the building.

Tlalpan 550 apartment interior construction site. Piles and walls will be reinforced to improve seismic performance.

Earthquake-resistant construction site of Maestro Francisco César Morales elementary school damaged by the earthquake on September 19, 2017. Mexico City contributed 6 million pesos to the project, which is currently under construction with a 6-month construction period.

The site of seismic reinforcement work inside a classroom at this elementary school. The pillars and beams will be reinforced to improve earthquake resistance.

### (2) Challenges and Actions

As mentioned in Section 2.3.1(2), there is no local DRR plan that includes disaster mitigation and preparedness in Mexico, and the First Pilot Areas lack sufficient knowledge and experience in planning.

Therefore, as described in Section 2.3.1(2), a practical process, including training, was devised to enable the First Pilot Areas to develop their own plans without difficulty, while receiving support from JICA short-term experts. In particular, site visits to priority projects were conducted to ensure that the selection of priority projects was appropriate.

## 2.3.6. Formulate a structural countermeasure proposal analyzing the engineering process and budget, based on the information obtained in the activity 2-5 (Activity 2-6)

### (1) Activity

In June 2023, the First Pilot Areas (Mexico City and the State of Chiapas) collected and organized material (Step 7) for the budget and process of the DRR measure projects prior to the training (the 3rd session) in 【2-7】.

In June, the First Pilot Areas organized the information collected through the implementation of the training (the 3rd session) in 【2-7】. After the completion of the training, the First Pilot Areas continued the work on their own and completed the draft plan for the relevant part of the local DRR plan (Step 7).

In July, the JICA short-term expert reviewed and corrected the draft plans, and the First Pilot Areas completed the relevant part of the draft local DRR plan (Step 7) through a process in the First Pilot Areas made revisions based on the correction results.

### (2) Challenges and Actions

As mentioned in Section 2.3.1(2), there is no local DRR plan that includes disaster mitigation and preparedness in Mexico, and the First Pilot Areas lack sufficient knowledge and experience in planning.

Therefore, as described in Section 2.3.1(2), a practical process, including training, was devised to enable the First Pilot Areas to develop their own plans without difficulty, while receiving support from JICA short-term experts.

### 2.3.7. Hold a third detailed workshop on the methods for formulating Local DRR Plans and assemble all the proposal countermeasures as a Local DRR Plan of the First Pilot Areas, based on the results obtained in the activities 2-5 and 2-6 (Activity 2-7)

#### (1) Activity

In May and June 2023, the lecture materials related to JICA's 8-step methodology and teaching materials necessary for exercises were prepared for the lectures in the third training course on local DRR planning.

The third training course on the methodology for developing local DRR plans based on the 8-step methodology was held on July 14-16, 2023. The training was held in the training room of AMEXCID. The training program and methodology are as shown in Table 2.14. The training participants are the same as for the 2nd training (refer to Table 2.13).

Table 2.14 The training program (3rd) and methodology

| 3rd training program for local DRR plan formulation | |
|---|---|
| June 14, 2023 | Step 5 (Listing all necessary DRR measures by local governments)<br><Lecture＋Exercise＋Presentation of exercise result> |
| June 15, 2023 | Step 6 (Prioritizing DRR measures)<br><Lecture＋Exercise＋Presentation of exercise result> |
| June 16, 2023 | Step 7 (Arranging budget allocation in necessary levels)<br><Lecture＋Exercise＋Presentation of exercise result> |
| Training implementation methodology | |
| ■ Lecture: 1 hour<br>JICA short-term expert explains the contents of each step based on the teaching materials prepared.<br>■ Exercise: 4 hours<br>First Pilot Areas create a draft local DRR plan (draft) step by step, filling in the template based on the materials collected beforehand and lectures.<br>■ Presentation of exercise result: 1 hour<br>First Pilot Areas present a step-by-step overview of the draft local DRR plans they have developed. | |

Source: The Project Team

Training on Local DRR Planning (the 3rd session) (at AMEXCID)

The outline of the training is as follows.

- The allocation of time for lectures, exercises, and presentations was generally appropriate for the training program.
- The training participants in the First Pilot Areas worked diligently on the exercise of preparing local DRR plans and completed most of the MS-Word file of the draft DRR plans within the time frame of the exercise.
- During the exercise, CENA RED and CONAGUA actively supported the work done by the First Pilot Areas, acting not only as trainees but also as teaching assistants.
- CNPC properly managed and administered the entire training and effectively supported the exercise by the First Pilot Areas.

#### (2) Challenges and Actions

As mentioned in Section 2.3.1(2), there is no local DRR plan that includes disaster mitigation and preparedness in Mexico, and the First Pilot Areas lack sufficient knowledge and experience in planning.

Therefore, as described in Section 2.3.1(2), a practical process, including training, was devised to enable the First Pilot Areas to develop their own plans without difficulty, while receiving support from JICA short-term experts. Since the method and time allocation for the second training were mostly appropriate and reasonable, a similar method was applied for the third training.

## 2.4. Activities Related to Output 3

### 2.4.1. Hold a fourth detailed workshop on the methods for formulating Local DRR Plans (Activity 3-1)

#### (1) Activities

The training was conducted on “Creating a Plan for Implementation, Monitoring, and Evaluation (Step 8),” which is positioned as the final step of the local DRR plan formulation process. The purpose of this training was to help local governments that are formulating local DRR plans understand the operational methods required for the implementation phase, such as the processes and systems necessary for plan implementation, methods for monitoring progress, and procedures for plan revision, and to consider systems for implementation and revision based on that understanding.

The fourth workshop on the formulation of local DRR plans (Step 8) was held on October 23, 2023, in Tuxtla Gutiérrez (Chiapas State), and on October 26 of the same year in Mexico City. This workshop focused on Step 8, which is the final step in the formulation of local DRR plans. Its objective was to examine how to establish systems for the implementation, monitoring, and evaluation of the local DRR plans developed by municipalities.

The workshop was conducted in the meeting room of the Chamber of Commerce and Industry in Tuxtla Gutiérrez (Chiapas), and in the meeting room of SGIRPC-CDMX in Mexico City. The program and methodology of the workshop are presented in Table 2.15.

Table 2.15 Fourth workshop program and implementation methodology

| Schedule of the Fourth Workshop on the Formulation of Local DRR Plans | |
|---|---|
| October 23, 2023 | Tuxtla Gutiérrez, Chiapas State<br>Exercise on the Formulation of Local DRR Plans (Step 8) |

| | |
|---|---|
| | <Theoretical Session + Practical Exercise + Presentation of Results> |
| October 26, 2023 | Mexico City<br>Exercise on the Formulation of Local DRR Plans (Step 8)<br><Theoretical Session + Practical Exercise + Presentation of Results> |
| Workshop Methodology | |
| ■ Theoretical Session: 1 hour<br>Explanation of the step by the JICA expert using the prepared educational materials.<br>■ Practical Exercise: 4 hours<br>Participants from the First Pilot Areas examine the implementation, monitoring, and review of the local DRR plans developed during the workshop (Step 8) and propose improvements.<br>■ Presentation of Results: 1 hour<br>Presentation of the local DRR plans and monitoring plans developed by the First Pilot Areas. | |

Source: The Project Team

In the workshops, participants from the First Pilot Areas (the State of Chiapas and Mexico City) engaged in depth discussions on the implementation, monitoring, and review of their respective plans. They prepared a draft for monitoring and evaluation and, finally, drafted the concluding chapter of their respective draft plans, thereby completing the documents.

Fourth Workshop on the Formulation of Local DRR Plans
(at the Chamber of Industry and Commerce of Tuxtla Gutiérrez)

Fourth Workshop on the Formulation of Local DRR Plans
(at the Meeting Room in SGIRPC-Mexico City)

### (2) Challenges and Actions

The local DRR plans were developed during these workshops. Once finalized, it is essential to implement the proposed projects and update the plans in a timely manner.

To address these challenges, workshops were organized on each pilot site with the aim of convening stakeholders from municipal agencies involved in DRR, promoting their active participation, and ensuring ownership and dissemination of the contents of the Local DRR Plans. In addition, these workshops emphasized to organizers and participants the importance of reviewing the completed plans, systematically implementing the proposed actions, and establishing a system that enables the continuous use of the plans.

### 2.4.2. Formulate a monitoring sheet to evaluate the implementation of the Local DRR Plans (Activity 3-2)

During the fourth training workshop on the formulation of Local DRR Plans, both pilot areas (the State of Chiapas and Mexico City) held discussions on the implementation, monitoring, and revision of the plans, and developed a draft monitoring and evaluation framework based on the following content. This framework is intended to guide progress monitoring and evaluation related to the implementation of Local DRR Plans, with the aim of ensuring effective execution and continuous improvement of the plans.

#### (1) Activities

■ Monitoring and Evaluation of the Implementation of draft Local DRR Plans

1) Inter-Institutional Coordination for Project Implementation

For the execution of each project proposed in the local DRR plans, the respective responsible agency will oversee inter-institutional coordination. It will monitor project progress, identify issues, and promote cooperation among relevant agencies by organizing regular meetings.

An institutional system will be established to analyze the causes of identified issues and challenges in these regular meetings, and to develop and share viable solutions and corrective measures.

2) Monitoring Project Progress

Each DRR project will be monitored by the respective implementing agency. The progress of each priority project proposed during the plan formulation phase will be periodically assessed according to the timeline established for each project.

In the event of delays or problems, the causes will be identified, and appropriate corrective actions will be reviewed and implemented in a timely manner.

3) Evaluation of Local DRR Plans

These plans must be periodically evaluated by local governments (state and municipality), which will convene relevant agencies for regular evaluation meetings. In the draft evaluation sheet, the participating organizations, frequency of evaluations, and frequency of meetings were tentatively defined.

4) Review and Revision of Local DRR Plans

Local governments (state and municipality) will review the local DRR plans as necessary. Revisions should be based on the evaluation results outlined in the monitoring reports.

The frequency of reviews will be determined in coordination with relevant organizations. Plan revisions will be carried out based on the evaluation findings, identifying delays and issues encountered during implementation, as well as their underlying causes.

#### (2) Challenges and Actions

To ensure the effectiveness and sustainability of local Disaster Risk Reduction (DRR) plans, it is essential to guide and mobilize municipalities to effectively implement the projects proposed in these plans. Moreover, local DRR plans must be updated and improved in a timely manner, adapting to changes in natural conditions, modifications in relevant legislation and regulations, progress in the actions already initiated, and intersectoral coordination.

In this context, during the examination of the draft project monitoring sheet, a standard form was developed specifying the implementing agencies and relevant institutions, as well as the periodicity and frequency of meetings to review project progress.

Furthermore, to ensure the sustainability of the developed plans, space was created within the workshops for discussion on the roadmap to incorporate the local DRR plans into higher-level state and municipal plans, as well as for presenting and proposing the plans to municipal councils. This activity aims to lay the groundwork for ensuring that local DRR plans are not limited to one initiative but are applied and sustainably integrated into each local context.

## 2.5. Activities Related to Output 4

### 2.5.1. Select the Second Pilot Areas with the support of the First Pilot Areas (state and municipality) (Activity 4-1)

#### (1) Activities

The CNPC and the Project Team conducted a comprehensive assessment based on factors such as disaster risk, the degree of importance given to disaster risk reduction (DRR) in policy, participation in JICA's Knowledge Co-Creation Programs, and the level of interest in the current Project. As a result, the states of Veracruz and Guerrero were recommended as the Second Pilot Areas. This proposal was presented and approved at the second JCC meeting held on June 20, 2023.

Once the proposal to select the states of Guerrero and Veracruz as Second Pilot Areas was approved, the necessary arrangements were made in October 2023. Two municipalities from Guerrero were selected, and four candidate municipalities were proposed for Veracruz. Finally, after discussions with staff from the Government of the State of Veracruz, CNPC selected two municipalities. The Second Pilot Areas are shown in Table 2.16.

Table 2.16 Second Pilot Areas

| State | Pilot Sites | |
|---|---|---|
| Guerrero | Zihuatanejo de Azueta | Acapulco de Juárez |
| Veracruz | Minatitlán | Las Choapas |

Source: The Project Team

#### (2) Challenges and Actions

Given the vast size of Mexico and the diversity of its geographical conditions, there were concerns that selecting the Second Pilot Areas and municipalities might take considerable time. However, the selection process proceeded smoothly without any major issues or challenges, and the candidate regions were decided without delay.

The discussions regarding the selection of the Second Pilot Areas were led by CNPC and began early on, shortly after the training workshops for the formulation of local DRR plans in the First Pilot Areas. As a result, the pilot states were selected in a timely manner and the proposal was approved during the second JCC meeting. Thanks to this prompt decision-making, the project activities continued as scheduled, without any delays in the implementation plan.

This swift and well-coordinated approach was taken with a view to ensuring the smooth execution of local DRR plan formulation in the Second Pilot Areas, which was to begin the following year. It serves

as a good example of effective project planning and coordination, offering valuable lessons for similar initiatives in the future.

### 2.5.2. Hold a fifth detailed workshop on the methods for formulating Local DRR Plans (Activity 4-2)

#### (1) Activities

On the initiative of the Mexican counterpart, workshops were organized on the formulation of local DRR plans, with a view to formulating such plans at the local government level (state and municipality) throughout the country.

On February 8 and 15, 2024, an online training course was conducted by the CNPC, prior to organizing the fourth workshop for the Second Pilot Areas in March.

The workshop held on February 8 consisted of a description of the profile of the current project, the objective and content of local DRR plans, and classes on how to develop plans using the “8-step methodology.” In addition, Step 0, “Developing the municipality profile,” which is the preparatory phase of the workshop, was briefly described. The training was conducted entirely by the CNPC.

On February 15, Dr. Satoshi Nishikawa, Senior Advisor at JICA, delivered the opening address titled “Promoting Disaster Risk Reduction Measures Based on Japan's Experience,” in which he presented the importance of taking preventive measures by leveraging Japan's knowledge and experience. This online course played an important role in raising awareness and preparing participants for the in-person workshop scheduled for March.

From March 11 to 13, 2024, a workshop on the development of local DRR plans for the Second Pilot Areas was held. This workshop provided a practical introduction to the methodology for formulating local DRR plans for the Second Pilot Areas and included exercises in plan development. On the first day, March 11, representatives from the First Pilot Areas (Chiapas State and Mexico City) participated as instructors, sharing their experiences from the previous workshop. This contributed to a better understanding of the development activities for planning in the Second Pilot Areas.

In addition, participants in the Knowledge Co-Creation Program conducted by JICA in the past and in the second training session in Japan entitled “Promoting Investment for Disaster Risk Reduction through Local DRR Plans” presented their action plans and shared what they had learned and their achievements to date.

Furthermore, in relation to the “city profile preparation” explained during the online workshop on February 8, the Second Pilot Areas presented the content they had developed, and it was confirmed that everything was ready to begin the main workshop. This workshop was a good opportunity to get off to an effective start, as an introductory phase of plan formulation, through knowledge sharing and preparations.

Workshop on the formulation of local DRR plans for the Second Pilot Areas (at AMEXCID)

### (2) Challenges and Actions

One of the challenges of the project was that the training program for developing local DRR plans for the Secomd Pilot Areas was aimed at state and local government officials who had little or no experience in developing local DRR plans related to disaster risk reduction, and it was the first time that Mexico had taken the lead in implementing such a program. As a result, there were concerns that the training schedule and plan development schedule would be delayed compared to the training and plan development carried out in the First Pilot Areas, which could affect the overall progress of plan development.

CNPC reviewed the training plan for the Second Pilot Areas, drawing on its experience in implementing training in the First Pilot Areas. It moved up the originally scheduled start date of the training and planned to begin in February 2024. It also proceeded with the selection of the second pilot states and municipalities from the previous year, strategically securing the time necessary for training and development of the plans.

## 2.5.3. Organize a technical support team and/or select instructors to disseminate the Local DRR Plans formulation methods to the Second Pilot Areas (Activity 4-3)

### (1) Activities

A meeting was held with CNPC on March 15, 2024, and a list of technical support teams and instructors for training in the second pilot cities was confirmed and decided based on the CNPC plan for the training on local DRR plan formulation with 8 step methodology for the Second Pilot Areas. The core instructors will be from the Sector Coordination Division (DCS) and Dissemination and Communication Division (DDC) of CNPC and DGPC, which are the C/Ps, and will be supported by technical agencies such as CENAPRED and CONAGUA and the First Pilot Areas. While considering the training content for each step, it was decided to incorporate specific examples from Mexico and make the content suitable for the Mexican background, etc. In addition to the instructors decided, SEDATU was invited to the training as a new technical support agency to serve as an instructor.

### (2) Challenges and Actions

Since this project involves many organizations, it was necessary to decide which organizations would be in charge of which lectures when considering the training implementation structure for the second pilot sites. In order to ensure smooth and feasible training implementation, it was decided that CNPC would be the main body and coordinator of the training implementation. Technical organizations, CENAPRED and CONAGUA, were asked to give lectures related to each step of the training, including hazard information, earthquakes, and floods. In addition, the First Pilot Areas were asked to introduce

examples of the local DRR plans that they had formulated. Moreover, although the instructors were initially decided, it was considered as flexible and open. It was important to introduce good practices and DRR project contents from appropriate organizations based on the content of each training.

### 2.5.4. Prepare a training program proposal for formulating Local DRR Plans in coordination with the related institutions of the First Pilot Areas (Activity 4-4)

#### (1) Activities

Meeting with CNPC for training materials

In the initial project design, this activity was planned to prepare a training program from Step 1 to Step 8 before training implementation for the second pilot cities for the formulation of local DRR plans. However, it was decided to conduct the training program for the Second Pilot Areas (Activity 4-6) while simultaneously conducting the training program. The training program were created with CNPC in a form suitable for Mexico, based on CNPC's ideas on creating training materials that can be utilized in Mexico's background, existing training systems, and materials, etc. For example, in Step 1 on understanding hazard information, contents included to introduce how to use the National Risk Atlas, which aggregates disaster information, history, population, and number of houses nationwide under the jurisdiction of CENAPRED, and in the part on organizing disaster history, the chronology of emergency declarations issued by the Mexican government shall be utilized.

After each step of the training, the results of the training were used to improve the training material contents, and additional slides were created to strengthen the content specific to earthquakes and floods, making it easier to understand. PowerPoint materials and a manual for instructors were created as training materials. The work of creating and revising the materials was shared between CNCP and CENAPRED.

In addition, as the PM commented that video-format training materials would also be useful, it was decided to edit the recorded training content for the Second Pilot Areas and create a training video. The completed video will be uploaded to the DRR awareness website "Preparados" (www.preparados.gob.mx) operated by CNPC in the future, so that anyone who wishes to can watch it online.

#### (2) Challenges and Actions

The initial project design envisaged preparing all local DRR plan formulation training program from Step 1 to Step 8 in advance. However, as it was necessary to prepare the materials through repeated discussions with CNPC, and there was also a limit to the number of days that experts could travel, these conditions created constraints in terms of the schedule.

Therefore, when considering implementing training in the Second Pilot Areas with CNCP, it was decided to plan the training over a total of four sessions over the course of about one year, rather than implementing the training in the secondary pilot regions in a short period of time. This made it possible to proceed with the creation of training materials remotely over time, even when experts were not traveling, and also allowed the Second Pilot Areas to secure time to finalize the contents of their DRR plans internally after each step of training. The content of the training materials was also confirmed through the implementation of the training, and it was found that there was a need to improve the

materials to match the level of understanding of local government (state and municipality) employees, which was also effective in creating better training materials.

### 2.5.5. Prepare an implementation plan for Local DRR formulation training at Second Pilot Areas and the nation (Activity 4-5)

#### (1) Activities

Discussion with CNPC regarding training implementation plan

Since March 2024, the PM and JICA Project Teams have been exchanging opinions on where the training program should be utilized and how it should be disseminated nationwide. As a result, the training implementation plan, which outlines the path to nationwide dissemination by 2028, has been compiled as shown in Figure 2.5. The training materials finalized in March 2025 will be used in face-to-face training to be conducted by CNPC in the future. It was decided that the DCS and DDC of DGPC, to which the CP belongs, will be the implementing entity within CNPC. With the cooperation of CENAPRED, the technical support organization for the project, CNPC aims to conduct training aiming that three provinces or three cities formulate local DRR plans by 2028.

In addition, the prepared training videos, which reflect the format of the local DRR plan based on the 8 steps and the training materials, will be stored on the DRR awareness website "Preparados" operated by CNPC. The page will be established so that provinces and cities that are not targeted for face-to-face training can also view them. In addition, the aim is to open an introductory lecture on the 8 steps as one program in CNPC's training catalog.

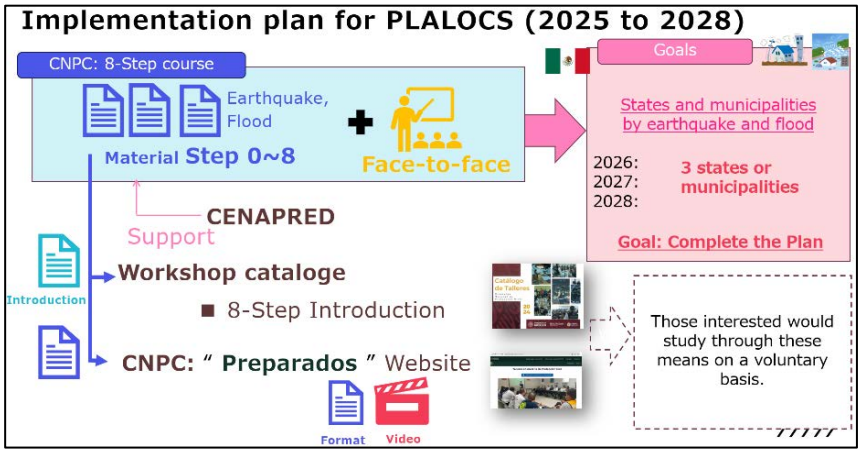



Figure 2.5 Summary of Implementation Plan

Source: The Project Team

#### (2) Challenges and Actions

Dissemination and development of local DRR plans were considered focusing on the face-to-face training of CNPC. However, even if CNPC conducts training each year, the number of cities that can be trained per year is limited to 3 to 4 cities, considering the follow-up on brushing up the contents of the local DRR plan. In addition, through the training for the second pilot sites, it was confirmed that even if the state sele cts cities for training, if the city officials do not have a strong motivation to develop a

local DRR, there is a possibility that they will drop out of the training midway. From this, the importance of selecting cities with high motivation to develop a local DRR plan was reaffirmed. Furthermore, although JICA expert team have been discussing and advancing the contents of the training implementation plan with CNPC, the issue was that after May 2024, there has been an increase in the number of dispatches to the field in response to natural disasters occurring in a wide area of the country, making it difficult to jointly consider and advance the contents of the plan.

Given these circumstances, it came to the conclusion that the training materials created by the project shall not be limited to CNPC's face-to-face training, but rather were made accessible online, with the aim of expanding the materials nationwide so that interested provinces and cities could easily learn about the methods and content of disaster prevention plan formulation. By providing an 8-step introduction lecture as one of the training courses in CNPC's training catalog, provinces and cities that plan to attend CNPC's face-to-face training, or provinces and cities that wish to formulate local DRR plans, will be able to understand the purpose and content of local DRR plan formulation, and use this information to decide whether to attend face-to-face training, and also to create an opportunity to start formulating a local DRR plan on their own.

In the process of formulating the training implementation plan, in addition to face-to-face and online discussions, opinions were exchanged in the form of written documentation and shared as documents. This enabled C/Ps to consider the content at their own time, making the plan more efficient. We created an environment where various opinions and ideas could be shared, and devised ways to proceed with activities without any misunderstandings between each other.

### 2.5.6. Hold a national forum to disseminate the methods for formulating Local DRR Plans and training program (Activity 4-6)

#### (1) Activities

In a discussion with the CNPC PM in March 2024, it was proposed to hold a National Civil Protection Forum in October 2024, which brings together the heads of civil disaster prevention bureaus from 32 states nationwide, which CNPC holds annually, and to conduct outreach activities on the formulation of local DRR plans in conjunction with the forum. The forum will then be held in Baja California in May 2024 before the rainy season. During the PM's presentation, it was explained that the First Pilot Areas in this project had formulated a local DRR plan, and that a training program would be created with the aim of expanding it nationwide in the future.

Presentation by PM at National Forum 2024

In May 2025, the National Civil Protection Forum, organized by CNPC, was held in Mérida, Yucatan, for three days to coincide with the start of the rainy season and tropical cyclone season, and attracted many participants from state civil protection offices, local governments (state and municipality), and DRR organizations from across the country. DGPC of CNPC organized a session on local DRR plans, which took place in the morning of May 9.

In this session, an overview of the local DRR plans and related projects, the results of the First and Second Pilot Areas, and the status of their reflection in higher-level plans were introduced. There was an active opinion exchange and a Q&A session with participants from each state. In addition, the venue was used to widely publicize the 8-step method for formulating local DRR plans and project activity

explanation materials through the display of posters and the distribution of materials, and dissemination activities were also carried out.

Approximately 120 people from 22 states participated in the local DRR plan session at the forum, marking an important step in the formulation of local DRR plan and dissemination toward nationwide implementation.

Session on local DRR planning at the National Civil Protection Forum (Merida, Yucatan)

### (2) Challenges and Actions

JICA project team have been asking CNPC about the timing of holding the national forum since November 2024; however, due to frequent natural disasters, it has been difficult for CNPC to consider it. Therefore, we considered and proposed to CNPC to hold the forum independently in the project or jointly with the National Civil Protection Forum that CNPC is currently holding. If the forum is to be held independently in the project, we proposed a hybrid format to reduce the burden on CP and make it easier for states and cities across Mexico to participate.

The purpose of the presentation at the National Civil Protection Forum was to promote the project nationwide, but it also served as a forum to introduce the results of the local DRR plans formulated by the first and second pilot sites of the project, to recognize and praise their efforts in formulating the plans, and to motivate them to implement the contents of their future disaster prevention plans.

## 2.5.7. Carry out the training to the Second Pilot Areas (Activity 4-7)

### (1) Activities

The training for the second pilot area was conducted in four sessions according to the schedule shown in Table 2.17. The common flow of the local DRR plan formulation training was one lecture per day. The lecture on the content of each step was conducted by CNPC, and case studies were introduced by technical support organizations and the First Pilot Areas. After the lecture, each city proceeded with writing down the contents in the local DRR plan format with the advice of the First Pilot Areas. After the training, each second pilot area submitted the description of the corresponding step to CNPC by the deadline. CNPC and the JICA experts provided comments, and each Second Pilot Areas returned the revised plan based on the comments. The first day of the next training was used as a time to revise the returned plan, aiming to finalize each step. During the training, time was set aside for free discussion on DRR themes related to each step, based on the circumstances and examples of each city, not only for the First Pilot Areas but also for the Second Pilot Areas, which was an opportunity to deepen understanding of hazard information and DRR measures. The main points of each training course are summarized below.

Table 2.17 Training schedule for the Second Pilot Areas

| | Event period | 8-step training content |
|---|---|---|
| 1 | March 11-13, 2024 | Steps 0, 1, 2 |
| 2 | May 13-15, 2024 | Step 3 and 4 |
| 3 | November 19-21, 2024 | Steps 5 and 6 |
| 4 | March 24-26, 2025 | Steps 7 and 8 |

Source: The Project Team

In the lectures of the first training (Steps 0, 1, and 2), with the aim of implementing the training in line with Mexico's resources, the method of using the National Risk Atlas was introduced in Step 1, and the use of iGOPP and disaster risk and risk management indicators (IGR) in Step 2. After the training, CNPC also conducted a supplementary online lecture for Acapulco City, Guerrero State, which did not participate in the first training for formulating a local DRR plan.

In the lectures of the second training (Steps 3 and 4), as an introduction, exercises were conducted on identifying organizations involved in DRR and their roles. Also, technical support organizations introduced the system of DRR measures in Mexico and examples of the Mexican federal level projects that contributed to DRR. From the third training, SEDATU has newly cooperated, and it has been decided that the perspective of land use will be incorporated into future training.

In the third training (Steps 5 and 6), due to the lack of understanding of steps 1-4, a review session was hold to revise the contents of the local DRR plans by the Second Pilot Areas. During the revision time, CNPC C/Ps were appointed to each city as facilitators to support them. In the lectures, CONAGUA explained the implementation status of flood control projects, CNPC explained examples of earthquake countermeasures in Mexico, and SEDATU explained the official standard NOM006, which requires disaster risk to be taken into account in land use. In the exercises, participants brainstormed their DRR measures and wrote their ideas on sticky notes on large poster boards to organize their ideas.

In the fourth training (Steps 7 and 8), the DRR fund managed by CNPC was introduced as a federal-level DRR budget that can be used by each state and city, and participants were given information on its structure and application procedures. As this was the final training on DRR planning, participants shared what they learned from the training and the benefits of DRR planning. With the fourth training, the training on local DRR planning for all second pilot area will be completed. By April 2025, the secondary pilot regions prepared Steps 7 and 8 and revise other parts, after which the C/P and JICA experts reviewed them. After these procedures, the local DRR plans (drafts) for the second pilot area were formulated in May.

First training session (March 2024)

Second training session (May 2024)

Third training session (November 2024)

Fourth training session (March 2025)

Local DRR plan formulation training for the second pilot area (at AMEXCID)

### (2) Challenges and Actions

Although CNPC led the training of the Second Pilot Areas, the understanding of city officials in the Second Pilot Areas was not smooth compared to the First Pilot Areas, and the content of the submitted DRR plans was insufficient. In addition, Hurricane Otis occurred in October 2023, caused great damage in Acapulco City, Guerrero State. It was sometimes difficult for them to participate the training due to disaster response and reconstruction support that occurred during the training period.

In response to these circumstances, CNPC and JICA experts decided to assign a person in charge of each city to support them as a facilitator. On the first day of each training session, one-on-one review session with CNPC was set to revise the contents of the local DRR plans written by each city. In order to conduct these one-on-one sessions, CNPC understanding on 8 steps and the skills as instructors needed to be improved, JICA experts and CNPC reviewed the submitted local DRR plans in advance and clarified essential correction points. CNPC was asked to take the initiative in providing comments with supplementary comments by JICA experts.

Revision of local DRR plan by CNPC and Second Pilot Areas

In addition, in cases where the Second Pilot Areas were unable to participate in the training, CNPC provided online supplementary sessions and created a structure that provincial officials shall follow up the absent city after the training. With lead of CNPC and the province, a support system was established to ensure that all Second Pilot Areas were able to complete the 8 steps.

# Chapter 3 Challenges, Actions, and Lessons Learned in Project Implementation and Management

## 3.1. Continuous Participation of Local Governments in Training Courses on the Formulation of Local DRR Plans and Promotion of Plan Development

### (1) Challenges

During the implementation of training on the formulation of local DRR plans, some pilot municipalities encountered difficulties in maintaining consistent participation in the training sessions. There were also cases where delays occurred in the planning process. This issue was particularly evident in some municipalities from the Second Pilot Areas.

The main cause has been the lack of human resources in the civil protection office (responsible for DRR). Several background factors can be identified:

- The targeted regions experience frequent natural disasters, and the damage caused by these events has become increasingly severe.
- A large portion of time and effort is devoted to responding to frequent disasters, making it difficult to allocate sufficient resources to routine duties and the planning process.
- Due to the understaffing of disaster management departments, it has become difficult to secure personnel with expertise and experience in DRR-related tasks.

These challenges not only impact on the implementation of the training workshops under the current Project but may also affect the broader dissemination and implementation of local DRR plans throughout the country.

### (2) Actions and Lessons Learned

In response to this situation, the Project implemented measures to address delays in the development of plans and the difficulties in ensuring continuous participation of municipalities in the workshops.

First, a mechanism was established to train officials from the state-level DRR departments so that they could support and assist municipal officials in the formulation of their plans. In addition, a system was introduced to share workshop content and provide individualized follow-up support when municipal officials were unable to attend due to emergency response duties in their jurisdictions or other reasons. These mechanisms were put in place following agreements with the state governments.

Mexico has a protocol for administrative communication and information transmission, in which information is conveyed from the federal government to the state governments, and from there to the municipal governments. Therefore, smooth coordination between state and municipal governments is essential. To this end, the Project promoted joint participation of both state and municipal representatives to strengthen mutual cooperation and facilitate the formulation process of local DRR plans.

It is considered that the active involvement of state governments will be key to success in other regions facing similar challenges. This experience can be widely applied in the future to promote the development of local DRR plans and the implementation of projects in Mexico.

## 3.2. Implementation of Training on the Formulation of Local DRR Plans Adapted to the Civil Protection Offices of Municipalities in Mexico

### (1) Challenges

Training and the formulation of local DRR plans in the First Pilot Areas began in March 2023, and three workshops were conducted by November of the same year. Participants completed the draft of their respective plans in December 2023, spending nearly eight months on this work. Among the state and municipal-level participants from the First Pilot Areas were individuals who had previously taken part in JICA's Knowledge Co-Creation Program on "Comprehensive Disaster Risk Management in Latin America". Their involvement facilitated the exchange of information regarding the training content and plan formulation methods, contributing to the successful development of the plans.

Subsequently, starting in March 2024, workshops for the Second Pilot Areas were conducted with the Mexican counterparts taking a leading role. These workshops were carried out with a more flexible schedule, drawing on the experience from the First Pilot Areas, and concluded in March 2025. After approximately one year and two months of work, the draft plans were formulated in May of the same year.

As noted in section 3.1 "Continuous Participation of Local Governments in Training Courses on the Formulation of Local DRR Plans and Promotion of Plan Development" the training for the Second Pilot Areas faced several challenges, including delays in plan formulation by some municipalities due to emergency response obligations or a lack of human resources. It was also observed that some participants struggled to fully absorb the training content, making it necessary to revise and correct the draft plans through multiple sessions, both in-person and online.

Additionally, many of the participants in the Second Pilot Areas were officials in charge of municipal fire departments, who had little or no prior experience in the formulation of local DRR plans.

### (2) Actions and Lessons Learned

In response to this situation, officials from the First Pilot Areas who had participated in the workshops were asked to take an active role in the implementation of the workshops for the Second Pilot Areas, providing guidance, feedback, and sharing their experiences. Accordingly, participants from the First Pilot Areas joined the groups from the Second Pilot Areas to carry out the exercises together and provided concrete and effective support, including technical assistance and knowledge exchange at each step of the process. Thanks to this initiative, participants from the Second Pilot Areas were able to make progress in developing their plans by learning from previous examples.

The overall goal of the Project is to promote the formulation of local DRR plans and the implementation of the proposed projects. It was reaffirmed that the transfer of knowledge and experience acquired by local governments (state and municipality) that have undertaken such initiatives is extremely valuable for future scaling and dissemination.

Moreover, through the training provided to the Second Pilot Areas, it became evident that officials in charge of civil protection (responsible for DRR) in small Mexican municipalities may lack sufficient knowledge and experience in DRR. This was Mexico's first experience in independently formulating DRR plans, including the development of an appropriate training approach. In this sense, it served as a valuable opportunity to gain knowledge and experience that will be useful for future training activities and plan formulation efforts.

## 3.3. Project Implementation System Involving Multiple Stakeholders

### (1) Challenges

Multiple technical institutions, as well as state and municipal governments, were involved in the present Project, resulting in a diverse group of signatories to the JCC Minutes. The signatories from the relevant agencies—such as CNPC, AMEXCID, CONAGUA, and CENAPRED—were all at the level of Director General. It was decided to include the pilot state governments as signatories to the JCC Minutes, as securing their commitment to the formulation of local DRR plans together with the municipal governments was deemed necessary. As a result, the JCC Minutes were ultimately signed by nine organizations.

However, due to the geographic distance of the pilot states, it was not feasible for their representatives to travel to the capital each time to attend the JCC meetings. Therefore, it was decided that the signatures would be collected by postal mail. During this process, unforeseen circumstances occurred—such as the hospitalization of one of the signatories—which caused a temporary interruption in the procedure. Ultimately, it took about five months to complete the collection of all signatures.

### (2) Actions and Lessons Learned

Before the JCC meeting was held, a draft of the document was sent to all relevant institutions, and they were asked to review its contents. Furthermore, due to Mexico's geographical limitations, it was not feasible for all pilot states and municipalities to attend the JCC meetings in person. Therefore, a hybrid format combining in-person and online sessions was adopted.

In the Project context, it is customary for Directors General of the relevant institutions to be the official signatories of formal documents, including the JCC Minutes. As a result, all institutions involved in the Project became signatories, which led to a lengthy coordination and administrative process. For the implementation of future projects in Mexico, it is recommended that a consensus be reached among stakeholders to establish a system in which the Minutes are signed only by a minimum number of representative institutions—such as JICA, AMEXCID, and CNPC in this case—thereby avoiding the need for all participating entities to sign the documents.

# Chapter 4 Achievement of the Project

## 4.1. Achievement of Outputs

### 4.1.1. Achievement of Output 1

The activities aimed at achieving Output 1 consisted of systematically establishing the objectives, methods, and plans for the formulation of local Disaster Risk Reduction (DRR) plans, and of preparing the operational framework for their implementation in the First Pilot Areas.

The first workshop was held with the objective of sharing an overview of the 8-step methodology for the formulation of local DRR plans and strengthening a common understanding among stakeholders of the importance of preventive investment in DRR.

An analysis was carried out on the current state of formulation of local DRR plans in Mexico, as well as a policy and governance analysis by state, to identify challenges. Activities were then undertaken to initiate the plan formulation process in the First Pilot Areas (at the state and municipal levels). Through these activities, a schedule for the formulation of local DRR plans in the First Pilot Areas was developed under the initiative of CNPC, defining the operational framework for implementation, the entities responsible for plan formulation, and the institutions providing technical support. The work schedule included a one-year period for plan development, from the holding of workshops to the completion of draft plans.

In addition, a roadmap was developed outlining the key steps for the approval and implementation of the plans prepared in the pilot municipalities. It is important to promote the approval process of the formulated local DRR plans to incorporate their contents into higher-level state or municipal plans, thus ensuring their dissemination and sustainability. The prioritized implementation of projects proposed in the plans, along with the promotion of budgetary measures, constitutes an incentive for municipalities and contributes to encouraging the plan formulation process. Table 4.1 summarizes the level of achievement of the indicators and the challenges related to Output 1.

Table 4.1 Achievement of Output 1

| Output | Indicator | Achievement | Challenges |
|---|---|---|---|
| 1. In the First Pilot Areas, an implementation system is organized to make Local DRR Plans with its own goals, methods, work schedules and identified role of the institutions involved. | ▪ 1-1. Roadmap or action plan for the formulation, approval, and implementation of Local DRR Plans, which identifies role of the institutions involved. | ▪ 1-1. An action plan was developed, including a roadmap for the formulation, approval, and implementation of the local DRR plans (100%). | ▪ Follow-ups will be carried out in each of the First Pilot Areas, even after the completion of the Project, regarding the incorporation of the local DRR plans into higher-level plans and their approval by the city council. |

Source: Project Team

### 4.1.2. Achievement of Output 2

The First Pilot Areas (Mexico City and the State of Chiapas) completed draft local DRR plans, including specific risk reduction measures for earthquakes (Mexico City) and floods (the State of Chiapas), almost on their own through the two training sessions and subsequent corrections to the drafts by JICA short-term experts.

In the future, it will be necessary for the First Pilot Areas to develop a system and budgetary measures,

including monitoring, to support the steady implementation of the specific risk reduction measures proposed in the draft DRR plan as projects, rather than just formulating the DRR plans.

In Mexico, although there are action plans for post-disaster emergency response, there are no local DRR plans that include disaster mitigation and preparedness. This training not only helped the First Pilot Areas to develop their own draft DRR plans but also served as a basis for the future CNPC training for municipality on local DRR planning. Table 4.2 summarizes the progress and challenges based on the indicators for Output 2.

Table 4.2 Achievement of Output 2

| Output | Indicator | Achievement | Challenges |
|---|---|---|---|
| 2. In the First Pilot Areas, Local DRR Plans are formulated, with concrete risk reduction measures of a specific disaster such as earthquake and flood | ▪ 2-1. Local DRR Plans formulated by the First Pilot Areas, with concrete risk reduction measures. | ▪ 2-1. Local DRR plans with specific risk reduction measures were developed by the First Pilot Areas (100%). | ▪ It is necessary to establish a system, including monitoring, and take budgetary measures to steadily implement the specific DRR measures proposed in the First Pilot Areas through the formulation of local DRR plans. |

Source: The Project Team

### 4.1.3. Achievement of Output 3

Output 3 consists of conducting a workshop to "develop a monitoring sheet to evaluate the implementation of the local DRR (Disaster Risk Reduction) plans (Step 8)," which represents the final stage in the process of formulating these plans. The aim is to ensure that the municipalities drafting local DRR plans understand the plan management methodology during the implementation phase (including the processes and systems required for plan execution, monitoring methodology, review procedures, etc.), and based on this understanding, examine the systems for implementation and review of the plans.

In the training workshops, participants from the First Pilot Areas (State of Chiapas and Mexico City) engaged deep discussions on the implementation, monitoring, and review of their respective plans. They drafted the monitoring sheet and ultimately wrote the final chapter of the draft local DRR plans, thus completing the documents. Table 4.3 summarizes the degree of achievement of the indicators and the challenges related to Output 3.

Table 4.3 Achievement of Output 3

| Output | Indicator | Achievement | Challenges |
|---|---|---|---|
| 3. A monitoring sheet is made by the project, to evaluate the implementation of Local DRR Plans. | ▪ 3-1. Monitoring sheet to evaluate the implementation of the Local DRR Plans. | ▪ 3-1. The monitoring guidelines for the local DRR plans (Step 8) were defined, and the draft of the monitoring sheet was prepared (100%). | ▪ Once the plans have been finalized, it is necessary to strengthen the implementation of monitoring in coordination with the relevant institutions, through the approval of the local DRR plans, their incorporation into higher-level plans, and |

| Output | Indicator | Achievement | Challenges |
|---|---|---|---|
| | | | their promotion in city council. |

Source: The Project Team

### 4.1.4. Achievement of Output 4

CNPC and JICA expert team created a training schedule for the second pilot area, with a total of four training sessions over the course of one year, and later created training materials while preparing for each training session. The base content of the training program was what the experts had prepared for the training in the first pilot area; however, CNPC also revised it to incorporate Mexican laws and regulations, DRR systems, DRR policy examples, background, and examples of local DRR plans prepared by the first pilot area. After the training, reviewing the content of the training materials and the format for the local DRR plan formulation and taking into account the issues of local DRR plan formulation process in the second pilot area, CNPC made improvements to make them more understandable and practical.

A training implementation plan for 2025-2028 was created together with CNPC, with the aim of expanding local DRR plan formulation nationwide by utilizing the training materials created. CNPC will be the main body implementing the training program, with the goal of formulating plans in at least three provinces or three cities by 2028. Based on the training experience in the second pilot area, it was decided to place emphasis on dialogue with provinces and select cities with a high level of interest. In addition, it was decided not to include uncertain content in the implementation plan, and to select the target provinces and cities at the training implementation stage. Table 4.4 summarizes the progress and challenges based on the indicators for Output 4.

Table 4.4 Achievement of Output 4

| Output | Indicator | Achievement | Challenge |
|---|---|---|---|
| 4. A training program is designed based on the methodology for making Local DRR Plans and empirical knowledge of the First Pilot Areas. | ▪ 4-1. Development of training plan for making Local DRR Plans with curriculum, and list of instructors and materials.<br>▪ 4-2. Implementation plan for 2025-2028, including responsible organization(s) and possible target states/municipalities. | 4-1. A training plan was developed with a curriculum, instructor resource list and materials list (100%).<br>4-2. A training implementation plan for 2025-2028 was formulated (100%). | ▪ Regarding the training implementation plan for 2025-2028, the target states and municipalities were also considered. However, since the C/P did not want to state anything that was uncertain, this was not stated, and only numerical targets were stated. |

Source: The Project Team

## 4.2. Achievement of the Project Purpose

The goal of this project is to develop local DRR plans including specific DRR measures in the First Pilot Areas (states and cities) and to systematize the formulation method as a training course. These goals consist of two axes: "formulation of local DRR plans" and "creation of training implementation plans."

Local DRR plans in the First Pilot Areas were formulated in Tuxtla Gutierrez City, Chiapas State, and Mexico City through local DRR plan formulation training. In addition, the training implementation plan

was compiled as a training implementation plan together with teaching materials, with the training program developed through training for the Second Pilot Areas implemented from March 2024 based on the results of the training in the First Pilot Areas. The training results obtained at each step were reflected in the improvement of teaching materials and programs and updated.

Some progress was also made in terms of the implementation of local DRR plans. In Tuxtla Gutierrez City, Chiapas State, the formulated local DRR plan was incorporated into the state's land use development plan, and a management budget was allocated. In addition, some countermeasures based on the plan have already been started using the city's budget. Meanwhile, Mexico City plans to introduce its local DRR plan to the city council starting in 2025, and has presented an action plan for earthquake countermeasures.

The plan is to utilize the formulated training implementation plan and training materials, including video materials, to promote training for other local government (state and municipality) after 2025, thereby aiming to disseminate the local DRR plan nationwide. Table 4.5 summarizes the progress and challenges based on the indicators for the project purpose.

Table 4.5 Achievement on the Project Purpose

| Project Purpose | Indicator | Achievement | Challenges |
|---|---|---|---|
| ▪ 1. Formulate Local Plans of DRR with concrete risk reduction measures and identify the role of each institutions involved.<br>▪ 2. Design a training program using the methodology for making Local Plan of DRR. | ▪ 1. Local DRR Plans and their roadmaps made, at least, by the two First Pilot Areas.<br>▪ 2. Training plan and its implementation strategy made by CNPC and CENAPRED. | ▪ 1. Local disaster prevention plans were formulated in the First Pilot Areas of Chiapas State and Mexico City. (100%)<br>▪ 2. A training implementation plan for formulating local DRR plans was formulated (100%). | ▪ Continue to approach to obtain the approval of local DRR plan of the First Pilot Areas at their local assembly and to be included in the higher-level plan. For large-scale projects that require collaboration with the federal government, it is desirable to have city and state cooperation to secure budgets and promote the project implementation. |

Source: The Project Team

# Chapter 5 Recommendation to Achieve Overall Goal

## 5.1. Overall Goal and Indicators

The Overall Goal and the verifiable indicators, shown in Table 5.1, were established to assess the sustainable manifestation of project outputs by Mexico and to evaluate horizontal expansion after the completion of the Project.

CNPC has worked in a committed and proactive manner across all Project activities and is going beyond the Project's original scope by initiating new actions to strengthen disaster risk management capacities at the local government (municipality) level.

Table 5.1 Verifiable Indicators of the Overall Goal

| Overall goal | Verifiable indicators |
|---|---|
| Promote, through the formulation of Local Plans of Disaster Risk Reduction (DRR) in Mexico, investment for disaster risk reduction, prior to the occurrence of disaster. | 1. At least 2 cities of the First and Second Pilot Areas have submitted a funding proposal/request for one of their priority measures by June 2028, either with international, national, state, or municipal financial authorities.<br>2. At least 2 cities of the First and Second Pilot Areas have implemented one of their priority measures (either structural or non-structural) by June 2028.<br>3. At least 3 states or municipalities outside the First and Second Pilot Areas have been trained and learned the methodology of Local DRR Plans by June 2028. |

Source: Project Team

Based on the content of the overall goals and indicators, the following are recommendations for achieving the overall goals.

## 5.2. Recommendations for the Nationwide Dissemination of Local DRR Plan Formulation

### ■ Training in the Formulation of Local DRR Plans for the 2025–2028 Period

With the aim of promoting investment in disaster risk reduction through the formulation of local DRR plans, as defined in the Project's Overall Goal, CNPC will conduct workshops on the formulation of local DRR plans using the 8-step methodology based on the training implementation plan developed through Activity 4-5. Although the states and municipalities to participate in the face-to-face workshops through 2028 have not yet been identified, it is considered essential that both state and municipal governments participate jointly. This will help ensure that state officials understand and take ownership of the contents of municipal DRR plans and will facilitate more effective support from the state level to municipalities. This point was confirmed as an effort toward achieving the project's Overall Goal at Meeting to Share the Results and Progress of the Project held on March 28, 2025.

Furthermore, it is important that the training not be limited solely to staff from DRR departments. Instead, personnel from other relevant municipal departments should also be involved. This inclusive approach helps all municipal officials better understand the DRR plans and prevents interruptions in the planning process during emergencies, which often require the reassignment of personnel to disaster response duties.

As for the selection of eligible municipalities for training, one viable option would be to target those municipalities that have not yet formulated their plans but belong to the states that participated in the Project as pilot sites (Chiapas, Guerrero, and Veracruz). This approach is appropriate, as these municipalities are already familiar with the activities undertaken and have shown strong interest in

formulating their own plans, thereby facilitating the implementation of future actions.

### ■ Initiatives Related to DRR Planning Training Beyond 2028

As part of efforts to further expand nationwide dissemination after 2028, the following measures are recommended:

- Development of training materials related to other types of disasters

Although the teaching materials developed under the present Project focused on seismic disasters and floods, it is considered necessary to also create materials on other types of disasters—such as tsunamis, volcanic eruptions, landslides, and mudslides—in order to achieve nationwide dissemination.

- Development of a Training-of-Trainers Program at the State Level

Mexico has approximately 2,500 municipalities. Cooperation and coordination between state and municipal governments are essential to promote the nationwide formulation of local DRR plans at the municipal level. After gaining experience in implementing in-person training programs, it is recommended that CNPC design a Training-of-Trainers program targeting state-level officials responsible for DRR. Furthermore, a system should be established whereby state governments can provide technical assistance to municipal governments in the development of their local DRR plans.

- Conversion of the Training Program into a Self-Study Online Course

To enable each municipality to learn in its own way and make progress in formulating their DRR plans, it is recommended to develop a self-study online course on the formulation of local DRR plans, based on the experience gained from the training programs implemented to date. It is also recommended that these courses be published on the CNPC's website "Preparados" or integrated into the ENAPROC program.

### ■ Creation of Incentives for the Formulation of DRR Plans

Various approaches can be considered as incentives for the formulation of DRR plans. For example, in the case of the Preventive Fund, it is recommended that the existence of a DRR plan be one of the evaluation criteria for approving funding requests, so that the formulation of such plans helps secure budget allocations. This is also useful for evaluators, as it makes clear that the funding request is based on a DRR plan that considers disaster risks and project prioritization, rather than on an ad hoc request, thereby ensuring a more efficient use of available resources. CNPC will continue to consider the idea of publishing on its website the names of local governments that are formulating Local DRR Plan as an incentive.

To further encourage the development of DRR plans, it is proposed that CNPC continue to present good practices in the formulation and implementation of these plans at the National Civil Protection Forum, recognizing the efforts and achievements of municipalities with the aim of fostering the creation of model municipalities in DRR at the national level.

## 5.3. Recommendations on the Approval, Budgeting, and Implementation of DRR Plans in Mexico

### ■ Ensure the operational system for implementing DRR plans

The First and Second Pilot Areas that developed their DRR plans under this Project will process their approval, budget allocation, and implementation. It is essential that municipal officials make every effort to clearly explain the content and objectives of the DRR plan to the Municipal Assembly and the DRR

Council to obtain their understanding and approval. In addition to the relevant departments, the municipal assembly, and strategic actors, it is also essential to involve DRR committees—if they already exist—in order to leverage their roles in promoting better understanding and facilitating the approval of DRR plans. For example, the roadmap for the approval of the plan for Mexico City, one of the First Pilot Areas, included presenting the plan to the City Resilience Council. If there is no municipal DRR committee, it is important to establish a new commission to serve as the central body responsible for overseeing and monitoring the projects included in the plans, to ensure the effective and sustained implementation of DRR actions.

In addition, responses to budget requests or project implementation may vary by state or municipality, including the legal status given to DRR plans. Therefore, it is important for each municipality to find the appropriate methods for its situation and move forward with the implementation of actions.

The experience in the city of Tuxtla Gutiérrez, one of the First Pilot Areas, showed that in Mexico, DRR plans should be approved and incorporated into the development plan of the corresponding municipality to receive budget allocations. In the case of the Tuxtla Gutiérrez city plan, it was decided to incorporate it not only into the municipal plan but also into the state development plan, which allowed for the allocation of a budget for the implementation of the plan and the execution of the proposed projects. Incorporating the DRR plan as part of the municipal or state development plan can be an effective option, as in the case of the city of Tuxtla Gutiérrez. Furthermore, even in the case of municipal DRR plans, it is important to explain their content and scope to state authorities so that they understand them, as their understanding is key to ensuring budget allocation and project implementation at the state level.

### ■ Use of existing budget for DRR

With regard to obtaining a budget for the implementation of proposed actions, the first source of financial resources would be the municipal infrastructure budget. To this end, as indicated above, it is important to clearly define the justification of the plans and incorporate them into the budgetary framework. There are other sources of funding available, such as the federal government's Preventive Fund and the state budget for DRR, which is separate from the fund allocated for emergency response. Below are recommendations related to the use of these financial resources.

- Use of the national preventive fund for DRR (Programa Fondo de Prevención de Desastres Naturales (FOPREDEN))

The Preventive Fund is a fund accessible to federal government agencies, national and regional research institutes, and state government agencies. When a municipality wishes to use this fund, it can submit a request through the state government, which then takes on the necessary paperwork and implementation of the projects. This means that close cooperation between state and municipal governments is necessary, without which it is difficult to carry out projects. Currently, there are few cases in which municipalities have used resources from the Prevention Fund.

In addition, the requirements for accessing resources from the Prevention Fund are very demanding for municipalities, which is another limiting factor. One of the main reasons why municipal applications are often rejected is that the evaluation criteria require the existence of a risk map prepared within the last five years. In reality, very few municipalities have prepared such maps. Therefore, the first step in accessing the Preventive Fund is to submit a request for the preparation of risk maps.

Given this limitation, it would be advisable to modify the current system by reducing the access requirements in order to facilitate municipalities' access to the Fund. One example would be to relax the requirement regarding the risk map from five to ten years. In discussions with the CNPC personnel from General Directorate of Risk Management, it was noted that because these application requirements are

set by law, any changes would take time, including by approaching politicians. It would also be useful to create a system that allows municipalities to apply for resources from the Prevention Fund directly, without going through the state government. This change would allow municipalities to ambitiously promote DRR projects on their own initiative.

- Use of the state budget for DRR

An ambitious application of the state budget for DRR is also a valid and important option. For example, in the state of Guerrero, the law mandates the allocation of a state budget for DRR, which may also be used to fund municipal-level projects in this area. However, to date, the focus has primarily been on emergency response, and there are only a few cases in which the state budget has been used for preventive investments, its use at the municipal level is virtually nonexistent.

Looking ahead, it is essential to quantify the DRR funds available at the state level and determine what portion of this budget can be allocated to municipalities. In turn, municipalities should stay informed about these trends and make appropriate use of the available resources. Additionally, it is crucial that the state provides municipalities with clear and up-to-date information on available budgetary resources and ensures this information is disseminated widely and accessible.

Given these circumstances, it is considered important for state governments to support municipalities in allocating DRR budgets. To achieve this, municipalities must share accurate information with the state on the projects proposed in their DRR plans, including their order of priority, and actively promote these projects through broad dissemination efforts.

Furthermore, technical and administrative support must be provided so that both state and municipal governments can effectively manage funding requests submitted to the Preventive Fund, while also ensuring municipalities gain access to the state budget. Local DRR plans may include projects whose implementation falls under the responsibility of the state government. In this regard, it is essential that state and municipal authorities engage in comprehensive dialogue and work closely together, ensuring that the state commits to implementing such projects with determination and accountability.

# Annex

# Project Design Matrix (PDM)

# Project Design Matrix

Ver.4, Dated January 15, 2025

Project Title: Project for Strengthening of the Disaster Risk Reduction Governance in Mexico
Executive Agency: Federal Level: National Coordination of Civil Protection (CNPC), Secretary of Security and Citizen Protection
Collaborating Agency: Mexican Agency for International Development Cooperation (AMEXCID)
Target Group: National Water Commission (CONAGUA) and National Center for Disaster Prevention (CENAPRED)
Technical and Management level: personnel of Mexico City and State of Chiapas
Target Area: Mexico City, State of Chiapas (First Pilot Areas), States of Veracruz and Guerrero (Second Pilot Areas)
Cooperation Period: 36 months (3 years)

| Narrative Summary | Objectively Verifiable Indicators | Means of Verification | Important Assumption |
|---|---|---|---|
| **Overall Goal**<br>Promote, through the formulation of Local Plans of Disaster Risk Reduction (DRR) in Mexico, investment for disaster risk reduction, prior to the occurrence of disaster. | 1. At least 2 cities of the First and Second Pilot Areas have submitted a funding proposal/request for one of their priority measures by June 2028, either with international, national, state, or municipal financial authorities.<br>2. At least 2 cities of the First and Second Pilot Areas have implemented one of their priority measures (either structural or non-structural) by June 2028.<br>3. At least 3 states or municipalities outside the First and Second Pilot Areas have been trained and learned the methodology of Local DRR Plans by June 2028. | '- DRR reports of the First and Second Pilot Areas<br>- Project Completion Report<br>- Project Monitoring Sheet | State and local governments have sufficient budget for the implementation of local DRR plans. |
| **Project Purpose**<br>1. Formulate Local Plans of DRR with concrete risk reduction measures and identify the role of each institutions involved.<br>2. Design a training program using the methodology for making Local Plan of DRR. | 1. Local DRR Plans and their roadmaps made, at least, by the two First Pilot Areas.<br>2. Training plan and its implementation strategy made by CNPC and CENAPRED. | '- Project Completion Report<br>- Project Monitoring Sheet | |
| **Outputs**<br>1. In the First Pilot Areas, an implementation system is organized to make Local DRR Plans with its own goals, methods, work schedules and identified role of the institutions involved. | 1. Roadmap or action plan for the formulation, approval, and implementation of Local DRR Plans, which identifies role of the institutions involved. | '- Project Completion Report<br>- Project Monitoring Sheet | |
| 2. In the First Pilot Areas, Local DRR Plans are formulated, with concrete risk reduction measures of a specific disaster such as earthquake and flood. | 1. Local DRR Plans formulated by the First Pilot Areas, with concrete risk reduction measures. | '- Project Completion Report<br>- Project Monitoring Sheet | |
| 3. A monitoring sheet is made by the project, to evaluate the implementation of Local DRR Plans. | 1. Monitoring sheet to evaluate the implementation of the Local DRR Plans. | '- Project Completion Report<br>- Project Monitoring Sheet | |
| 4. A training program is designed based on the methodology for making Local DRR Plans and empirical knowledge of the First Pilot Areas. | 1. Training plan for making Local DRR Plans with curriculum, and list of instructors and materials.<br>2. Implementation plan for 2025-2028, including responsible organization(s) and possible target states/municipalities. | '- Project Completion Report<br>- Project Monitoring Sheet | |

| Activities | Inputs | | Pre-conditions |
|---|---|---|---|
| | Japanese Side | Mexican Side | |
| 1-1 Hold a workshop about the methodology for making Local DRR Plans.<br>1-2 Collect and organize the information about current situation of making Local DRR Plans at state and municipal level in Mexico.<br>1-3 Analyze issues related to the development and implementation of Local DRR Plans and identify the related institutions that could be involved for formulating Local DRR Plans, based on the information collected with the activity 1-2.<br>1-4 Make a roadmap or action plan for formulating Local DRR Plans with the related institutions identified in the activity 1-3.<br>2-1 Hold a second detailed workshop on the methods for formulating Local DRR Plans.<br>2-2 Collect and analyze information on hazard and risk assessment of the First Pilot | (1) Assignments of Experts<br>One long-term expert<br>-Project Coordinator (36 months)<br>Three short-term experts<br>-Earthquake DRR Plan<br>-Flood Control Measures | (1) Assignment of Counterpart Personnel<br>- Project Director<br>- Project Manager<br>- Two Project Officers<br>(2) Office space and facilities for Japanese experts (basic operation cost)<br>- Office space and facilities<br>- Utilities and Internet connections<br>(3) Local cost for project | The project activities development would not be adversely affected by the epidemiological situation of COVID-19. |

| | | | |
|---|---|---|---|
| Areas at state and municipal level. | -DRR Investment Promotion<br>(2) Equipment<br>-N/A<br>(3) Training for counterpart personnel in Japan<br>-8 steps for making Local DRR Plans and DRR policy at national and local level<br>-Hazard identification in earthquakes and floods<br>-DRR planning with structural and non-structural countermeasures | implementation | |
| 2-3 Collect and organize information about all DRR projects with structural measures implemented by the Federal and State Governments in the First Pilot Areas. | | | |
| 2-4 Identify the residual risks based on the information obtained in the activities 2-2 and 2-3. | | | |
| 2-5 Examine and prioritize countermeasures to implement in the First Pilot Areas. | | | |
| 2-6 Formulate a structural countermeasure proposal analyzing the engineering process and budget, based on the information obtained in the activity 2-5. | | | |
| 2-7 Hold a third detailed workshop on the methods for formulating Local DRR Plans and assemble all the proposal countermeasures as a Local DRR Plan of the First Pilot Areas, based on the results obtained in the activities 2-5 and 2-6. | | | |
| 3-1 Hold a fourth detailed workshop on the methods for formulating Local DRR Plans. | | | |
| 3-2 Formulate a monitoring sheet to evaluate the implementation of the Local DRR Plans. | | | |
| 4-1 Select the Second Pilot Areas with the support of the First Pilot Areas (state and municipality). | | | |
| 4-2 Hold a fifth detailed workshop on the methods for formulating Local DRR Plans. | | | |
| 4-3 Organize a technical support team and/or select instructors to disseminate the Local DRR Plans formulation methods to the Second Pilot Areas. | | | |
| 4-4 Prepare a training program proposal for formulating Local DRR Plans in coordination with the related institutions of the First Pilot Areas. | | | |
| 4-5 Prepare an implementation plan for Local DRR formulation training at Second Pilot Areas and the nation. | | | |
| 4-6 Hold a national forum to disseminate the methods for formulating Local DRR Plans and training program. | | | |
| 4-7 Carry out the training to the Second Pilot Areas. | | | |

# Plan of Operation (PO)

**Project Title: Project for Strengthening of the Disaster Risk Reduction Governance in Mexico**

| Inputs | Year | 1st Year | | | | | | | | | | | | 2nd Year | | | | | | | | | | | | 3rd Year | | | | | | | | | | | | Remarks |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | 2022 | | | | | | 2023 | | | | | | 2023 | | | | | | 2024 | | | | | | 2024 | | | | | | 2025 | | | | | | |
| | Month | 7 | 8 | 9 | 10 | 11 | 12 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 | 1 | 2 | 3 | 4 | 5 | 6 | |
| ***Expert*** | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | Reo Hirota was assigned until June 23, 2024. Hirofumi Hara began his assignment on June 24, 2024. |
| Project Coordinator | Plan | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | Actual | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Expert Team Leader / Earthquake DRR Plan | Plan | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | Actual | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Flood Control Measures | Plan | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | Actual | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| DRR Investment Promotion | Plan | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | Actual | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| ***Equipment*** | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| NA | Plan | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | Actual | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| ***Training in Japan*** | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 1st Training course in Japan<br>2nd Training course in Japan<br>3rd Training course in Japan<br>KCCP on DRR mainstreaming | Plan | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | Actual | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| ***In-country Training*** | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| NA | Plan | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | Actual | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |

| Activities | | | | | Year | 1st Year | | | | | | | | | | | | 2nd Year | | | | | | | | | | | | 3rd Year | | | | | | | | | | | | Responsible Organization | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | | | | 2022 | | | | | | 2023 | | | | | | 2023 | | | | | | 2024 | | | | | | 2024 | | | | | | 2025 | | | | | | ***Japan*** | ***Mexico*** |
| Sub-Activities | | | | | Month | 7 | 8 | 9 | 10 | 11 | 12 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 | 1 | 2 | 3 | 4 | 5 | 6 | | |
| **Output 1: In the First Pilot Areas, an implementation system is organized to make Local DRR Plans with its own goals, methods, work schedules and identified role of the institutions involved.** | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 1-1 Hold a workshop about the methodology for making Local DRR Plans. | X | | | | Plan | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | Japanese Experts | |
| | | | | | Actual | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 1-2 Collect and organize the information about current situation of making Local DRR Plans at state and municipal level in Mexico. | X | | | | Plan | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | Japanese Experts | |
| | | | | | Actual | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 1-3 Analyze issues related to the development and implementation of Local DRR Plans and identify the related institutions that could be involved for formulating Local DRR Plans, based on the information collected with the activity 1-2. | X | | | | Plan | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | Japanese Experts | |
| | | | | | Actual | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 1-4 Make a roadmap or action plan for formulating Local DRR Plans with the related institutions identified in the activity 1-3. | X | | | | Plan | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | Japanese Experts | |
| | | | | | Actual | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| **Output 2: In the First Pilot Areas, Local DRR Plans are formulated, with concrete risk reduction measures of a specific disaster such as earthquake and flood.** | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 2-1 Hold a second detailed workshop on the methods for formulating Local DRR Plans. | | | X | | Plan | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | Japanese Experts | |
| | | | | | Actual | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 2-2 Collect and analyze information on hazard and risk assessment of the First Pilot Areas at state and municipal level. | | | X | | Plan | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | Japanese Experts | |
| | | | | | Actual | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 2-3 Collect and organize information about all DRR projects with structural measures implemented by the Federal and State Governments in the First Pilot Areas. | | | X | | Plan | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | Japanese Experts | |
| | | | | | Actual | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 2-4 Identify the residual risks based on the information obtained in the activities 2-2 and 2-3. | | | X | | Plan | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | Japanese Experts | |
| | | | | | Actual | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 2-5 Examine and prioritize countermeasures to implement in the First Pilot Areas. | | | X | | Plan | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | Japanese Experts | |
| | | | | | Actual | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 2-6 Formulate a structural countermeasure proposal analyzing the engineering process and budget, based on the information obtained in the activity 2-5. | | | X | | Plan | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | Japanese Experts | |
| | | | | | Actual | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 2-7 Hold a third detailed workshop on the methods for formulating Local DRR Plans and assemble all the proposal countermeasures as a Local DRR Plan of the First Pilot Areas, based on the results obtained in the activities 2-5 and 2-6. | | | X | | Plan | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | Japanese Experts | |
| | | | | | Actual | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| **Output 3: A monitoring sheet is made by the project, to evaluate the implementation of Local DRR Plans.** | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 3-1 Hold a fourth detailed workshop on the methods for formulating Local DRR Plans. | X | | | | Plan | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | Japanese Experts | |
| | | | | | Actual | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 3-2 Formulate a monitoring sheet to evaluate the implementation of the Local DRR Plans. | X | | | | Plan | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | Japanese Experts | |
| | | | | | Actual | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| **Output 4: A training program is designed based on the methodology for making Local DRR Plans and empirical knowledge of the First Pilot Areas.** | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 4-1 Select the Second Pilot Areas with the support of the First Pilot Areas (state and municipality). | | | | X | Plan | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | Japanese Experts | |
| | | | | | Actual | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 4-2 Hold a fifth detailed workshop on the methods for formulating Local DRR Plans. | | | | X | Plan | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | Japanese Experts | |
| | | | | | Actual | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 4-3 Organize a technical support team and/or select instructors to disseminate the Local DRR Plans formulation methods to the Second Pilot Areas. | | | | X | Plan | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | Japanese Experts | |
| | | | | | Actual | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 4-4 Elaborar una propuesta de programa de capacitación para la formulación de Planes Locales de RRD en coordinación con las Instituciones afines de los Primeros Sitios Piloto. | | | | X | Plan | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | Expertos japoneses | |
| | | | | | Actual | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 4-5 Prepare an implementation plan for Local DRR formulation training at Second Pilot Areas and the nation. | | | | X | Plan | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | Japanese Experts | |
| | | | | | Actual | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 4-6 Hold a national forum to disseminate the methods for formulating Local DRR Plans and training program. | | | | X | Plan | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | Japanese Experts | |
| | | | | | Actual | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 4-7 Carry out the training to the Second Pilot Areas. | | | | X | Plan | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | Japanese Experts | |
| | | | | | Actual | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| ***Duration / Phasing*** | | | | | Plan | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | | | | | Actual | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |

| Monitoring Plan | Year | 1st Year | | | | | | | | | | | | 2nd Year | | | | | | | | | | | | 3rd Year | | | | | | | | | | | | Remarks |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | 2022 | | | | | | 2023 | | | | | | 2023 | | | | | | 2024 | | | | | | 2024 | | | | | | 2025 | | | | | | |
| | Month | 7 | 8 | 9 | 10 | 11 | 12 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 | 1 | 2 | 3 | 4 | 5 | 6 | |
| ***Monitoring*** | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Joint Coordinating Committee | Plan | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | Actual | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Set-up the Detailed Plan of Operation | Plan | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | Actual | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Submission of Monitoring Sheet | Plan | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | Actual | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Monitoring Mission from Japan | Plan | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | Actual | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Joint Monitoring | Plan | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | Actual | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Post Monitoring | Plan | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | 3 years after the project conclusion |
| | Actual | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| ***Reports/Documents*** | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Project Completion Report | Plan | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | Actual | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |

# The First JCC Minutes

**MINUTES OF MEETING**
**OF THE**
**FIRST MEETING OF THE JOINT COORDINATING COMITTEE**
**BETWEEN**
**JAPAN INTERNATIONAL COOPERATION AGENCY**
**AND**
**THE AUTHORITIES CONCERNED OF THE UNITED MEXICAN STATES**
**FOR AMENDMENT OF THE RECORD OF DISCUSSIONS**
**ON**
**THE PROJECT FOR STRENGTHENING OF THE DISASTER RISK REDUCTION GOVERNANCE IN MEXICO**

Mr. Hajime Tsuboi
Director General
Mexico Office
Japan International Cooperation Agency

Ms. Laura Velázquez Alzúa
National Coordinator of Civil Protection
Secretariat of Security and Citizen Protection
United Mexican States

Mr. Raúl Álvarez Villaseñor
Director General of Project Operation in Mexico
Mexican Agency for International Development Cooperation (AMEXCID)
United Mexican States

Mr. Germán Arturo Martínez Santoyo
Director General
National Water Commission (CONAGUA)
United Mexican States

Mr. Enrique Guevara Ortiz
Director General
National Center for Disaster Prevention (CENAPRED)
United Mexican States

Ms. Myriam Vilma Urzúa Venegas
Secretary of Integrated Risk Management and Civil Protection
Government of Mexico City
United Mexican States

Dr. Luis Manuel García Moreno
Secretary of Civil Protection
State Government of Chiapas

United Mexican States

The Project for Strengthening of the Disaster Risk Reduction Governance in Mexico (hereinafter referred to as "the Project") has launched on June 24th, 2022 based on an agreement on the Record of Discussion (R/D), which was signed on March 2nd, 2022 between National Coordinator of Civil Protection of Ministry of Security and Citizen Protection (hereinafter referred to as "CNPC") and Japan International Cooperation Agency (hereinafter referred to as "JICA").

The Project has been implemented in collaboration between the implementing body of General Direction of Civil Protection (hereinafter referred to as "DGPC"), and related federal and state agencies and JICA Expert Team.

Both parties organized the 1st Joint Coordinating Committee (JCC) on September 29th, 2022, to discuss the implementation of the Project. As the result of the discussion, the representatives of relevant agencies agreed on the matters referred to in the documents attached hereto.

Mexico City, September 29, 2022

## ATTACHED DOCUMENT

The following points were discussed and agreed in the 1st Joint Coordinating Committee (JCC) meeting.

1. **Project outline based on the work plan**

Japan International Cooperation Agency. (JICA) project team leader made a presentation on the project outline based on the work plan. As a result of the presentation and discussions, the JCC members approved the project scheme based on the work plan.

JICA project team leader explained that JCC will be established AS A CENTRAL ORGAN TO PROMOTE in order to facilitate inter-organizational coordination, JCC will be held at least once a year and whenever it deems necessary between the project and related institutions. JCC will approve an annual work plan, review overall progress, conduct monitoring and evaluation of the project and exchange opinions on major issues that arise during the implementation of the project and the JCC members understood and agreed with that. JICA project team leader explained that National Coordinator of Civil Protection Secretariat of Security and Citizen Protection (CNPC) is the main counterpart agency, CENAPRED and CONAGUA are the technical supporting agencies and Mexico City and the State of Chiapas are the first pilot areas to formulate local disaster risk reduction plans through the project and the JCC members understood that.

2. **Monitoring of the project**

The monitoring of the project and its format were explained and distributed to JCC members prior to the JCC and agreed upon at the JCC. The monitoring report aims at obtaining the information on the progress and results of the project activities based on the Project Design Matrix (PDM).

3. **Baseline survey results**

The baseline survey results related to the PDM indicators aimed at measuring project effects were shared by CNPC and discussed with JCC members. The JCC members approved the contents of the Baseline survey.

**4. List of participants in the training program**

The JCC members reviewed the list of the members who participated in the first training session held on September 26 and 27, 2022 in Mexico City, and agreed that these members will continue joining the training program of the Project.

**5. Revision of the Project Design Matrix (PDM)**

Based on the discussion between the JICA project team and the CNPC prior to the JCC, the PDM was revised. The revised PDM (Annex 3) were distributed and explained to the JCC members. The JCC members approved the revision of the PDM.

Annex 1: Project Outline
Annex 2: List of the revision of the PDM
Annex 3: Revised Project Design Matrix (PDM)
Annex 4: Revised Plan of Operation (PO)
Annex 5: Format of the Monitoring Sheet
Annex 6: Outline of the baseline survey results
Annex 7: List of participants in the training program

Annex 1

United Mexican States
Ministry of Security and Citizen Protection
National Coordination of Civil Protection

# Project for Strengthening of the Disaster Risk Reduction Governance in Mexico

## Project Outline

## September 2022

Japan International Cooperation Agency (JICA)

Earth System Science Co., LTD



## Project Outline

Project Period

**June 2022 – June 2025 (3 years)**

Executive Agency：

**National Coordination of Civil Protection , Ministry of Public Security and Citizen Protection**

Collaborating Agency：

**Mexican Agency of International Development Cooperation (AMEXCID)**

Technical Supporting Agency

**National Center for Disaster Prevention (CENAPRED)**
**National Water Commission (CONAGUA)**

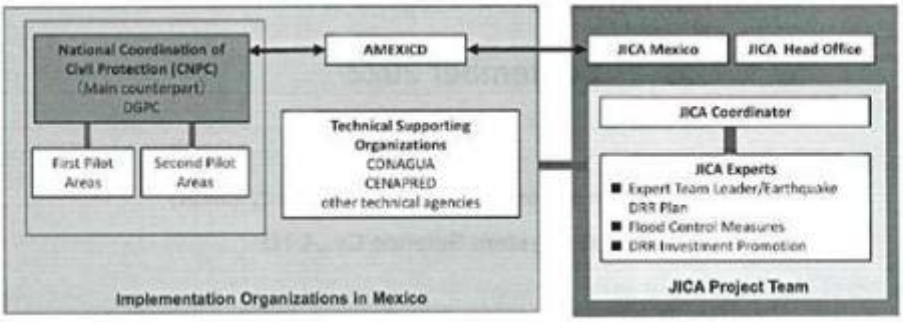
Pilot Project Areas

**Mexico City, Chiapas State (First Pilot Areas)**

## Holding a JCC (Joint Coordination Committee) meeting

| 1st JCC Meeting September 2022 | 2nd JCC Meeting June 2023 | 3rd JCC Meeting June 2024 | 4th JCC Meeting June 2025 |
|---|---|---|---|
| Approval of work plan | Review of progress and agreement on the work plan for each year | Review of progress and agreement on the work plan for each year | Report and evaluation of results |

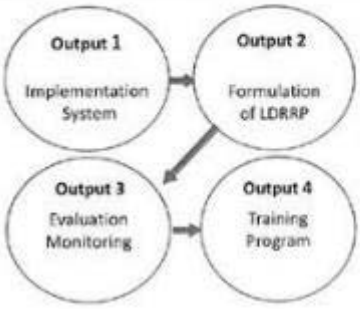
## Implementation System of the Project




Project for Strengthening of the Disaster Risk Reduction Governance in Mexico

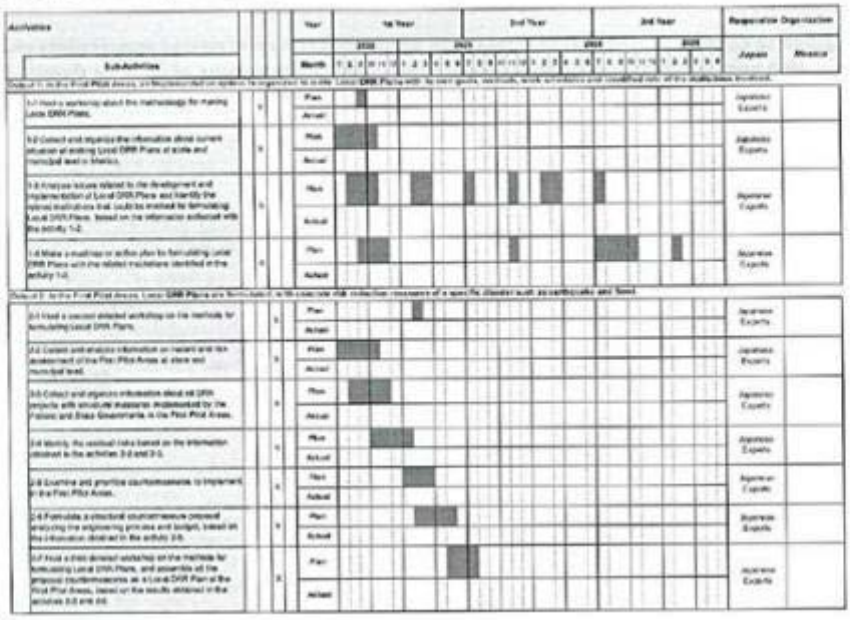
**Overall Goal** : Promote, **through the formulation of Local Plans of Disaster Risk Reduction (DRR) in Mexico,** investment for disaster risk reduction, prior to the occurrence of disaster.

**Project Purpose** : Formulate Local Plans **of DRR with concrete risk reduction measures and identify the role of each institutions involved.**
Design a training program **using the methodology for making of Local Plan of DRR.**




- **Output 1** : In the First Pilot Areas, an implementation system is organized to make Local Plan of DRR with its own goals, methods, work schedules and identified role of the institutions involved.
- **Output 2** : In the First Pilot Areas, Local DRR Plans are formulated, with concrete risk reduction measures of a specific disaster such as earthquake and flood.
- **Output 3** : A monitoring sheet is made by the project, to evaluate the implementation of Local DRR Plans.
- **Output 4** : A training program is designed based on the methodology for making of Local DRR Plans and empirical knowledge of the First Pilot Areas.

## Plan of Operation of Output 1 and 2





## Plan of Operation of Output 3 and 4

## Formulation of Local Disaster Risk Reduction Plans (Activities in First Pilot Areas)

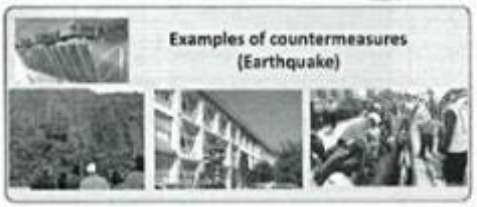
**Strengthening capacity of formulation of local DRR plans, cooperation of related organizations and First Pilot Areas for promotion of investment in DRR for the purpose of reducing disaster risk**

**Flood Control Measures Chiapas State**

**Earthquake Measures Mexico City**

**Examples of countermeasures (Flood)**

**Examples of countermeasures (Earthquake)**



Project for Strengthening of the Disaster Risk Reduction Governance in Mexico

## Flow of activities through training

**2022**

**1st Training**
**Formulation of LDRRP**
**(General remarks)**
Importante of advance investment for DRR

CNPC, CENAPRED, CONAGUA, central government institutions, and First Pilot Areas have a common understanding

**2023**

**2nd Training**
**Formulation of LDRRP**
**Formulation 1**
(Risk understanding, analysis)

**3rd Training**
**Formulation of LDRRP**
**Formulation 2**
(Planning, Priority, Budget)

**4th Training**
**Formulation of LDRRP**
**Formulation 3**
(Evaluation, Monitoring)

Exercise phase

Training implementation methods are established through exercises, and training instructors are trained

**Nacional Forum**
**Formulation of LDRRP**
(Dissemination and public relations)

**5th Training**
**Formulation of LDRRP**
**Dissemination**
(Training of Trainers)

Implementation of training by trained instructors that will serve as a basis for nationwide expansion

**2024**

**Implementation of training in the Second Pilot Areas**

The Mexican side will take the lead in continuously formulating local disaster risk reduction plans.

## Outline of expected training in Japan (tentative)

| | 1st training | 2nd training | 3rd training |
|---|---|---|---|
| No. of trainees | About 5 people/one course | | |
| Implementation period | About 2 weeks | | |
| Year / Month | 2023. May | 2024. Jan | 2025.Jan |
| Participants | CNPC (DGPC), CENAPRED, CONAGUA, C/P staff in Chiapas State, Mexico City | | CNPC (DGPC) and C/P staff of the Second Pilot Areas |

**Training Fields**

1. 8-steps method for formulating local DRR plans and national and local DRR policies
2. Earthquake and flood hazard evaluation
3. Disaster risk reduction through structural measures

Annex 2

## Annex 2: List of the revision of the PDM

The following indicates amendments from the original Project Design Matrix (PDM) (version
1) attached in Record of Discussion (R/D).

1. Project Design Matrix (PDM), Collaborating Agency & Technical Supporting Agency

| | Original | Amended |
|---|---|---|
| Collaborating Agency | AMEXCID | Mexican Agency for International Development Cooperation (AMEXCID) |
| Technical Supporting Agency | CONAGUA<br><br>CENAPRED | National Water Commission (CONAGUA)<br><br>National Center for Disaster Prevention (CENAPRED) |
| For terminology clarification. | | |

2. Project Design Matrix (PDM), Target Area, Narrative Summary, Objectively Verifiable Indicators, Means of Verification and Activities

| Original | Amended |
|---|---|
| Phase 1 Pilot Sites<br><br>Phase 2 Pilot Sites | First Pilot Areas<br><br>Second Pilot Areas |
| For terminology clarification. | |

3. Project Design Matrix (PDM), Narrative Summary, Objectively Verifiable Indicators, Activities, and Inputs.

| Original | Amended |
|---|---|
| Local Plans of DRR | Local DRR Plans |
| For terminology clarification. | |

1

4. Project Design Matrix (PDM), Narrative Summary, Objectively Verifiable Indicators, Activities, and Inputs

| Original | Amended |
|---|---|
| making of Local Plans of DRR | making Local DRR plans |
| For terminology clarification. | |

5. Project Design Matrix (PDM), Objectively Verifiable Indicators, [Overall Goal]

| Original | Amended |
|---|---|
| Negotiations for the authorization of the budget for Local Plans of DRR implementation by the Local or State Governments of the Phase 1 and Phase 2 Pilot Sites | Negotiations about the budget authorization for implementing Local DRR Plans by the State Governments of the First and Second Pilot Areas |
| For terminology clarification. | |

6. Project Design Matrix (PDM), Objectively Verifiable Indicators, [Project Purpose]

| Original | Amended |
|---|---|
| 2. Training plan made by CNPC. | 2. Training plan made by CNPC and CENAPRED |
| Through the baseline survey, it was agreed that CNPC and CENAPRED will closely collaborate in the development of the training plan. | |

7. Project Design Matrix (PDM), Means of Verification, [Overall Goal]

| Original | Amended |
|---|---|
| Annual DRR Report of the Phase 1 and Phase 2 Pilot Sites<br>Annual Report of CNPC | DRR reports of the First and Second Pilot Areas<br>Project Completion Report<br>Project Monitoring Sheet |
| For terminology clarification. | |

8. Project Design Matrix (PDM), Means of Verification, [Project Purpose]

| Original | Amended |
|---|---|
| Project Completion Report | Project Completion Report<br>Project Monitoring Sheet |
| For terminology clarification. | |

9. Project Design Matrix (PDM), Output, [Output 3]

| Original | Amended |
|---|---|
| An assessment sheet of the existing and residual risks is made by the project, to evaluate the implementation of Local Plans of DRR. | A monitoring sheet is made by the project, to evaluate the implementation of Local DRR Plans. |
| For terminology clarification. | |

10. Project Design Matrix (PDM), Objectively Verifiable Indicators, [Output 3]

| Original | Amended |
|---|---|
| Assessment sheet of the existing and residual risks to evaluate the implementation of the Local Plans of DRR. | Monitoring sheet to evaluate the implementation of the Local DRR Plans. |
| For terminology clarification. | |

11. Project Design Matrix (PDM), Activities, [Output 1]

| Original | Amended |
|---|---|
| 1-3 Analyze tasks on making and implementation situation of Local Plans of DRR and identify the related institutions that could be involved for the Local Plans of DRR formulation, based on the information collected with the activity 1-2. | 1 3 Analyze issues related to the development and implementation of Local DRR Plans and identify the related institutions that could be involved for formulating Local DRR Plans, based on the information collected with the activity 1-2. |
| For terminology clarification. | |

12. Project Design Matrix (PDM), Activities, [Output 1]

| Original | Amended |
|---|---|
| Local Plans of DRR formulation | formulating Local DRR Plans |
| For terminology clarification. | |

13. Project Design Matrix (PDM), Activities, [Output 2]

| Original | Amended |
|---|---|
| 2-7 Hold a third detailed workshop on the methods of Local Plans of DRR formulation.<br>2-8 Assemble all the proposal countermeasures as a Local Plan of DRR of the Phase 1 Pilot Sites, based on the results obtained in the activities 2-5 and 2-6. | 2-7 Hold a third detailed workshop on the methods for formulating Local DRR Plans and assemble all the proposal countermeasures as a Local DRR Plan of the First Pilot Areas, based on the results obtained in the activities 2-5 and 2-6. |
| For terminology clarification. | |

14. Project Design Matrix (PDM), Activities, [Output 3]

| Original | Amended |
|---|---|
| 3-2 Formulate an assessment sheet of the existing and residual risks to evaluate the implementation of the Local Plans of DRRs. | 3-2 Formulate a monitoring sheet to evaluate the implementation of the Local DRR Plans. |
| For terminology clarification. | |

15. Project Design Matrix (PDM), Activities, [Output 4]

| Original | Amended |
|---|---|
| 4-1 Select the Phase 2 Pilot Sites | 4-1 Select the Second Pilot Areas with the support of the First Pilot Areas (state and municipality) |
| For terminology clarification. | |

16. Project Design Matrix (PDM), Activities, [Output 4]

| Original | Amended |
|---|---|
| 4-5 Prepare a training plan to implement in the Phase 2 Pilot Sites | 4-5 Prepare an implementation plan for Local DRR formulation training at Second Pilot Areas and the nation |
| For terminology clarification. | |

17. Project Design Matrix (PDM), Inputs, [Japanese Side]

| Original | Amended |
|---|---|
| (1) Assignment of Experts<br>Long Term Expert<br>- Project Coordinator (36 months)<br>- Short Term Experts<br>- 8 steps method for making of Local Plan of DRR<br>- Seismic risk reduction planning<br>- Flood risk reduction planning<br>- Japanese experiences on pre-disaster investment for DRR | (1) Assignment of Experts<br>One long-term expert<br>- Project Coordinator (36 months)<br>Three short-term experts<br>- Earthquake DRR Plan<br>- Flood Control Measures<br>- DRR Investment Promotion |
| For terminology clarification. | |

18. Project Design Matrix (PDM), Inputs, [Mexican Side], Assignment of Counterpart Personnel

| Original | Amended |
|---|---|
| Counterparts | Two Project Officers |
| For terminology clarification. | |

**PDM: Project Design Matrix**

Version 2: September 29, 2022

| | |
|---|---|
| Project Title: | Project for Strengthening of the Disaster Risk Reduction Governance in Mexico |
| Executive Agency: | Federal Level: National Coordination of Civil Protection (CNPC), Ministry of Security and Citizen Protection |
| Collaborating Agency | Mexican Agency for International Development Cooperation (AMEXCID) |
| Technical Supporting Agency | National Water Commission (CONAGUA) and National Center for Disaster Prevention (CENAPRED) |
| Target Group: | Management level; personnel of National Coordination of Civil Protection<br>Technical and Management level; personnel of Mexico City and State of Chiapas |
| Target Area: | Mexico City, State of Chiapas (First Pilot Areas) |
| Cooperation Period: | 36 months (3 years) |

| Narrative Summary | Objectively Verifiable Indicators | Means of Verification | Important Assumptions |
|---|---|---|---|
| [Overall Goal]<br>Promote, through the formulation of Local Plans of Disaster Risk Reduction (DRR) in Mexico, investment for disaster risk reduction, prior to the occurrence of disaster. | 1. Negotiations about the budget authorization for implementing Local DRR Plans by the State Governments of the First and Second Pilot Areas.<br>2. Some activities of the Local DRR Plan are implemented. | DRR reports of the First and Second Pilot Areas<br>Project Completion Report<br>Project Monitoring Sheet | State and local governments have sufficient budget for the implementation of local DRR plans. |
| [Project Purpose]<br>1. Formulate Local Plans of DRR with concrete risk reduction measures and identify the role of each institutions involved.<br>2. Design a training program using the methodology for making Local Plan of DRR. | 1. Local DRR Plans made, at least, by the two First Pilot Areas.<br>2. Training plan made by CNPC and CENAPRED. | Project Completion Report<br>Project Monitoring Sheet | |
| [Outputs]<br>1. In the First Pilot Areas, an implementation system is organized to make Local DRR Plans with its own goals, methods, work schedules and identified role of the institutions involved. | 1. Roadmap or action plan for the formulation of Local DRR Plans, which identifies role of the institutions involved. | Project Completion Report<br>Project Monitoring Sheet | |



Annex 3

| | | | |
|---|---|---|---|
| 2. In the First Pilot Areas, Local DRR Plans are formulated, with concrete risk reduction measures of a specific disaster such as earthquake and flood. | 1. Local DRR Plans formulated by the First Pilot Areas, with concrete risk reduction measures. | Project Completion Report<br>Project Monitoring Sheet | |
| 3. A monitoring sheet is made by the project, to evaluate the implementation of Local DRR Plans. | 1. Monitoring sheet to evaluate the implementation of the Local DRR Plans. | Project Completion Report<br>Project Monitoring Sheet | |
| 4. A training program is designed based on the methodology for making Local DRR Plans and empirical knowledge of the First Pilot Areas. | 1. Training plan for making Local DRR Plans with curriculum and list of instructors. | Project Completion Report<br>Project Monitoring Sheet | |

| Activities | Inputs | | Pre-condition |
|---|---|---|---|
| **[Activities]** | **[Japanese side]** | **[Mexican Side]** | |
| <Output1><br>1-1 Hold a workshop about the methodology for making Local DRR Plans.<br>1-2 Collect and organize the information about current situation of making Local DRR Plans at state and municipal level in Mexico.<br>1-3 Analyze issues related to the development and implementation of Local DRR Plans and identify the related institutions that could be involved for formulating Local DRR Plans, based on the information collected with the activity 1-2.<br>1-4 Make a roadmap or action plan for formulating Local DRR Plans with | (1) Assignment of Experts<br>One long-term expert<br>- Project Coordinator (36 months)<br>Three short-term experts<br>- Earthquake DRR Plan<br>- Flood Control Measures<br>- DRR Investment Promotion<br>(2) Equipment<br>- N/A<br>(3) Training for counterpart personnel in Japan<br>- 8 steps for making Local DRR Plans and DRR policy at national and local level<br>- Hazard identification in earthquakes and floods | (1) Assignment of Counterpart Personnel<br>- Project Director<br>- Project Manager<br>- Two Project Officers<br>(2) Office space and facilities for Japanese experts (basic operation cost)<br>- Office space and facilities<br>- Utilities and Internet connections<br>(3) Local cost for project implementation | The project activities development would not be adversely affected by the epidemiological situation of COVID-19. |

| | | |
|---|---|---|
| the related institutions identified in the activity 1-3. | - DRR planning with structural and non-structural countermeasures | |
| **<Output2>**<br>2-1 Hold a second detailed workshop on the methods for formulating Local DRR Plans.<br>2-2 Collect and analyze information on hazard and risk assessment of the First Pilot Areas at state and municipal level.<br>2-3 Collect and organize information about all DRR projects with structural measures implemented by the Federal and State Governments in the First Pilot Areas.<br>2-4 Identify the residual risks based on the information obtained in the activities 2-2 and 2-3.<br>2-5 Examine and prioritize countermeasures to implement in the First Pilot Areas.<br>2-6 Formulate a structural countermeasure proposal analyzing the engineering process and budget, based on the information obtained in the activity 2-5.<br>2-7 Hold a third detailed workshop on the methods for formulating Local DRR Plans and assemble all the proposal countermeasures as a Local DRR Plan of the First Pilot Areas, based on the results obtained in the activities 2-5 and 2-6. | Idem | Idem |

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| | | |
|---|---|---|
| **<Output3>**<br>3-1 Hold a fourth detailed workshop on the methods for formulating Local DRR Plans.<br>3-2 Formulate a monitoring sheet to evaluate the implementation of the Local DRR Plans. | Idem | Idem |
| **<Output4>**<br>4-1 Select the Second Pilot Areas with the support of the First Pilot Areas (state and municipality).<br>4-2 Hold a fifth detailed workshop on the methods for formulating Local DRR Plans.<br>4-3 Organize a technical support team and/or select instructors to disseminate the Local DRR Plans formulation methods to the Second Pilot Areas.<br>4-4 Prepare a training program proposal for formulating Local DRR Plans in coordination with the related institutions of the First Pilot Areas.<br>4-5 Prepare an implementation plan for Local DRR formulation training at Second Pilot Areas and the nation.<br>4-6 Hold a national forum to disseminate the methods for formulating Local DRR Plans and training program.<br>4-7 Carry out the training to the Second Pilot Areas. | Idem | Idem |

**Plan of Operation (PO) Ver.2**

**Dated 29, September, 2022**

*Project Title: Project for Strengthening of the Disaster Risk Reduction Governance in Mexico*

| Inputs | Year | 1st Year | | | | | | | | | | | | 2nd Year | | | | | | | | | | | | 3rd Year | | | | | | | | | | | | Remarks |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | 2022 | | | | | | 2023 | | | | | | 2023 | | | | | | 2024 | | | | | | 2024 | | | | | | 2025 | | | | | | |
| | Month | 7 | 8 | 9 | 10 | 11 | 12 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 | 1 | 2 | 3 | 4 | 5 | 6 | |
| ***Expert*** | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Project Coordinator | Plan | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | Actual | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Earthquake DRR Plan | Plan | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | Actual | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Flood Control Measures | Plan | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | Actual | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| DRR Investment Promotion | Plan | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | Actual | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| ***Equipment*** | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| NA | Plan | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | Actual | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| ***Training in Japan*** | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 1st Training Course in Japan<br>2nd Training Course in Japan<br>3rd Training Course in Japan | Plan | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | Actual | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| ***In-country Training*** | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| NA | Plan | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | Actual | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |

| Activities | | Year | 1st Year | | | | | | | | | | | | 2nd Year | | | | | | | | | | | | 3rd Year | | | | | | | | | | | | Responsible Organization | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | 2022 | | | | | | 2023 | | | | | | 2023 | | | | | | 2024 | | | | | | 2024 | | | | | | 2025 | | | | | | *Japan* | *Mexico* |
| | **Sub-Activities** | Month | 7 | 8 | 9 | 10 | 11 | 12 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 | 1 | 2 | 3 | 4 | 5 | 6 | | |
| Output 1: In the First Pilot Areas, an implementation system is organized to make Local DRR Plans with its own goals, methods, work schedules and identified role of the institutions involved. | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 1-1 Hold a workshop about the methodology for making Local DRR Plans. | X | Plan | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | Japanese Experts | |
| | | Actual | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 1-2 Collect and organize the information about current situation of making Local DRR Plans at state and municipal level in Mexico. | X | Plan | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | Japanese Experts | |
| | | Actual | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |

Annex 4

| Activities / Sub-Activities | | | | | Year | 1st Year | | | | | | | | | | | | 2nd Year | | | | | | | | | | | | 3rd Year | | | | | | | | | | | | Responsible Organization | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | | | | 2022 | | | | | | 2023 | | | | | | | | | | | | 2024 | | | | | | | | | | | | 2025 | | | | | | Japan | Mexico |
| | | | | | Month | 7 | 8 | 9 | 10 | 11 | 12 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 | 1 | 2 | 3 | 4 | 5 | 6 | | |
| 1-3 Analyze issues related to the development and implementation of Local DRR Plans and identify the related institutions that could be involved for formulating Local DRR Plans, based on the information collected with the activity 1-2. | | X | | | Plan | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | Japanese Experts | |
| | | | | | Actual | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 1-4 Make a roadmap or action plan for formulating Local DRR Plans with the related institutions identified in the activity 1-3. | | X | | | Plan | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | Japanese Experts | |
| | | | | | Actual | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Output 2: In the First Pilot Areas, Local DRR Plans are formulated, with concrete risk reduction measures of a specific disaster such as earthquake and flood. | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 2-1 Hold a second detailed workshop on the methods for formulating Local DRR Plans. | | | X | | Plan | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | Japanese Experts | |
| | | | | | Actual | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 2-2 Collect and analyze information on hazard and risk assessment of the First Pilot Areas at state and municipal level. | | | X | | Plan | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | Japanese Experts | |
| | | | | | Actual | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 2-3 Collect and organize information about all DRR projects with structural measures implemented by the Federal and State Governments in the First Pilot Areas. | | | X | | Plan | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | Japanese Experts | |
| | | | | | Actual | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 2-4 Identify the residual risks based on the information obtained in the activities 2-2 and 2-3. | | | X | | Plan | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | Japanese Experts | |
| | | | | | Actual | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 2-5 Examine and prioritize countermeasures to implement in the First Pilot Areas. | | | X | | Plan | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | Japanese Experts | |
| | | | | | Actual | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 2-6 Formulate a structural countermeasure proposal analyzing the engineering process and budget, based on the information obtained in the activity 2-5. | | | X | | Plan | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | Japanese Experts | |
| | | | | | Actual | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 2-7 Hold a third detailed workshop on the methods for formulating Local DRR Plans, and assemble all the proposal countermeasures as a Local DRR Plan of the First Pilot Areas, based on the results obtained in the activities 2-5 and 2-6. | | | X | | Plan | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | Japanese Experts | |
| | | | | | Actual | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |

| Activities / Sub-Activities | | | | | Year | 1st Year | | | | | | | | | | | | 2nd Year | | | | | | | | | | | | 3rd Year | | | | | | | | | | | | Responsible Organization | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | | | | 2022 | | | | | | 2023 | | | | | | | | | | | | 2024 | | | | | | | | | | | | 2025 | | | | | | Japan | Mexico |
| | | | | | Month | 7 | 8 | 9 | 10 | 11 | 12 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 | 1 | 2 | 3 | 4 | 5 | 6 | | |
| Output 3: A monitoring sheet is made by the project, to evaluate the implementation of Local DRR Plans. | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 3-1 Hold a fourth detailed workshop on the methods for formulating Local DRR Plans. | | X | | | Plan | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | Japanese Experts | |
| | | | | | Actual | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 3-2 Formulate a monitoring sheet to evaluate the implementation of the Local DRR Plans. | | X | | | Plan | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | Japanese Experts | |
| | | | | | Actual | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Output 4: A training program is designed based on the methodology for making Local DRR Plans and empirical knowledge of the First Pilot Areas. | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 4-1 Select the Second Pilot Areas with the support of the First Pilot Areas (state and municipality). | | | | X | Plan | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | Japanese Experts | |
| | | | | | Actual | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 4-2 Hold a fifth detailed workshop on the methods for formulating Local DRR Plans. | | | | X | Plan | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | Japanese Experts | |
| | | | | | Actual | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 4-3 Organize a technical support team and/or select instructors to disseminate the Local DRR Plans formulation methods to the Second Pilot Areas. | | | | X | Plan | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | Japanese Experts | |
| | | | | | Actual | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 4-4 Prepare a training program proposal for formulating Local DRR Plans in coordination with the related institutions of the First Pilot Areas. | | | | X | Plan | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | Japanese Experts | |
| | | | | | Actual | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 4-5 Prepare an implementation plan for Local DRR formulation training at Second Pilot Areas and the nation. | | | | X | Plan | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | Japanese Experts | |
| | | | | | Actual | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 4-6 Hold a national forum to disseminate the methods for formulating Local DRR Plans and training program. | | | | X | Plan | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | Japanese Experts | |
| | | | | | Actual | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 4-7 Carry out the training to the Second Pilot Areas. | | | | X | Plan | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | Japanese Experts | |
| | | | | | Actual | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |

| Activities / Sub-Activities | Year | 1st Year | | | | | | | | | | | | 2nd Year | | | | | | | | | | | | 3rd Year | | | | | | | | | | | | Responsible Organization | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | 2022 | | | | | | 2023 | | | | | | 2023 | | | | | | 2024 | | | | | | 2024 | | | | | | 2025 | | | | | | Japan | Mexico |
| | Month | 7 | 8 | 9 | 10 | 11 | 12 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 | 1 | 2 | 3 | 4 | 5 | 6 | | |
| Duration / Phasing | Plan | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | Actual | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |

| Monitoring Plan | Year | 1st Year | | | | | | | | | | | | 2nd Year | | | | | | | | | | | | 3rd Year | | | | | | | | | | | | Remarks |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | 2022 | | | | | | 2023 | | | | | | 2023 | | | | | | 2024 | | | | | | 2024 | | | | | | 2025 | | | | | | |
| | Month | 7 | 8 | 9 | 10 | 11 | 12 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 | 1 | 2 | 3 | 4 | 5 | 6 | |
| Monitoring | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Joint Coordinating Committee | Plan | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | Actual | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Set-up the Detailed Plan of Operation | Plan | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | Actual | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Submission of Monitoring Sheet | Plan | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | Actual | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Monitoring Mission from Japan | Plan | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | Actual | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Joint Monitoring | Plan | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | Actual | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Post Monitoring | Plan | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | 3 years after the project completion |
| | Actual | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Reports/Documents | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Project Completion Report | Plan | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | Actual | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Public Relations | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | Plan | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | Actual | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |

Annex 5

PM Form 3-1 Monitoring Sheet Summary

**TO DG of JICA Mexico OFFICE**

## Project Monitoring Sheet

**Project Title : Project for Strengthening of the Disaster Risk Reduction Governance in Mexico**

**Version of the Sheet: Ver.1 (Term: XX/XX/202X – XX/XX/202X)**

**Name: Ms. Laura Velázquez Alzúa**

**Title: Project Director**

**Name: Mr. Hodaka Igo**

**Title: Project Manager of JICA Expert Team**

**Submission Date: XX/XX/202X**

### I. Summary

**1 Progress**

**1-1 Progress of Inputs**

**1-2 Progress of Activities**

**1-3 Achievement of Output**

**1-4 Achievement of the Project Purpose**

**1-5 Changes of Risks and Actions for Mitigation**

**1-6 Progress of Actions undertaken by JICA**

**1-7 Progress of Actions undertaken by Gov. of Mexico**

**1-8 Progress of Environmental and Social Considerations (if applicable)**

**1-9 Progress of Considerations on Gender/Peace Building/Poverty Reduction (if applicable)**

**1-10 Other remarkable/considerable issues related/affect to the project (such as other JICA's projects, activities of counterparts, other donors, private sectors, NGOs, etc.)**

**2 Delay of Work Schedule and/or Problems (if any)**

**2-1 Detail**

**2-2 Cause**

**2-3 Action to be taken**

**2-4 Roles of Responsible Persons/Organization (JICA, Gov. of Mexico, etc.)**

**3 Modification of the Project Implementation Plan**

**3-1 PO**

**3-2 Other modifications on detailed implementation plan**

***(Remarks: The amendment of R/D and PDM (title of the project, duration, project site(s), target group(s), implementation structure, overall goal, project purpose, outputs, activities, and input) should be authorized by JICA HDQs. If the project team deems it necessary to modify any part of R/D and PDM, the team may propose the draft.)***

**4 Current Activities of Gov. of Mexico to Secure Project Sustainability after its Completion**

**II. Project Monitoring Sheet I & II** *as Attached*

PM Form3-2 Monitoring Sheet 1

## *Project Monitoring Sheet I (Revision of Project Design Matrix)*

*Version 1.0*
*Dated 29th, September, 2022*

Project Title: Project for Strengthening of the Disaster Risk Reduction Governance in Mexico
Executive Agency: Federal Level: National Coordination of Civil Protection (CNPC), Ministry of Security and Citizen Protection
Collaborating Agency: Mexican Agency for International Development Cooperation (AMEXCID)
Technical Supporting Agency: National Water Commission (CONAGUA) and National Center for Disaster Prevention (CENAPRED)
Target Group: Management level: personnel of National Coordination of Civil Protection, Technical and Management level: personnel of Mexico City and State of Chiapas
Target Area: Mexico City, State of Chiapas (First Pilot Areas)
Cooperation Period: 36 months (3 years)

| Narrative Summary | Objectively Verifiable Indicators | Means of Verification | Important Assumption | Achievement | Remarks |
|---|---|---|---|---|---|
| Overall Goal<br>Promote, through the formulation of Local Plans of Disaster Risk Reduction (DRR) in Mexico, investment for disaster risk reduction, prior to the occurrence of disaster. | 1.Negotiations about the budget authorization for implementing Local DRR Plans by the State Governments of the First and Second Pilot Areas.<br>2. Some activities of the Local DRR Plan are implemented. | DRR reports of the First and Second Pilot Areas<br>Project Completion Report<br>Project Monitoring Sheet | State and local governments have sufficient budget for the implementation of local DRR plans | | |
| Project Purpose<br>1.Formulate Local Plans of DRR with concrete risk reduction measures and identify the role of each institutions involved.<br>2.Design a training program using the methodology for making Local Plan of DRR. | 1. Local DRR Plans made, at least, by the two First Pilot Areas.<br>2. Training plan made by CNPC and CENAPRED. | Project Completion Report<br>Project Monitoring Sheet | | | |
| Outputs<br>1.In the First Pilot Areas, an implementation system is organized to make Local DRR Plans with its own goals, methods, work schedules and identified role of the institutions involved. | 1.Roadmap or action plan for the formulation of Local DRR Plans, which identifies role of the institutions involved. | Project Completion Report<br>Project Monitoring Sheet | | | |
| 2.In the First Pilot Areas, Local DRR Plans are formulated, with concrete risk reduction measures of a specific disaster such as earthquake and flood. | 1.Local DRR Plans formulated by the First Pilot Areas, with concrete risk reduction measures. | Project Completion Report<br>Project Monitoring Sheet | | | |
| 3.A monitoring sheet is made by the project, to evaluate the implementation of Local DRR Plans. | 1.Monitoring sheet to evaluate the implementation of the Local DRR Plans. | Project Completion Report<br>Project Monitoring Sheet | | | |
| 4.A training program is designed based on the methodology for making Local DRR Plans and empirical knowledge of the First Pilot Areas. | 1.Training plan for making Local DRR Plans with curriculum and list of instructors. | Project Completion Report<br>Project Monitoring Sheet | | | |

| Activities | Inputs | | Important Assumption |
|---|---|---|---|
| | The Japanese Side | The Mexican Side | |
| <Output1><br>1-1 Hold a workshop about the methodology for making Local DRR Plans.<br>1-2 Collect and organize the information about current situation of making Local DRR Plans at state and municipal level in Mexico.<br>1-3 Analyze issues related to the development and implementation of Local DRR Plans and identify the related institutions that could be involved for formulating Local DRR Plans, based on the information collected with the activity 1-2.<br>1-4 Make a roadmap or action plan for formulating Local DRR Plans with the related institutions identified in the activity 1-3.<br><br><Output2><br>2-1 Hold a second detailed workshop on the methods for formulating Local DRR Plans.<br>2-2 Collect and analyze information on hazard and risk assessment of the First Pilot Areas at state and municipal level<br>2-3 Collect and organize information about all DRR projects with structural measures implemented by the Federal and State Governments in the First Pilot Areas.<br>2-4 Identify the residual risks based on the information obtained in the activities 2-2 and 2-3.<br>2-5 Examine and prioritize countermeasures to implement in the First Pilot Areas.<br>2-6 Formulate a structural countermeasure proposal analyzing the engineering process and budget, based on the information obtained in the activity 2-5.<br>2-7 Hold a third detailed workshop on the methods for formulating Local DRR Plans and assemble all the proposal countermeasures as a Local DRR Plan of the First Pilot Areas, based on the results obtained in the activities 2-5 and 2-6.<br><br><Output3><br>3-1 Hold a fourth detailed workshop on the methods for formulating Local DRR Plans.<br>3-2 Formulate a monitoring sheet to evaluate the implementation of the Local DRR Plans.<br><br><Output4><br>4-1 Select the Second Pilot Areas with the support of the First Pilot Areas (state and municipality)<br>4-2 Hold a 5th detailed workshop on the methods for formulating Local DRR Plans.<br>4-3 Organize a technical support team and/or select instructors to disseminate the Local DRR Plans formulation methods to the Second Pilot Areas.<br>4-4 Prepare a training program proposal for formulating Local DRR Plans in coordination with the related institutions of the First Pilot Areas.<br>4-5 Prepare an implementation plan for Local DRR formulation training at Second Pilot Areas and the nation.<br>4-6 Hold a national forum to disseminate the methods for formulating Local DRR Plans and training program.<br>4-7 Carry out the training to the Second Pilot Areas. | (1)Assignment of Experts<br>One long-term expert<br>-Project Coordinator (36 months)<br>Three short-term experts<br>-Earthquake DRR Plan<br>-Flood Control Measures<br>-DRR Investment Promotion<br>(2)Equipment<br>-N/A<br>(3)Training for counterpart personnel in Japan<br>-6 steps for making Local DRR Plans and DRR policy at national and local level<br>-Hazard identification in earthquakes and floods<br>-DRR planning with structural and non-structural countermeasures | (1)Assignment of Counterpart Personnel<br>-Project Director<br>-Project Manager<br>-Two Project Officers<br>(2)Office space and facilities for Japanese experts (basic operation cost)<br>-Office space and facilities<br>-Utilities and Internet connections<br>(3)Local cost for project implementation | Pre-Conditions<br>The project activities development would not be adversely affected by the epidemiological situation of COVID-19.<br><br><Issues and countermeasures> |

## Project Monitoring Sheet II (Revision of Plan of Operation)

Dated 29, September, 2022

Project Title: Project for Strengthening of the Disaster Risk Reduction Governance in Mexico

| Inputs | Year | 1st Year | | | | | | | | | | | | 2nd Year | | | | | | | | | | | | 3rd Year | | | | | | Remarks | Monitoring: Issue | Monitoring: Solution |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | 2022 | | | | | | 2023 | | | | | | | | | | | | 2024 | | | | | | | | | | 2025 | | | | |
| | Month | 7 | 8 | 9 | 10 | 11 | 12 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 | 1 | 2 | 3 | 4 | 5 | 6 | | | |
| **Expert** | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Project Coordinator<br>Ryo HIROTA | Plan | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | Actual | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Expert Team Leader / Earthquake DRR Plan<br>Hotaka IGO | Plan | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | Actual | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Flood Control Measures<br>Yasuhiko KATO | Plan | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | Actual | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| DRR Investment Promotion<br>Masae Kuroki | Plan | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | Actual | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| **Equipment** | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| NA | Plan | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | Actual | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| **Training in Japan** | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 1st Training course in Japan<br>2nd Training course in Japan<br>3rd Training course in Japan | Plan | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | Actual | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| **In-country Training** | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| NA | Plan | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | Actual | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |

| Activities / Sub-Activities | | | | Year | 1st Year | | | | | | | | | | | | 2nd Year | | | | | | | | | | | | 3rd Year | | | | | | | | | | | | Responsible Organization: Japan | Responsible Organization: Mexico | Achievements | Issue & Countermeasures |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | | | 2022 | | | | | | 2023 | | | | | | | | | 2024 | | | | | | | | | | 2025 | | | | | | | | | | | | |
| | | | | Month | 7 | 8 | 9 | 10 | 11 | 12 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 | 1 | 2 | 3 | 4 | 5 | 6 | | | | |
| Output 1: In the First Pilot Areas, an implementation system is organized to make Local DRR Plans with its own goals, methods, work schedules and identified role of the institutions involved. | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 1-1 Hold a workshop about the methodology for making Local DRR Plans. | | X | | Plan | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | Japanese Experts | | | |
| | | | | Actual | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 1-2 Collect and organize the information about current situation of making Local DRR Plans at state and municipal level in Mexico. | | X | | Plan | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | Japanese Experts | | | |
| | | | | Actual | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |

| Activities / Sub-Activities | | | | Year | 1st Year | 2nd Year | 3rd Year | Responsible Organization: Japan | Responsible Organization: Mexico | Achievements | Issue & Countermeasures |
|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | | Month | 2022: 7 8 9 10 11 12; 2023: 1 2 3 4 5 6 | 2023: 7 8 9 10 11 12; 2024: 1 2 3 4 5 6 | 2024: 7 8 9 10 11 12; 2025: 1 2 3 4 5 6 | | | | |
| 1-3 Analyze issues related to the development and implementation of Local DRR Plans and identify the related institutions that could be involved for formulating Local DRR Plans, based on the information collected with the activity 1-2. | | X | | Plan | | | | Japanese Experts | | | |
| | | | | Actual | | | | | | | |
| 1-4 Make a roadmap or action plan for formulating Local DRR Plans with the related institutions identified in the activity 1-3. | | X | | Plan | | | | Japanese Experts | | | |
| | | | | Actual | | | | | | | |
| Output 2: In the First Pilot Areas, Local DRR Plans are formulated, with concrete risk reduction measures of a specific disaster such as earthquake and flood. | | | | | | | | | | | |
| 2-1 Hold a second detailed workshop on the methods for formulating Local DRR Plans. | | | X | Plan | | | | Japanese Experts | | | |
| | | | | Actual | | | | | | | |
| 2-2 Collect and analyze information on hazard and risk assessment of the First Pilot Areas at state and municipal level. | | | X | Plan | | | | Japanese Experts | | | |
| | | | | Actual | | | | | | | |
| 2-3 Collect and organize information about all DRR projects with structural measures implemented by the Federal and State Governments in the First Pilot Areas. | | | X | Plan | | | | Japanese Experts | | | |
| | | | | Actual | | | | | | | |
| 2-4 Identify the residual risks based on the information obtained in the activities 2-2 and 2-3. | | | X | Plan | | | | Japanese Experts | | | |
| | | | | Actual | | | | | | | |
| 2-5 Examine and prioritize countermeasures to implement in the First Pilot Areas. | | | X | Plan | | | | Japanese Experts | | | |
| | | | | Actual | | | | | | | |
| 2-6 Formulate a structural countermeasure proposal analyzing the engineering process and budget, based on the information obtained in the activity 2-5. | | | X | Plan | | | | Japanese Experts | | | |
| | | | | Actual | | | | | | | |
| 2-7 Hold a third detailed workshop on the methods for formulating Local DRR Plans and assemble all the proposal countermeasures as a Local DRR Plan of the First Pilot Areas, based on the results obtained in the activities 2-5 and 2-6. | | | X | Plan | | | | Japanese Experts | | | |
| | | | | Actual | | | | | | | |
| Output 3: A monitoring sheet is made by the project, to evaluate the implementation of Local DRR Plans. | | | | | | | | | | | |
| 3-1 Hold a fourth detailed workshop on the methods for formulating Local DRR Plans. | | X | | Plan | | | | Japanese Experts | | | |
| | | | | Actual | | | | | | | |
| 3-2 Formulate a monitoring sheet to evaluate the implementation of the Local DRR Plans. | | X | | Plan | | | | Japanese Experts | | | |
| | | | | Actual | | | | | | | |

| Activities / Sub-Activities | | Year | 1st Year | 2nd Year | 3rd Year | Responsible Organization: Japan | Responsible Organization: Mexico | Achievements | Issue & Countermeasures |
|---|---|---|---|---|---|---|---|---|---|
| | | Month | 2022 (7–12) / 2023 (1–6) | 2023 (7–12) / 2024 (1–6) | 2024 (7–12) / 2025 (1–6) | | | | |
| Output 4: A training program is designed based on the methodology for making Local DRR Plans and empirical knowledge of the First Pilot Areas. | | | | | | | | | |
| 4-1 Select the Second Pilot Areas with the support of the First Pilot Areas (state and municipality). | X | Plan | | | | Japanese Experts | | | |
| | | Actual | | | | | | | |
| 4-2 Hold a fifth detailed workshop on the methods for formulating Local DRR Plans. | X | Plan | | | | Japanese Experts | | | |
| | | Actual | | | | | | | |
| 4-3 Organize a technical support team and/or select instructors to disseminate the Local DRR Plans formulation methods to the Second Pilot Areas. | X | Plan | | | | Japanese Experts | | | |
| | | Actual | | | | | | | |
| 4-4 Prepare a training program proposal for formulating Local DRR Plans in coordination with the related institutions of the First Pilot Areas. | X | Plan | | | | Japanese Experts | | | |
| | | Actual | | | | | | | |
| 4-5 Prepare an implementation plan for Local DRR formulation training at Second Pilot Areas and the nation | X | Plan | | | | Japanese Experts | | | |
| | | Actual | | | | | | | |
| 4-6 Hold a national forum to disseminate the methods for formulating Local DRR Plans and training program. | X | Plan | | | | Japanese Experts | | | |
| | | Actual | | | | | | | |
| 4-7 Carry out the training to the Second Pilot Areas. | X | Plan | | | | Japanese Experts | | | |
| | | Actual | | | | | | | |
| Duration / Phasing | | Plan | | | | | | | |
| | | Actual | | | | | | | |

| Monitoring Plan | Year | 1st Year | 2nd Year | 3rd Year | Remarks | Issue | Solution |
|---|---|---|---|---|---|---|---|
| | Month | 2022 (7–12) / 2023 (1–6) | 2023 (7–12) / 2024 (1–6) | 2024 (7–12) / 2025 (1–6) | | | |
| Monitoring | | | | | | | |
| Joint Coordinating Committee | Plan | | | | | | |
| | Actual | | | | | | |
| Set up the Detailed Plan of Operation | Plan | | | | | | |
| | Actual | | | | | | |
| Submission of Monitoring Sheet | Plan | | | | | | |
| | Actual | | | | | | |
| Monitoring Mission from Japan | Plan | | | | | | |
| | Actual | | | | | | |
| Joint Monitoring | Plan | | | | | | |
| | Actual | | | | | | |
| Post Monitoring | Plan | | | | | | |
| | Actual | | | | | | |
| Reports/Documents | | | | | | | |
| Project Completion Report | Plan | | | | | | |
| | Actual | | | | | | |
| Public Relations | | | | | | | |
| | Plan | | | | | | |
| | Actual | | | | | | |

Annex 6

**Outline of baseline survey**

**Baseline survey: Objectives**

As a first step of the project, a brief study was performed to:

- Review overall goals, project purposes, outputs and indicators previously defined in the Project Design Matrix (PDM).
- Analyze the present status (base) of each indicator, define possible goals, and propose new indicators if necessary.
- Identify needs and expectations of each institution for the training program in Mexico and Japan.

[Project Design Matrix (PDM)]

**Baseline survey: Methodology**

- A face-to face or online meeting was organized with each partner institution to conduct an interview.
- Review of official documents was performed to complement interview data.

[Interview list]

| Date | Interviewee |
|---|---|
| July 18, 2022 | General Directorate for Risk Management, National Coordination of Civil Protection (CNPC) |
| July 29, 2022 | Secretariat of Integrated Risk Management and Civil Protection (SGIRPC) of Mexico City |
| August 4, 2022 | National Center for Disaster Prevention (CENAPRED) |
| August 11, 2022 | Secretariat of Civil Protection, Government of Chiapas and Municipality of Tuxtla Gutiérrez |
| August 22, 2022 | National Water Commission (CONAGUA) |

**Baseline survey: Results**

| Level | Tentative Indicator | Present status (Base) | Possible goal |
|---|---|---|---|
| Overall Goal | Negotiations for the authorization of the budget for Local Plans of DRR implementation by the Local or State Governments of the Phase 1 and Phase 2 Pilot Sites. | • Both pilot states have knowledge and experience in requesting and implementing budget for preventive measures, including CNPC's Preventive Fund and international aid | • During project implementation, the two pilot sites would make a realistic funding proposal based on their revised local DRR plans.<br>• Specific goals with phase 2 pilot sites will need to be defined in a later stage. |
| | Some activities of the Local Plan of DRR are implemented | • Both pilot states have developed various activities in accordance with their existing local plans. | • The two phase 1 pilot sites would implement two quick activities to promote implementation of their revised local plans. |

| Level | Tentative Indicator | Present status (Base) | Possible goal |
|---|---|---|---|
| Project Purpose 1 | Local Plans of DRR made, at least, by the two Phase 1 Pilot Sites | • Both pilot states have developed their local DRR plans<br>• CDMX: Anti-seismic structural measures of prioritized buildings<br>• Chiapas: Structural and communicational measures against flooding of the Sabinal River | • Both states would create a revised local plan through he project.<br>• CDMX: Cooperation plan with other sectors<br>• Chiapas: Integration of measures, financial stability, and long-term strategy |
| Project Purpose 2 | Training plan made by CNPC | • CENAPRED and State of Chiapas manage a training scheme at the national level, but no specific courses on the development local DRR plan are provided. | • CNPC in collaboration with CENAPRED and other partners would develop a proposal of a course based on the 8-step methodology. |

| Level | Tentative indicator | Present status (Base) | Possible goal |
|---|---|---|---|
| Output 1 | Roadmap or action plan for the formulation of Local Plan of DRRs, identified role of the Institutions involved | • No roadmaps or action plans are available to prepare a local DRR plan. | • Both states would create a roadmap or action plan through the project. |
| Output 2 | Local Plans of DRR formulated by the Phase 1 Pilot Sites, with concrete risk reduction measures | • See [Project Purpose1] | • See [Project purpose 1] |
| Output 3 | Monitoring sheet to evaluate the implementation of the Local DRR Plans. | • Some tools are in use to measure risks, but no standard assessment sheets are available to evaluate the overall implementation of local DRR plans. | • Both states would develop an assessment sheet based on the Japanese methodology. |
| Output 4 | Training plan for making of Local Plans of DRR with curriculum and list of instructors | • National School of Civil Protection of CENAPRED and the one in Chiapas Campus have programs and instructors in risk reduction. | • Content of the Japanese methodology would be added to an existing program.<br>• Some project members would be added to list of instructors. |

**Annex 7**

**List of trainees in Mexico**

**National Coordination of Civil Protection (CNPC)**

| Name | Title | Affiliation | Role in the project |
|---|---|---|---|
| Mr. Romeo Alejandro Vergara Castañeda | Area Director | Sector Coordination | Project member, trainee |
| Mr. Héctor Alonso Barrera Burnela | Area Deputy Director | Social and International Sector | Project member, trainee, OB of JICA training |
| Ms. Kindy Gaviria Martínez Zamudio | Area Director | External Affairs, Programs, Policies in Integrated Risk Management | Trainee |

**National Center for Disaster Prevention (CENAPRED)**

| Name | Title | Affiliation | Role in the project |
|---|---|---|---|
| Ms. Constanza Anahí Elsa Rivera Pereira | Coordinator | Public Policies for Disaster Risk Reduction | Main focal point, trainee |
| Mr. Verónica Andrea Rojas Hernández | Deputy Director | Training in Civil Protection | Trainee |

**National Water Commission (CONAGUA)**

| Name | Title | Affiliation | Role in the project |
|---|---|---|---|
| Mr. César Pérez Álvarez | Chief | Administration Services | Trainee |
| Mr. Jorge Aquino Chávez | Chief | Administration Systems | Trainee |

**Secretariat of Integrated Risk Management and Civil Protection (SGIRPC) of Mexico City**

| Name | Title | Affiliation | Role in the project |
|---|---|---|---|
| Mr. Norberg Manuel García Arrollga | Director General | General Directorate of Resilience | Main focal point, trainee |
| Ms. Gloria Luz Ortiz Lozegel | Director General | External Affairs, Training and Dissemination | Trainee |
| Ms. Aldrid Stephanie Benítez Avila | Coordinator | Actions and Policies of Resilience | Trainee |
| Mr. Ismael Hernández Hernández | Chief | Risk Confirmation Department Unit | Trainee |

**Secretariat of Civil Protection, Government of Chiapas / Municipality of Tuxtla Gutiérrez**

| Name | Title | Affiliation | Role in the project |
|---|---|---|---|
| Mr. Eder Fabián Mancilla Velázquez | Secretary of Civil Protection | Municipality of Tuxtla Gutiérrez | Trainee |
| Mr. Alejandro Monteoso Castañeda | Director General | City Institute of Municipal Planning for Sustainable Development of Tuxtla Gutiérrez | Trainee |
| Mr. EnriqueAbdulá Mojica Cecilio | Coordinator of Environment and Energy | City Institute of Municipal Planning for Sustainable Development of Tuxtla Gutiérrez | Trainee |
| Mr. Jorge Iván Toledo García | Risk Analyst | Directorate of Risk Identification and Analysis | Focal point, trainee, OB of JICA training |

# The Second JCC Minutes

**MINUTES OF MEETING**
**OF**
**THE SECOND JOINT COORDINATING COMMITTEE**
**BETWEEN JAPAN INTERNATIONAL COOPERATION AGENCY**
**AND THE AUTHORITIES CONCERNED OF THE UNITED MEXICAN STATES**
**ON THE PROJECT FOR STRENGTHENING OF THE DISASTER RISK REDUCTION**
**GOVERNANCE IN MEXICO**

Mr. Hajime Tsuboi
Chief Representative
Mexico Office
Japan International Cooperation
Agency

P.A.
Ms. Laura Velázquez Alzúa
National Coordinator of Civil Protection
Secretariat of Security and Citizen
Protection
United Mexican States

P.A.
Mr. Raúl Álvarez Villaseñor
Director General of Project Operation
in Mexico
Mexican Agency for International
Development Cooperation
United Mexican States

P.A.
Mr. Germán Arturo Martínez Santoyo
Director General
National Water Commission
United Mexican States

P.A.
Mr. Enrique Guevara Ortiz
Director General
National Center for Disaster Prevention
Secretariat of Security and Citizen
Protection
United Mexican States

Ms. Myriam Vilma Urzúa Venegas
Secretary of Integrated Risk
Management and Civil Protection
Government of Mexico City
United Mexican States

Dr. Luis Manuel García Moreno
Secretary of Civil Protection
State Government of Chiapas
United Mexican States

The meeting of the Second Joint Coordinating Committee (hereinafter referred to as "JCC") for the Project for Strengthening of the Disaster Risk Reduction Governance in Mexico (hereinafter referred to as "the Project") was held on June 20, 2023 at the meeting room of the Ministry of Foreign Affairs in Mexico City.

The Japan International Cooperation Agency (hereinafter referred to as "JICA") exchanged viewpoints and progress of activities with the National Coordination of Civil Protection of the Secretariat of Security and Citizen Protection (hereinafter referred to as "CNPC"), representatives of the Mexican Agency for International Development Cooperation (hereinafter referred to as "AMEXCID"), the National Water Commission (hereinafter referred to as "CONAGUA"), the National Center for Disaster Prevention (hereinafter referred to as "CENAPRED"), Secretary of Integrated Risk Management and Civil Protection of Mexico City Government and the Secretary of Civil Protection of the State Government of Chiapas, in order to review the implementation of the technical cooperation activities for the Project.

As the result of the discussion, the representatives of relevant agencies agreed on the matters referred to in the documents attached hereto.

Mexico City, June 20, 2023

## ATTACHED DOCUMENTS

According to the Meeting of the 2nd Joint Coordinating Committee (JCC), the following points were discussed and agreed:

### 1. Progress of the activities of the Project

JICA project team leader, Hodaka Igo, made a presentation on the progress of the activities of the Project (Long-Term Expert Mr. Hirota: June 2022 – June 2023, Short-Term Experts: August 2022 - June 2023). The activities were generally implemented as planned, with no delays or problems. As a result of the presentation and discussions, the JCC members agreed with the result of the progress.

Following the first introductory training course held in September 2022, two technical trainings for the formulation of local disaster risk reduction plans were held in Mexico City. The second training course was held from March 7 to March 10, 2023, and the third training course was held from June 14 to June 16 of the same year. Through these two training courses, the local disaster risk reduction plans for Mexico City and Tuxtla Gutierrez, Chiapas were prepared.

The first training course in Japan was held from May 15 to May 27, 2023. Four officials from relevant agencies of the Project took part in the training in Japan on the theme of promoting pre-investment in disaster risk reduction through the development of local disaster risk reduction plans. Prior to this training, two CNPC officials participated in the course "Promotion of Mainstreaming Disaster Risk Reduction" in JICA's Knowledge Co-Creation Program (KCCP).

### 2. Planning of the activities of the Project

JICA project team leader, Hodaka Igo, made a presentation on the planning of the activities of the Project covering the period from July 2023 to June 2024. As a result of the presentation and discussions, the JCC members agreed to the planning of the activities.

The fourth training course for local disaster risk reduction planning will be held in October 2023 and the fifth training course, focusing on the "Training for the promotion of local disaster risk reduction planning", will be held in March 2024. As the output of the training, two local disaster risk reduction plans for the First Pilot Areas and its monitoring plans will be prepared.

The second training course in Japan will be held in January 2024, focusing on the theme of "Promoting the pre-investment in the disaster risk reduction through the development of local disaster risk reduction plans".

### 3. Selection of two additional states for the Second Pilot Areas

The CNPC and the JICA experts previously discussed the selection of the federal entities that would participate in the second phase of the Project.

The representatives of CNPC provided a presentation of the implementation of the next phase, in specific, the selection of two additional states. CNPC indicated that based on a detailed risk analysis and Project's own requirements, the States of Guerrero and Veracruz would be the ideal Second Pilot Areas. The justification for the proposal was explained, including the high risk of earthquake and floods, the presence of human resources trained in Japan, and availability for collaboration in the Project. The JCC members approved the nomination for the Second Pilot Areas and agreed that a detailed plan to work in these two additional states must be developed by the end of 2023, including the selection of target municipalities. The changes are shown in the revised Project Design Matrix (PDM) included in the Annex 1.

Additionally, the representatives of CNPC explained to the JCC members that as part of the planned activities to apply gained experience, the Mexican authorities should design and implement a training program for the Second Pilot Areas, through receiving technical assistance by the Japanese experts. It was stressed that the Mexican team should make the best use of the experience of the First Pilot Areas, the model cases of the local disaster risk reduction plans developed in Mexico City and Tuxtra Gutierrez, Chiapas.

The participants discussed how the CNPC and other institutions can utilize the results of this Project to promote local disaster risk reduction plans, including the mechanism to apply to Mexico at the time of project conclusion.

### 4. List of participants in the training course

The JCC members reviewed the updated list of the members for the training course and agreed that these members will continue joining the training course of the Project. The list is shown in Annex 2.

Annex 1: Project Design Matrix (PDM) including the Second Pilot Areas
Annex 2: List of participants in the training course
Annex 3: Project Monitoring Sheet

**PDM: Project Design Matrix**

Version 3: June 20, 2023

| | |
|---|---|
| Project Title: | Project for Strengthening of the Disaster Risk Reduction Governance in Mexico |
| Executive Agency: | Federal Level: National Coordination of Civil Protection (CNPC), Secretary of Security and Citizen Protection |
| Collaborating Agency | Mexican Agency for International Development Cooperation (AMEXCID) |
| Technical Supporting Agency | National Water Commission (CONAGUA) and National Center for Disaster Prevention (CENAPRED) |
| Target Group: | Management level; personnel of National Coordination of Civil Protection<br>Technical and Management level; personnel of Mexico City and State of Chiapas |
| Target Area: | Mexico City, State of Chiapas (First Pilot Areas), **States of Veracruz and Guerrero (Second Pilot Areas)** |
| Cooperation Period: | 36 months (3 years) |

| Narrative Summary | Objectively Verifiable Indicators | Means of Verification | Important Assumptions |
|---|---|---|---|
| [Overall Goal]<br>Promote, through the formulation of Local Plans of Disaster Risk Reduction (DRR) in Mexico, investment for disaster risk reduction, prior to the occurrence of disaster. | 1. Negotiations about the budget authorization for implementing Local DRR Plans by the State Governments of the First and Second Pilot Areas.<br>2. Some activities of the Local DRR Plan are implemented. | DRR reports of the First and Second Pilot Areas<br>Project Completion Report<br>Project Monitoring Sheet | State and local governments have sufficient budget for the implementation of local DRR plans. |
| [Project Purpose]<br>1. Formulate Local Plans of DRR with concrete risk reduction measures and identify the role of each institutions involved.<br>2. Design a training program using the methodology for making Local Plan of DRR. | 1. Local DRR Plans made, at least, by the two First Pilot Areas.<br>2. Training plan made by CNPC and CENAPRED. | Project Completion Report<br>Project Monitoring Sheet | |
| [Outputs]<br>1. In the First Pilot Areas, an implementation system is organized to make Local DRR Plans with its own goals, methods, work schedules and identified role of the institutions involved. | 1. Roadmap or action plan for the formulation of Local DRR Plans, which identifies role of the institutions involved. | Project Completion Report<br>Project Monitoring Sheet | |

| | | | |
|---|---|---|---|
| 2. In the First Pilot Areas, Local DRR Plans are formulated, with concrete risk reduction measures of a specific disaster such as earthquake and flood. | 1. Local DRR Plans formulated by the First Pilot Areas, with concrete risk reduction measures. | Project Completion Report<br>Project Monitoring Sheet | |
| 3. A monitoring sheet is made by the project, to evaluate the implementation of Local DRR Plans. | 1. Monitoring sheet to evaluate the implementation of the Local DRR Plans. | Project Completion Report<br>Project Monitoring Sheet | |
| 4. A training program is designed based on the methodology for making Local DRR Plans and empirical knowledge of the First Pilot Areas. | 1. Training plan for making Local DRR Plans with curriculum and list of instructors. | Project Completion Report<br>Project Monitoring Sheet | |

| Activities | Inputs | | Pre-condition |
|---|---|---|---|
| **[Activities]** | **[Japanese side]** | **[Mexican Side]** | |
| <Output1><br>1-1 Hold a workshop about the methodology for making Local DRR Plans.<br>1-2 Collect and organize the information about current situation of making Local DRR Plans at state and municipal level in Mexico.<br>1-3 Analyze issues related to the development and implementation of Local DRR Plans and identify the related institutions that could be involved for formulating Local DRR Plans, based on the information collected with the activity 1-2.<br>1-4 Make a roadmap or action plan for formulating Local DRR Plans with | (1) Assignment of Experts<br>One long-term expert<br>- Project Coordinator (36 months)<br>Three short-term experts<br>- Earthquake DRR Plan<br>- Flood Control Measures<br>- DRR Investment Promotion<br>(2) Equipment<br>- N/A<br>(3) Training for counterpart personnel in Japan<br>- 8 steps for making Local DRR Plans and DRR policy at national and local level<br>- Hazard identification in earthquakes and floods | (1) Assignment of Counterpart Personnel<br>- Project Director<br>- Project Manager<br>- Two Project Officers<br>(2) Office space and facilities for Japanese experts (basic operation cost)<br>- Office space and facilities<br>- Utilities and Internet connections<br>(3) Local cost for project implementation | The project activities development would not be adversely affected by the epidemiological situation of COVID-19. |

| | | |
|---|---|---|
| the related institutions identified in the activity 1-3. | - DRR planning with structural and non-structural countermeasures | |
| **<Output2>**<br>2-1 Hold a second detailed workshop on the methods for formulating Local DRR Plans.<br>2-2 Collect and analyze information on hazard and risk assessment of the First Pilot Areas at state and municipal level.<br>2-3 Collect and organize information about all DRR projects with structural measures implemented by the Federal and State Governments in the First Pilot Areas.<br>2-4 Identify the residual risks based on the information obtained in the activities 2-2 and 2-3.<br>2-5 Examine and prioritize countermeasures to implement in the First Pilot Areas.<br>2-6 Formulate a structural countermeasure proposal analyzing the engineering process and budget, based on the information obtained in the activity 2-5.<br>2-7 Hold a third detailed workshop on the methods for formulating Local DRR Plans and assemble all the proposal countermeasures as a Local DRR Plan of the First Pilot Areas, based on the results obtained in the activities 2-5 and 2-6. | Idem | Idem |

| | | |
|---|---|---|
| **<Output3>**<br>3-1 Hold a fourth detailed workshop on the methods for formulating Local DRR Plans.<br>3-2 Formulate a monitoring sheet to evaluate the implementation of the Local DRR Plans. | Idem | Idem |
| **<Output4>**<br>4-1 Select the Second Pilot Areas with the support of the First Pilot Areas (state and municipality).<br>4-2 Hold a fifth detailed workshop on the methods for formulating Local DRR Plans.<br>4-3 Organize a technical support team and/or select instructors to disseminate the Local DRR Plans formulation methods to the Second Pilot Areas.<br>4-4 Prepare a training program proposal for formulating Local DRR Plans in coordination with the related institutions of the First Pilot Areas.<br>4-5 Prepare an implementation plan for Local DRR formulation training at Second Pilot Areas and the nation.<br>4-6 Hold a national forum to disseminate the methods for formulating Local DRR Plans and training program.<br>4-7 Carry out the training to the Second Pilot Areas. | Idem | Idem |

Updated in May 2023 for the 2nd JCC Meeting

**List of trainees in Mexico**

**National Coordination of Civil Protection (CNPC)**

| Name | Title | Affiliation | Role in the project |
|---|---|---|---|
| Mr. Romeo Alejandro Vergara Castañeda | Area Director | Sector Coordination | Project member, trainee, OB of JICA training |
| Mr. Héctor Alonso Barrera Bermúdez | Area Deputy Director | Social and International Sector | Project member, trainee, OB of JICA training |
| Ms. Cindy Daniela Martínez Zamudio | Area Director | External Affairs, Programs, Policies in Integrated Risk Management | Trainee, OG of JICA training |
| Ms. Mayra Lizzette Sánchez Rodríguez | Chief | Social and International Sector | Trainee |

**National Center for Disaster Prevention (CENAPRED)**

| Name | Title | Affiliation | Role in the project |
|---|---|---|---|
| Ms. Constanza Anahí Elsa Rivera Pereira | Coordinator | Public Policies for Disaster Risk Reduction | Main focal point, trainee |
| Ms. Verónica Andrea Rojas Hernández | Deputy Director | Training in Civil Protection | Trainee |

**National Water Commission (CONAGUA)**

| Name | Title | Affiliation | Role in the project |
|---|---|---|---|
| Mr. César Pérez Álvarez | Chief | Administration Services | Trainee, OB of JICA training |
| Mr. Jorge Aquino Chávez | Chief | Administration Systems | Trainee |

**Secretariat of Integrated Risk Management and Civil Protection (SGIRPC) of Mexico City**

| Name | Title | Affiliation | Role in the project |
|---|---|---|---|
| Mr. Norberg Marcel García Arróliga | Director General | General Directorate of Resilience | Main focal point, trainee, OB of JICA training |
| Ms. Aidee Stephanie Jiménez Ávila | Coordinator | Actions and Policies of Resilience | Trainee |
| Mr. Ismael Hernández Hernández | Chief | Risk Confirmation Department Unit | Trainee, OB of JICA training |

**Secretariat of Civil Protection, Government of Chiapas / Municipality of Tuxtla Gutiérrez**

| Name | Title | Affiliation | Role in the project |
|---|---|---|---|
| Mr. Alejandro Mendoza Castañeda | Director General | City Institute of Municipal Planning for Sustainable Development of Tuxtla Gutié | Trainee |
| Mr. Enrique Abdala Mojica Castillo | Coordinator of Environment and Energy | City Institute of Municipal Planning for Sustainable Development of Tuxtla Gutié | Trainee |
| Mr. Jorge Iván Toledo García | Risk Analyst | Directorate of Risk Identification and Analysis | Focal point, trainee, OB of JICA training |

**TO Chief Representative of JICA Mexico OFFICE**

**Project Monitoring Sheet**

**Project Title: The Project for Strengthening of the Disaster Risk Reduction Governance in Mexico**
**Version of the Sheet: Ver.2 (Term: June 24, 2022 – December 23, 2022)**

**Name: Laura Velázquez Alzúa**
**Title: Project Director, CNPC**
**Name: Hodaka Igo**
**Title: Project Manager, JICA Expert Team**
**Submission Date: December 24, 2022**

**I. Summary**

**1 Progress**

**1-1 Progress of Inputs**

**(1) Input by the Japanese side**

**Assignment of Experts**

The following experts from the Japanese side were assigned in this monitoring period.

| Responsibility Area | Name | Assignment Period |
|---|---|---|
| Technical advisory | Satoru Nishikawa | Assignment in Mexico: from Sep.25 until Sep.29, 2022 |
| Short-term Expert, Earthquake DRR Plan | Hodaka Igo | Assignment in Mexico: from Sep.20 until Oct.2, 2022 |
| Short-term Expert, Flood Control Measure | Yasuhiko Kato | Assignment in Mexico: from Sep. 20 until Oct. 9, 2022 |
| Short-term Expert, DRR Investment Promotion | Masae Kuroki | Assignment in Mexico: from Sep.20 until Oct.2, 2022 |
| Long-term Expert, Project Coordination | Reo Hirota | June 24, 2022-Present |

**Training in Japan**

The following two Mexican members were accepted in a Knowledge Co-Creation Program (KCCP) held in Tokyo and Kobe, Japan. One member was financed by the project, and the other by KCCP budget.

| Name | Course title | Course Period |
|---|---|---|
| Romeo Alejandro Vergara Castañeda, CNPC | Promotion of Mainstreaming Disaster Risk Reduction | From Dec.14 until Dec.24, 2022 |
| Héctor Alonso Barrera | Promotion of Mainstreaming | From Dec.14 until Dec.24, 2022 |

| | | |
|---|---|---|
| Burrola, CNPC | Disaster Risk Reduction | |

**Other training**

One project member joined the following congress to share progress of the Sendai Framework for Disaster Risk Reduction in Mexico and discuss challenges with experts from other countries. The funding was provided by the organizer of the event.

| Name | Title of the event | Period |
|---|---|---|
| Constanza Anahí Elsa Rivera Pereira, CENAPRED | International Disaster and Risk Conference/World Bosai Forum 2022 in Switzerland | From Dec.5 until Dec.6, 2022 |

**(2) Input by the Mexican side**

**Assignment of counterparts**

The following members of the National Coordination of Civil Protection (CNPC) were assigned in this monitoring period.

| Responsibility Area | Name | Assignment Period |
|---|---|---|
| Project Direction | Laura Velázquez Alzúa | June 24, 2022-Present |
| Project Management | Oscar Zepeda Ramos | June 24, 2022-Present |
| Project Operations | Romeo Alejandro Vergara Castañeda | June 24, 2022-Present |
| Project Operations | Héctor Alonso Barrera Burrola | June 24, 2022-Present |
| Project Operations | Mayra Lizzette Sánchez Rodríguez | June 24, 2022-Present |

**Facilities and administrative costs**

Local operational costs, including training room, office space, internet and consumables, were provided by CNPC to facilitate activities with the Japanese experts.

**1-2 Progress of Activities**

**(1) Overall goal of Project**

- Interviewed the two First Pilot Areas, National Water Commission (CONAGUA), National Center for Disaster Prevention (CENAPRED), and CNPC through baseline study about the present status of pre-disaster investment.

- Analyzed budget structure at the federal level and calculated overall public spending on disaster risk management policies and programs for the recent years.

**(2) Activities for Output 1**

- 1-1: Held the first workshop on Sep. 26-27 and shared the methodology for making Local DRR Plans, Japan's best practices in disaster risk reduction, and existing DRR initiatives of the Mexican parties.
- 1-2, 1-3: Collected, organized, and analyzed the information about the current situation and challenges in making Local DRR Plans at the state and municipal level in Mexico. The most relevant data include: mid-term report of the Sendai Framework for Disaster Risk Reduction 2015-2030, progress report on CNPC's Special Programs of Civil Protection, and the results of the Index of Governance and Public Policy for Disaster Risk Management (iGOPP).
- 1-4: Collected and shared existing Local DRR Plans of the First Pilot Areas and their involved institutions through the first workshop.

**(3) Activities for Output 2**

- 2-1 Draft activity plan for training on the development of a local disaster risk reduction plan was prepared.
- 2-2: Collected and analyzed information on the development of risk maps and other risk assessment projects through baseline interviews with the First Pilot Areas, CENAPRED and CONAGUA. Data collection for the training of this project is expected to start in January 2023.
- 2-3: Collected and analyzed information on existing structural measures through baseline interviews with the First Pilot Areas and a field visit in Chiapas. Data collection for the training of this project is expected to start in January 2023.

**(4) Activities for Output 3**

N/A

**(5) Activities for Output 4**

N/A

**1-3 Achievement of Output**

The following objectively verifiable indicators is applied to assess the achievement of the Project based on the PDM.

**(1) Output 1**

Indicator: Roadmap or action plan for the formulation of Local DRR Plans, which identifies role of the institutions involved.

- Roadmap or action plan will be developed in a later stage of the project.
- The first workshop and data analysis in this monitoring period identified some common issues in the development of Local DRR Plans in Mexican states and municipalities, including the financial instability due to political change and the lack of evaluation mechanism for preventive measures.

**(2) Output 2**

Indicator: Local DRR Plans formulated by the First Pilot Areas, with concrete risk reduction measures.

- Refined Local DRR Plans will be developed in a later stage of the project.
- Draft activity plan for training on the development of a local disaster risk reduction plan was prepared.
- Activities in this monitoring period, mainly baseline study, confirmed both progress and challenges in the risk assessment and structural measures of the existing local DRR projects in the First Pilot Areas. Major challenges include: prioritizing construction measures for vulnerable buildings (Mexico City) and developing risk analysis in the tributaries of the Sabinal River (Chiapas).

**(3) Output 3**

N/A

**(4) Output 4**

N/A

**1-4 Achievement of the Project Purpose**

The following objectively verifiable indicators are applied to assess the achievement of the Project based on the PDM.

Indicator 1: Local DRR Plans made, at least, by the two First Pilot Areas.

- Refined Local DRR Plans will be developed in a later stage of the project.
- The essence of 8 step methodology was shared with the two First Pilot Areas through the first workshop to help strengthen their Local DRR Plans.
- Draft activity plan for training of Local DRR planning was developed.

Indicator 2: Training plan made by CNPC and CENAPRED

- A new training plan will be developed in a later stage of the project.

- The existing training programs at the national and local level were reviewed through baseline study. It was confirmed that the platform of National School of Civil Protection in CENAPRED and Civil Protection School of Chiapas would help disseminate the training plan to be developed by the project.

**1-5 Changes of Risks and Actions for Mitigation**

No important changes

**1-6 Progress of Actions undertaken by JICA**

N/A

**1-7 Progress of Actions undertaken by Gov. of Mexico**

N/A

**1-8 Progress of Environmental and Social Considerations (if applicable)**

This project is classified as Category C (no or very little negative impact on environment and society)

**1-9 Progress of Considerations on Gender/Peace Building/Poverty Reduction (if applicable)**

One CNPC public officer participated in a KCCP course in Japan "Gender and Diversity in Disaster Risk Reduction". Possible collaboration with the trainee will be considered for the next semester.

**1-10 Other remarkable/considerable issues related/affect to the project (such as other JICA's projects, activities of counterparts, other donors, private sectors, NGOs, etc.)**

N/A

**2 Delay of Work Schedule and/or Problems (if any)**

The project is developed on schedule.

**2-1 Detail**

N/A

**2-2 Cause**

N/A

**2-3 Action to be taken**

N/A

**2-4 Roles of Responsible Persons/Organization (JICA, Gov. of Mexico, etc.)**

N/A

**3 Modification of the Project Implementation Plan**

**3-1 PO**

The JCC members approved the second version of PO, which was based on the Work Plan developed by the Japanese experts and CNPC.

**3-2 Other modifications on detailed implementation plan**

***(Remarks: The amendment of R/D and PDM (title of the project, duration, project site(s), target group(s), implementation structure, overall goal, project purpose, outputs, activities, and input) should be authorized by JICA HDQs. If the project team deems it necessary to modify any part of R/D and PDM, the team may propose the draft.)***

The JCC members ratified the first amendment of R/D and PDM to make some minor changes, mostly for terminology clarification.

**4 Current Activities of Gov. of Mexico to Secure Project Sustainability after its Completion**

CNPC is considering the possibility of developing an online platform to provide an accessible and sustainable training program on Local DRR plans in the future.

**II. Project Monitoring Sheet I & II**

As Attached.

**Project Monitoring Sheet I （Revision of Project Design Matrix）**

Project Title: Project for Strengthening of the Disaster Risk Reduction Governance in Mexico

Executive Agency: Federal Level: National Coordination of Civil Protection (CNPC), Secretary of Security and Citizen Protection

Collaborating Agency: Mexican Agency for International Development Cooperation (AMEXCID)

Technical Supporting Agency: National Water Commission (CONAGUA) and National Center for Disaster Prevention (CENAPRED)

Target Group: Management level: personnel of National Coordination of Civil Protection, Technical and Management level: personnel of Mexico City and State of Chiapas

Target Area: Mexico City, State of Chiapas (First Pilot Areas)

Cooperation Period: 36 months (3 years)

**Version 2.0**

**Dated 24th, December, 2022**

| Narrative Summary | Objectively Verifiable Indicators | Means of Verification | Important Assumption | Achievement | Remarks |
|---|---|---|---|---|---|
| Overall Goal | | | | | |
| Promote through the formulation of Local Plans of Disaster Risk Reduction (DRR) in Mexico, investment for disaster risk reduction prior to the occurrence of disaster | 1 Negotiations about the budget authorization for implementing Local DRR Plans by the State Governments of the First and Second Pilot Areas<br>2 Some activities of the Local DRR Plan are implemented | DRR reports of the First and Second Pilot Areas<br>Project Completion Report<br>Project Monitoring Sheet | State and local governments have sufficient budget for the implementation of local DRR plans | -The present status of DRR investment was analyzed at the national and local level<br>-It was confirmed that CNPC's Preventive Fund would be fully resources to promote disaster reduction measures.<br>-Some major challenges were identified, including the lack of state-level financial schemes for pre-disaster action | NA |
| Project Purpose | | | | | |
| 1 Formulate Local Plans or DRR with concrete risk reduction measures and identify the role of each institutions involved<br>2 Design a training program using the methodology for making Local Plan of DRR | 1 Local DRR Plans made, at least, for the two First Pilot Areas<br>2 Training plan made by CNPC and CENAPRED | Project Completion Report<br>Project Monitoring Sheet | | -The existence of 8-step methodology was shared with the two First Pilot Areas through the first workshop to help strengthen their Local DRR Plans<br>-The existing training programs at the national and local level were reviewed. It was confirmed that the platform of National School of Civil Protection in CENAPRED and Chiapas would help disseminate the training plan to be developed by the project. | NA |
| Outputs | | | | | |
| 1 In the First Pilot Areas, an implementation system is organized to make Local DRR Plans with its own goals, methods, work schedules and identified role of the institutions involved | 1 Roadmap or action plan for the formulation of Local DRR Plans, which identifies role of the institutions involved | Project Completion Report<br>Project Monitoring Sheet | | -The first workshop and data analysis in this monitoring period identified some common issues in the development of Local DRR Plans in Mexican states and municipalities, including the financial instability due to political change and the lack of evaluation mechanism for preventive measures | NA |
| 2 In the First Pilot Areas, Local DRR Plans are formulated, with concrete risk reduction measures of a specific disaster such as earthquake and flood | 1 Local DRR Plans formulated by the First Pilot Areas, with concrete risk reduction measures | Project Completion Report<br>Project Monitoring Sheet | | -Draft activity plan for training on the development of a local disaster risk reduction plan was prepared<br>-Activities in this monitoring period, mainly baseline study, confirmed both progress and challenges in the risk assessment and structural measures of the existing (Local DRR projects/Plans in the First Pilot Areas. Major challenges include, prioritizing construction measures for vulnerable buildings (Mexico City) and developing risk analysis in the tributaries of the Sabinal River (Chiapas) | NA |
| 3 A monitoring sheet is made by the project, to evaluate the implementation of Local DRR Plans | 1 Monitoring sheet to evaluate the implementation of the Local DRR Plans | Project Completion Report<br>Project Monitoring Sheet | | NA | NA |
| 4 A training program is designed based on the methodology for making Local DRR Plans and empirical knowledge of the First Pilot Areas | 1 Training plan for making Local DRR Plans with curriculum and list of instructors | Project Completion Report<br>Project Monitoring Sheet | | NA | NA |

## Annex 3: Project Monitoring Sheet

| Activities | Inputs | | Important Assumption |
|---|---|---|---|
| | The Japanese Side | The Mexican Side | |
| <Output1><br>1-1 Hold a workshop about the methodology for making Local DRR Plans<br>1-2 Collect and organize the information about current situation of making Local DRR Plans at state and municipal level in Mexico<br>1-3 Analyze issues related to the development and implementation of Local DRR Plans and identify the related institutions that could be involved for formulating Local DRR Plans, based on the information collected with the activity 1-2<br>1-4 Make a roadmap or action plan for formulating Local DRR Plans with the related institutions identified in the activity 1-3<br><br><Output2><br>2-1 Hold a second detailed workshop on the methods for formulating Local DRR Plans<br>2-2 Collect and analyze information on hazard and risk assessment of the First Pilot Areas at state and municipal level<br>2-3 Collect and organize information about all DRR projects with structural measures implemented by the Federal and State Governments in the First Pilot Areas<br>2-4 Identify the residual risks based on the information obtained in the activities 2-2 and 2-3<br>2-5 Examine and prioritize countermeasures to implement in the First Pilot Areas<br>2-6 Formulate a structural countermeasure proposal analyzing the engineering process and budget, based on the information obtained in the activity 2-5<br>2-7 Hold a third detailed workshop on the methods for formulating Local DRR Plans and assemble all the proposal countermeasures as a Local DRR Plan of the First Pilot Areas, based on the results obtained in the activities 2-5 and 2-6<br><br><Output3><br>3-1 Hold a fourth detailed workshop on the methods for formulating Local DRR Plans<br>3-2 Formulate a monitoring sheet to evaluate the implementation of the Local DRR Plans<br><br><Output4><br>4-1 Select the Second Pilot Areas with the support of the First Pilot Areas (state and municipality)<br>4-2 Hold a fifth detailed workshop on the methods for formulating Local DRR Plans<br>4-3 Organize a technical support team and/or select instructors to disseminate the Local DRR Plans formulation methods to the Second Pilot Areas<br>4-4 Prepare a training program proposal for formulating Local DRR Plans in coordination with the related institutions of the First Pilot Areas<br>4-5 Prepare an implementation plan for Local DRR formulation training at Second Pilot Areas and the nation<br>4-6 Hold a national forum to disseminate the methods for formulating Local DRR Plans and training program<br>4-7 Carry out the training to the Second Pilot Areas | (1)Assignment of Experts<br>One long-term expert<br>-Project Coordinator (36 months)<br>Three short-term experts<br>-Earthquake DRR Plan<br>-Flood Control Measures<br>-DRR Investment Promotion<br>(2)Equipment<br>-N/A<br>(3)Training for counterpart personnel in Japan<br>-8 steps for making Local DRR Plans and DRR policy at national and local level<br>-Hazard identification in earthquakes and floods<br>-DRR planning with structural and non structural countermeasures | (1)Assignment of Counterpart Personnel<br>-Project Director<br>-Project Manager<br>-Two Project Officers<br>(2)Office space and facilities for Japanese experts (basic operation cost)<br>-Office space and facilities<br>-Utilities and Internet connections<br>(3)Local cost for project implementation | |
| | | | **Pre-Conditions**<br>The project activities development would not be adversely affected by the epidemiological situation of COVID-19 |
| | | | **Risks and countermeasures**<br>N/A |

# Annex 3: Project Monitoring Sheet

**Project Monitoring Sheet II (Revision of Plan of Operation)**

**Dated 24, December, 2022**

**Project Title: Project for Strengthening of the Disaster Risk Reduction Governance in Mexico**

| Inputs | Year | 1st Year | 2nd Year | 3rd Year | Remarks | Monitoring: Issue | Monitoring: Solution |
|---|---|---|---|---|---|---|---|
| | Month | 2022 / 2023 | 2023 / 2024 | 2024 / 2025 | | | |
| **Expert** | | | | | | | |
| Project Coordinator<br>Ren MEDINA | Plan | | | | | NA | NA |
| | Actual | | | | | | |
| Expert Team Leader / Earthquake DRR Plan<br>Hiroaki ISO | Plan | | | | | | |
| | Actual | | | | | | |
| Flood Control Measures<br>Yasuhiro KATO | Plan | | | | | | |
| | Actual | | | | | | |
| DRR Investment Promotion<br>Masao AURON | Plan | | | | | | |
| | Actual | | | | | | |
| **Equipment** | | | | | | | |
| NA | Plan | | | | | NA | NA |
| | Actual | | | | | | |
| **Training in Japan** | | | | | | | |
| 1st Training course in Japan<br>2nd Training course in Japan<br>3rd Training course in Japan<br>KCCP on DRR mainstreaming | Plan | | | | | Some CNPC members will not be available for the 1st training course in Japan | 1st CNPC members participated in JICA's KCCP on DRR mainstreaming in December 2022. CNPC's Project Leader is expected to visit Japan in March 2023 for Sixth Road Forum |
| | Actual | | | | | | |
| **In-country Training** | | | | | | | |
| NA | Plan | | | | | NA | NA |
| | Actual | | | | | | |

| Activities | Year | 1st Year | 2nd Year | 3rd Year | Responsible Organization: Japan | Responsible Organization: Mexico | Achievements | Issues & Countermeasures |
|---|---|---|---|---|---|---|---|---|
| | Month | 2022 / 2023 | 2023 / 2024 | 2024 / 2025 | | | | |
| Output 1: In the First Pilot Areas, an implementation system is organized to make Local DRR Plans with its own goals, methods, work schedules and identified role of the stakeholders involved. | | | | | | | | |
| 1-1 Hold a workshop about the methodology for making Local DRR Plans | Plan | | | | Japanese Experts | | Successfully held the 1st workshop and introduced the 3 step methodology | Due delays with Month due to the response to emergencies in the respective state. Followed meeting via hybrid modality with Mexico City and Oaxaca |
| | Actual | | | | | | | |
| 1-2 Collect and organize the information about current situation of making Local DRR Plans at state and municipal level in Mexico | Plan | | | | Japanese Experts | | Collected recent data, including numbers report of Civil Protection, DRR's Special Programs of Civil Protection, and results of the Index of Governance and Public Policy for Disaster Risk Management | NA |
| | Actual | | | | | | | |
| 1-3 Analyze issues related to the development and implementation of Local DRR Plans and identify the related institutions that could be invited for formulating Local DRR Plans, based on the information collected with the activity 1-2. | Plan | | | | Japanese Experts | | Analyzed the present status and challenges in the creation of Local DRR Plans. Main challenges include: the lack of stakeholder involved, high turnover, not adequate mechanism for preventive measures | NA |
| | Actual | | | | | | | |
| 1-4 Make a roadmap or action plan for formulating Local DRR Plans with the related institutions identified in the activity 1-3. | Plan | | | | Japanese Experts | | Collected and shared existing Local DRR Plans of the First Pilot Areas and identified related institutions through the first workshop | NA |
| | Actual | | | | | | | |
| Output 2: In the First Pilot Areas, Local DRR Plans are formulated, with concrete risk reduction measures of a specific disaster such as earthquake and flood. | | | | | | | | |
| 2-1 Hold a second detailed workshop on the methods for formulating Local DRR Plans | Plan | | | | Japanese Experts | | Draft activity plan for training in the development of a local disaster risk reduction plan has prepared | NA |
| | Actual | | | | | | | |
| 2-2 Collect and analyze information on hazard and risk assessment of the First Pilot Areas at state and municipal level | Plan | | | | Japanese Experts | | Existing registries were reviewed through baseline analysis. Data collection will start in January 2023 for a closer analysis | NA |
| | Actual | | | | | | | |

# Annex 3: Project Monitoring Sheet

| | | | | | | | | |
|---|---|---|---|---|---|---|---|---|
| 2-3 Collect and organize information about all DRR projects with structural measures implemented by the Federal and State Governments in the First Pilot Areas. | | 1 | Plan | | Japanese Experts | | Existing solutions were reviewed through baseline analyze. Data collection will start in January 2011 for a closer analysis. | NA |
| | | | Actual | | | | | |
| 2-4 Identify the residual risks based on the information obtained in the activities 2-2 and 2-3. | | 1 | Plan | | Japanese Experts | | NA | NA |
| | | | Actual | | | | | |
| 2-5 Examine and prioritize countermeasures to implement in the First Pilot Areas. | | 1 | Plan | | Japanese Experts | | NA | NA |
| | | | Actual | | | | | |
| 2-6 Formulate a structural countermeasure proposal indicating the engineering process and budget, based on the information obtained in the activity 2-5. | | 1 | Plan | | Japanese Experts | | NA | NA |
| | | | Actual | | | | | |
| 2-7 Hold a third detailed workshop on the methods for formulating Local DRR Plans and assemble all the proposal countermeasures as a Local DRR Plan of the First Pilot Areas, based on the results obtained in the activities 2-5 and 2-6. | | 1 | Plan | | Japanese Experts | | NA | NA |
| | | | Actual | | | | | |
| Output 3: A monitoring sheet is made by the project, to evaluate the implementation of Local DRR Plans. | | | | | | | | |
| 3-1 Hold a fourth detailed workshop on the methods for formulating Local DRR Plans. | 2 | | Plan | | Japanese Experts | | NA | NA |
| | | | Actual | | | | | |
| 3-2 Formulate a monitoring sheet to evaluate the implementation of the Local DRR Plans. | 1 | | Plan | | Japanese Experts | | NA | NA |
| | | | Actual | | | | | |
| Output 4: A training program is designed based on the methodology for making Local DRR Plans and empirical knowledge of the First Pilot Areas. | | | | | | | | |
| 4-1 Select the Second Pilot Areas with the support of the First Pilot Areas (state and municipality). | | 1 | Plan | | Japanese Experts | | NA | NA |
| | | | Actual | | | | | |
| 4-2 Hold a fifth detailed workshop on the methods for formulating Local DRR Plans. | | 1 | Plan | | Japanese Experts | | NA | NA |
| | | | Actual | | | | | |
| 4-3 Organize a technical support team and/or select instructors to disseminate the Local DRR Plans formulation methods to the Second Pilot Areas. | | 1 | Plan | | Japanese Experts | | NA | NA |
| | | | Actual | | | | | |
| 4-4 Prepare a training program proposal for formulating Local DRR Plans in coordination with the related institutions of the First Pilot Areas. | | 1 | Plan | | Japanese Experts | | NA | NA |
| | | | Actual | | | | | |
| 4-5 Prepare an implementation plan for Local DRR formulation training at Second Pilot Areas and the nation. | | 1 | Plan | | Japanese Experts | | NA | NA |
| | | | Actual | | | | | |
| 4-6 Hold a national forum to disseminate the methods for formulating Local DRR Plans and training program. | | 1 | Plan | | Japanese Experts | | NA | NA |
| | | | Actual | | | | | |
| 4-7 Carry out the training to the Second Pilot Areas. | | 1 | Plan | | Japanese Experts | | NA | NA |
| | | | Actual | | | | | |
| **Duration / Phasing** | | | Plan | | | | | |
| | | | Actual | | | | | |

| **Monitoring Plan** | Year | 1st Year | | | 2nd Year | | | 3rd Year | | | Remarks | Issue | Solution |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | 2012 | | | 2013 | | | 2014 | | | | | |
| | Month | 7 8 9 10 11 12 1 2 3 4 5 6 | 7 8 9 10 11 12 1 2 3 4 5 6 | | 7 8 9 10 11 12 1 2 3 4 5 6 | | | 7 8 9 10 11 12 1 2 3 4 5 6 | | | | | |
| **Monitoring** | | | | | | | | | | | | | |
| Joint Coordinating Committee | Plan | | | | | | | | | | | State of Chiapas was absent from 1st JCC meeting due to its emergency operations | Other meeting was held to follow up with State of Chiapas |
| | Actual | | | | | | | | | | | | |
| Set up the Detailed Plan of Operation | Plan | | | | | | | | | | | NA | NA |
| | Actual | | | | | | | | | | | | |
| Submission of Monitoring Sheet | Plan | | | | | | | | | | | NA | NA |
| | Actual | | | | | | | | | | | | |
| Monitoring Mission from Japan | Plan | | | | | | | | | | | NA | NA |
| | Actual | | | | | | | | | | | | |
| Joint Monitoring | Plan | | | | | | | | | | | NA | NA |
| | Actual | | | | | | | | | | | | |
| Post Monitoring | Plan | | | | | | | | | | 3 years after the project completion | NA | NA |
| | Actual | | | | | | | | | | | | |
| **Reports/Documents** | | | | | | | | | | | | | |
| Project Completion Report | Plan | | | | | | | | | | | NA | NA |
| | Actual | | | | | | | | | | | | |
| **Public Relations** | | | | | | | | | | | | | |
| | Plan | | | | | | | | | | | | |
| | Actual | | | | | | | | | | | | |

# The Third JCC Minutes

**MINUTES OF MEETING**
**OF**
**THE THIRD JOINT COORDINATING COMMITTEE**
**BETWEEN JAPAN INTERNATIONAL COOPERATION AGENCY**
**AND THE AUTHORITIES CONCERNED OF THE UNITED MEXICAN STATES**
**ON THE PROJECT FOR STRENGTHENING OF THE DISASTER RISK REDUCTION**
**GOVERNANCE IN MEXICO**

P.A.

Mr. Hajime Tsuboi
Director General
Mexico Office
Japan International Cooperation Agency

P.A.

Ms. Laura Velázquez Alzúa
National Coordinator of Civil Protection
Secretariat of Security and Citizen Protection
United Mexican States

P.A.

Dr. José Alfredo Galván Corona
Director General of Project Operation in Mexico
Mexican Agency for International Development Cooperation
United Mexican States

P.A.

Mr. Germán Arturo Martínez Santoyo
Director General
National Water Commission
United Mexican States

Mr. Enrique Guevara Ortiz
Director General
National Center for Disaster Prevention
Secretariat of Security and Citizen Protection
United Mexican States

Ms. Myriam Vilma Urzúa Venegas
Secretary of Integrated Risk Management and Civil Protection
Government of Mexico City
United Mexican States

Dr. Luis Manuel García Moreno
Secretary of Civil Protection
State Government of Chiapas
United Mexican States

Dr. Guadalupe Osorno Maldonado
Secretary of Civil Protection
State Government of Veracruz
United Mexican States

Dr. Roberto Arroyo Matus
Secretary of Integrated Risk Management and Civil Protection
State Government of Guerrero
United Mexican State

The third meeting of the Joint Coordinating Committee (hereinafter referred to as "JCC") for the Project for Strengthening of the Disaster Risk Reduction Governance in Mexico (hereinafter referred to as "the Project") was held on May 17, 2024 at the César Sepúlveda meeting room of the Ministry of Foreign Affairs in Mexico City.

Viewpoints, progress and planning of activities were exchanged in order to review the implementation of the technical cooperation activities for the Project with the following nine institutions: the Japan International Cooperation Agency (hereinafter referred to as "JICA"), the National Coordination of Civil Protection of the Secretariat of Security and Citizen Protection (hereinafter referred to as "CNPC"), representatives of the Mexican Agency for International Development Cooperation (hereinafter referred to as "AMEXCID"), the National Water Commission (hereinafter referred to as "CONAGUA"), the National Center for Disaster Prevention (hereinafter referred to as "CENAPRED"), the Secretariat of Integrated Risk Management and Civil Protection of Mexico City Government, the Secretariat of Civil Protection of the State Government of Chiapas, the Secretariat of Integrated Risk Management and Civil Protection of the State Government of Guerrero, and the Secretariat of Civil Protection of the State Government of Veracruz.

As the result of the discussion, the representatives of relevant agencies agreed on the matters referred to in the document attached hereto.

Mexico City, May 17, 2024

**ATTACHED DOCUMENT**

According to the third meeting of the Joint Coordinating Committee (JCC), the following points were discussed and agreed:

**1. Progress of the activities of the Project**

A representative of CNPC, Mr. Oscar Zepeda Ramos, provided a presentation on the progress of the project activities (June 2023 – May 2024). The activities were generally implemented as planned, with no delays or problems.

Following the three technical training sessions for the formulation of Local Disaster Risk Reduction (DRR) Plans for the First Pilot Areas held in Mexico City, the fourth training course was held from October 24 to October 27, 2023, in Tuxtla Gutierrez City, Chiapas and Mexico City. Thanks to the knowledge acquired through the training courses, the Local DRR Plans and monitoring plans for Mexico City and Tuxtla Gutierrez, Chiapas were formulated. With their initiatives, the First Pilot Areas are currently working to formalize their Local Plans and in negotiations to obtain an approval for the Local DRR Plan and budget for implementing the measures.

Also, the second counterpart training in Japan was held from January 15 to January 27, 2024. Three officials from relevant agencies of the Project took part in the training in Japan on the theme of promoting pre-disaster investment in DRR through the development of Local DRR Plans.

Under the leadership of CNPC, the process to customize the Japanese methodology to the Mexican context and to prepare teaching materials began in January 2024 for the training of the Second Pilot Areas. The training initiated online on February 8 and 15, 2024, where Step 0 was explained. Subsequently, face-to-face training was provided from March 11 to 13, 2024 to present the methodology to elaborate Steps 1 and 2. In order to introduce the Project at a national level, CNPC presented the overview of the Project during the National Meeting for the Start of the Rainy and Tropical Cyclone Season in 2024, held on May 6, 2024 in Baja California Sur.

Finally, the third training on Steps 3 and 4 was carried out from May 13 to 15, 2024, at AMEXCID's facilities, Mexico City. Making good use of the knowledge acquired in the training, the Second Pilot Areas have initiated the development of Local DRR Plans, up to the fourth step, with the support of the First Pilot Areas and other participating institutions. The members of the JCC agreed with the progress proposed by CNPC.

**2. Selection of municipalities and members from the Second Pilot Areas and additional areas as observers**

For the selection of the Second Pilot Areas, a national-level risk analysis was carried out. As a result, the States of Guerrero and Veracruz were considered, and CNPC issued an official letter to know the interest of both states to participate in the Project. In response to the letter, the States of Guerrero and Veracruz have accepted to participate, and the Second Pilot Areas have been selected and agreed in the second JCC meeting in June 2023. The municipalities selected by each state were the following: Zihuatanejo de Azueta and Acapulco de Juarez of Guerrero and Minatitlan and Las Choapas of Veracruz. The JCC members reviewed the updated list of the members (Annex3), including the Second Pilot Areas, and agreed that these listed members shall continue participating in the training courses of the Project to develop Local DRR Plans for their areas by ensuring travel expenses as a rule. In cases that the municipalities corresponding to the Second Pilot Areas cannot participate in the subsequent training courses due to extraordinary situations, the State Civil Protection Units shall transfer the knowledge acquired during the training courses to municipalities and ensure progress on the development of the Steps with the advice of the Japanese experts, CNPC, and technical entities.

In addition, one from the State of Guerrero, and two from the municipality of Chilpancingo de los Bravo were assigned as observers of the Project since they have expressed interest to continue studying Step 3 to Step 8, after taking a course of Steps 1 and 2 in the CNPC's international training course "Understanding the disaster risk reduction: Basic Aspects for the Local Plan Implementation" supported by JICA. Voluntary participation in the future training courses of the Project to develop Local DRR Plans will be encouraged.

**3. Achievement and Planning of the activities of the Project**

JICA Project Team leader, Mr. Hodaka Igo, made a presentation on the achievements to date according to Project Design Matrix (PDM) and planning of the activities of the Project covering the period from June 2024 to June 2025, end of the Project. As a result of the presentation and discussions, the JCC members agreed to the planning of the activities.

1) Achievements based on the PDM

The achievements of project activities were explained according to the PDM (Annex 1). The achieved results were presented in accordance with the Overall Goal, Project Purposes, and Outputs (Annex 1). The achievement level for Project Purposes was 100 % for the first purpose, 40 % for the second purpose, Output 1 was 80%, Output 2 and 3 were 100%, and Output 4 was 40%.

2) Strategy, priority actions and activities to be implemented

The JCC members have discussed and agreed on the prioritized activities to be implemented by the end of the Project in June 2025 under the initiative of the Mexican side. A conceptual matrix showing a strategy, priority actions, and activities is presented in Annex 1.

- <u>Priority Action 1: Updating and monitoring roadmaps with the First Pilot Areas</u>

The roadmap for the development, approval, and implementation of Local DRR plans of the First Pilot Areas will be updated. The process of review, consultation, and funding with relevant agencies will be captured and lessons learned will be shared with the Second Pilot Areas.

- Priority Action 2: Completing Local DRR Plans with the Second Pilot Areas, with a special focus on securing funds for preventive measures.

  CNPC supported by the JICA Project Team will continue preparing and conducting the training courses for the Second Pilot Areas in October 2024 for Step 5-6 and in March 2025 for Step 7-8. In particular, for the development of Step 7, it is considered necessary to include information on possible subsidiary guidelines and preventive funds for DRR according to public policies at the national level such as a preventive program operated by CNPC and subsidies from the Secretariat of Agrarian, Territorial and Urban Development (SEDATU) to achieve the Overall Goal of the Project.

- Priority Action 3: Development of a training program and a training implementation strategy after the project completion

  The JCC members acknowledged that the Mexican side will take the initiative to prepare the training programs and the training implementation strategy during the remaining one year of the project period.

  The Mexican side supported by the JICA Project Team will find out the most feasible way to develop the training program during the remaining year by outlining a critical path, indicating the pedagogical means and technical tools, such as the official websites of CNPC and CENAPRED, that could be used to implement the program aimed at other states and municipalities (Annex 1).

  In order to ensure follow-up and sustainability of the Project in the future, the Mexican side will develop a training implementation strategy for the period 2025-2028.

3) Commitments and roles of the participating institutions

The JCC members have recognized that strong leadership by the Mexican partner institutions, particularly CNPC, and supporting function by the Japanese experts are essential to carry out the priority actions by the project conclusion. Expected roles to be performed by each organization were explained (Annex 1).

4) Inclusion of SEDATU to the Project as a technical supporting institution

The members of the JCC have acknowledged the importance of inviting SEDATU to receive technical advice on projects, programs, plans, and financial instruments that have been developed within the scope of SEDATU on DRR. It was noted that, through CNPC and the JICA Project Team

SEDATU was invited to the course held from May 13 to 15, 2024 to present some topics related to Steps 3 and 4.

5) Schedule of the Project during the final year (June 2024 - June 2025)

The schedule of project activities from June 2024 to June 2025 was explained to JCC members. The plans for the counterpart training in Japan and implementation of the national forum were explained (Annex 1).

- Counterpart training in Japan for the Second Pilot Areas

  The third counterpart training in Japan will be held in January 2025, focusing on the theme of "Promoting the pre-disaster investment in DRR through the development of Local DRR plans". The participants for the counterpart training will be mainly selected from the Second Pilot Areas.

- Planning and implementation of the national forum

  CNPC and the JICA Project Team will organize the national forum to disseminate the Local DRR Plans, tentatively in March 2025.

- Holding the fourth JCC meeting

  It was agreed that the next fourth JCC meeting will be held in October or November 2024 together with the next face-to-face training.

**4. Update of the indicators in PDM**

The JCC members approved the update of Objectively Verifiable Indicators of the PDM as Annex 2. The purpose of the update was to clarify the Verifiable indicators for Overall Goal, Project Purposes, and some Outputs so that means of verification to measure achievements during and after the Projects are understood by all stakeholders in a clear manner, including the external evaluators of JICA.

Annex 1: Presentation of the JICA Project Team
Annex 2: Project Design Matrix (PDM) Version 4
Annex 3: List of participants in the training course

ANNEX 1

# PROYECTO DE GOBERNANZA 2022-2025

Proyecto para el Fortalecimiento de la Gobernanza de la Reducción del Riesgo de Desastres en México

## Achievements and strategy for the final year
## Hodaka Igo, Leader of the JICA Project Team

### Achievements based on the Project Design Matrix (PDM)

| | | | |
|---|---|---|---|
| Overall Goal to be met in June 2028 | Promote, through the formulation of Local Plans of Disaster Risk Reduction (DRR) in Mexico, investment for disaster risk reduction, prior to the occurrence of disaster. | | |
| Project Purpose to be achieved by the end of the project in June 2025 | 1. Formulate Local Plans of DRR with concrete risk reduction measures and identify the role of each institutions involved. | | |
| | Indicator | 1. Local DRR Plans made, at least, by the two First Pilot Areas. | 100% |
| | 2. Design a training program using the methodology for making Local Plan of DRR. | | |
| | Indicator | 2.Training plan made by CNPC and CENAPRED. | 40% |

| Output | Indicator | Achievement |
|---|---|---|
| Output 1: In the First Pilot Areas, an implementation system is organized to make Local DRR Plans with its own goals, methods, work schedules and identified role of the institutions involved. | Roadmap or action plan for the formulation of Local DRR Plans, which identifies role of the institutions involved. | 80% |
| Output 2: In the First Pilot Areas, Local DRR Plans are formulated, with concrete risk reduction measures of a specific disaster such as earthquake and flood. | Local DRR Plans formulated by the First Pilot Areas, with concrete risk reduction measures. | 100% |
| Output 3: A monitoring sheet is made by the project, to evaluate the implementation of Local DRR Plans. | Monitoring sheet to evaluate the implementation of the Local DRR Plans. | 100% |
| Output 4: A training program is designed based on the methodology for making Local DRR Plans and empirical knowledge of the First Pilot Areas. | Training plan for making Local DRR Plans with curriculum and list of instructors. | 40% |

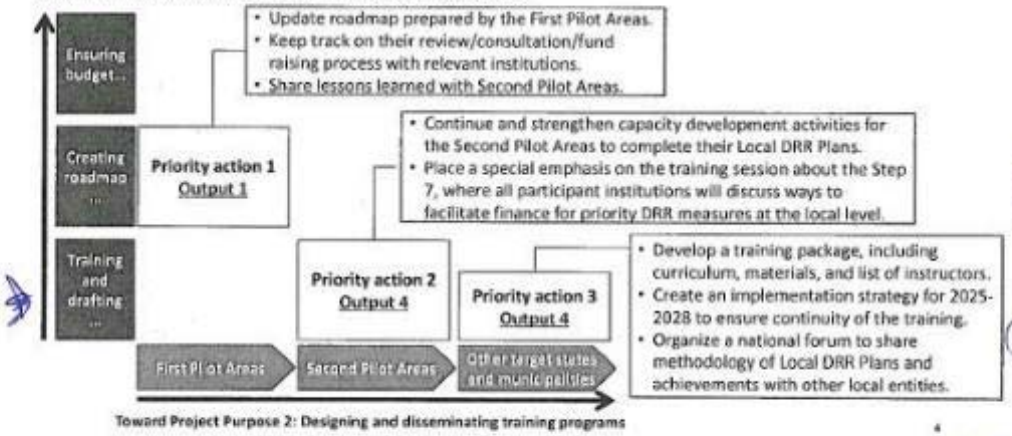
## Strategy and priority actions

**Toward Overall Goal: Promoting Investment for Disaster Risk Reduction**

**Toward Project Purpose 2: Designing and disseminating training programs**

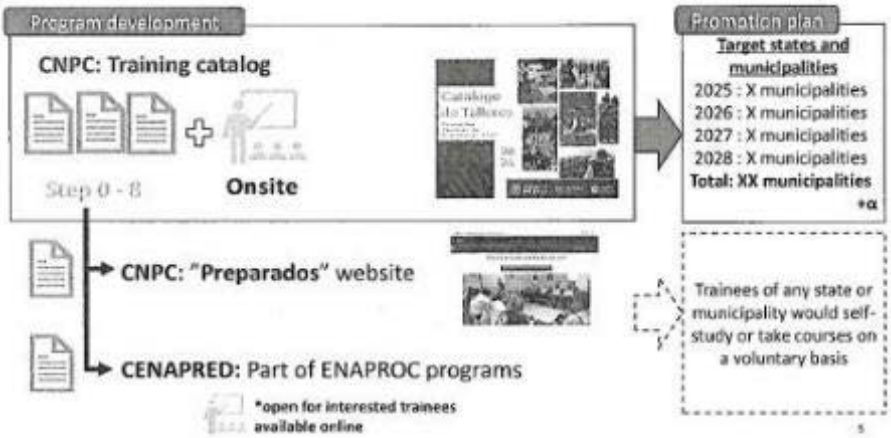
## Specific activities to be developed for each priority action

**Toward Overall Goal: Promoting Investment for Disaster Risk Reduction**




**Toward Project Purpose 2: Designing and disseminating training programs**

## Priority action 3: preliminary thoughts




## Commitments and roles by participating institutions

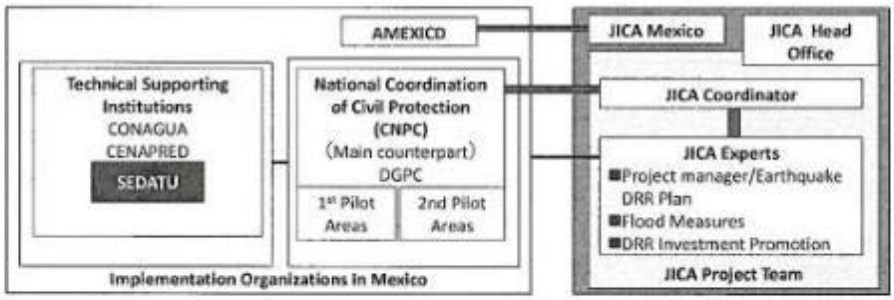
- Strong leadership by the Mexican team, particularly CNPC, and supporting function by the Japanese experts will be critical to develop the 3 priority actions by the project conclusion.

Expected roles to be performed by the Mexican partners

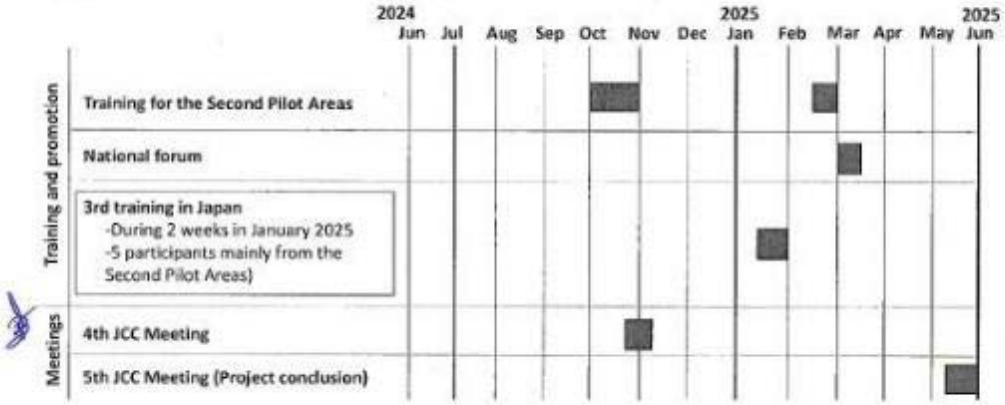
| | | |
|---|---|---|
| Implementing agency: | CNPC | Take the initiative in overall project implementation, including training sessions for the Second Pilot Areas, preparation of training programs, development of promotion strategy, national forum, and JCC meetings. |
| Technical supporting institutions: | CONAGUA<br>CENAPRED | Provide technical assistance in developing training sessions for the Second Pilot Areas and designing training programs to be shared at the national level. |
| Collaborating agency: | AMEXCID | Support overall project implementation and operation, including training activities and JCC meetings. |
| First Pilot Areas: | Mexico City, State of Chiapas | Update a roadmap for the approval and implementation of their Local DRR Plans and share experiences with the Second Pilot Areas through training. |
| Second Pilot Areas: | States of Veracruz and Guerrero | Ensure continuous participation in the training sessions and complete their Local DRR Plans of the selected municipalities from Step 0 to Step 8. |

## Additional institution to be invited

◆ JICA Project Team recommends that SEDATU (Secretariat of Agrarian, Land, and Urban Development) should be officially invited to the Project as a **Technical Supporting Institution**, for its strong knowledge and experience in financing and implementing DRR projects.




## Calendar of the final year (June 2024-June2025)



## Key Agreements with the JCC members

- Progress of the previous year (June 2023-May 2024)
- Assignment of the target municipalities of the Second Pilot Areas and their trainees
- Strategy for the final year (June 2024-June 2025)
  - Confirmation of achievements and remaining duties
  - Priority actions and activities to be implemented
    1. Updating and monitoring roadmaps with the First Pilot Areas
    2. Completing Local DRR Plans with the Second Pilot Areas, with a special focus on finance for preventive measures
    3. Developing the training package and its implementation strategy for other priority states and municipalities
  - Roles and responsibilities: Importance of the leadership by the Mexican side and supporting role by the Japanese side
  - Schedule of activities until the end of the Project
- Update of some PDM indicators for the post-project evaluation

**PDM: Project Design Matrix**

ANNEX2

Version 4: May 17, 2024

| | |
|---|---|
| Project Title: | Project for Strengthening of the Disaster Risk Reduction Governance in Mexico |
| Executive Agency: | Federal Level: National Coordination of Civil Protection (CNPC), Secretary of Security and Citizen Protection |
| Collaborating Agency | Mexican Agency for International Development Cooperation (AMEXCID) |
| Technical Supporting Agency: | National Water Commission (CONAGUA) and National Center for Disaster Prevention (CENAPRED) |
| Target Group: | Management level; personnel of National Coordination of Civil Protection<br>Technical and Management level; personnel of Mexico City and State of Chiapas |
| Target Area: | Mexico City, State of Chiapas (First Pilot Areas), States of Veracruz and Guerrero (Second Pilot Areas) |
| Cooperation Period: | 36 months (3 years) |

| Narrative Summary | Objectively Verifiable Indicators | Means of Verification | Important Assumptions |
|---|---|---|---|
| [Overall Goal]<br>Promote, through the formulation of Local Plans of Disaster Risk Reduction (DRR) in Mexico, investment for disaster risk reduction, prior to the occurrence of disaster. | 1. At least 2 cities of the First and Second Pilot Areas have submitted a funding proposal/request for one of their priority measures by June 2028, either with international, national, state, or municipal financial authorities.<br>2. At least 2 cities of the First and Second Pilot Areas have implemented one of their priority measures (either structural or non-structural) by June 2028.<br>3. At least 3 states or municipalities outside the First and Second Pilot Areas have been trained and learned the methodology of Local DRR Plans by June 2028. | DRR reports of the First and Second Pilot Areas<br>Project Completion Report<br>Project Monitoring Sheet | State and local governments have sufficient budget for the implementation of local DRR plans. |
| [Project Purpose]<br>1. Formulate Local Plans of DRR with concrete risk reduction measures and identify the role of each institutions involved.<br>2. Design a training program using the methodology for making Local Plan of DRR. | 1. Local DRR Plans and their roadmaps made, at least, by the two First Pilot Areas.<br>2. Training plan and its implementation strategy made by CNPC and CENAPRED. | Project Completion Report<br>Project Monitoring Sheet | |
| [Outputs]<br>1. In the First Pilot Areas, an implementation system is organized to make Local DRR Plans with its own goals, methods, work schedules and identified role of the institutions involved. | 1. Roadmap or action plan for the formulation, approval, and implementation of Local DRR Plans, which identifies role of the institutions involved. | Project Completion Report<br>Project Monitoring Sheet | |
| 2. In the First Pilot Areas, Local DRR Plans are formulated, with concrete risk reduction measures of a specific disaster such as earthquake and flood. | 1. Local DRR Plans formulated by the First Pilot Areas, with concrete risk reduction measures. | Project Completion Report<br>Project Monitoring Sheet | |
| 3. A monitoring sheet is made by the project, to evaluate the implementation of Local DRR Plans. | 1. Monitoring sheet to evaluate the implementation of the Local DRR Plans. | Project Completion Report<br>Project Monitoring Sheet | |
| 4. A training program is designed based on the methodology for making Local DRR Plans and empirical knowledge of the First Pilot Areas. | 1. Training plan for making Local DRR Plans with curriculum, and list of instructors and materials.<br>2. Implementation plan for 2025-2028, including responsible organization(s) and possible target states/municipalities. | Project Completion Report<br>Project Monitoring Sheet | |

| Activities | Inputs | | Pre-condition |
|---|---|---|---|
| [Activities] | [Japanese side] | [Mexican Side] | |
| <Output1><br>1-1 Hold a workshop about the methodology for making Local DRR Plans.<br>1-2 Collect and organize the information about current situation of making Local DRR Plans at state and municipal level in Mexico.<br>1-3 Analyze issues related to the development and implementation of Local DRR Plans and identify the related institutions that could be | (1) Assignment of Experts<br>One long-term expert<br>- Project Coordinator (36 months)<br>Three short-term experts<br>- Earthquake DRR Plan<br>- Flood Control Measures<br>- DRR Investment Promotion<br>(2) Equipment<br>- N/A<br>(3) Training for counterpart personnel in Japan | (1) Assignment of Counterpart Personnel<br>- Project Director<br>- Project Manager<br>- Two Project Officers<br>(2) Office space and facilities for Japanese experts (basic operation cost)<br>- Office space and facilities<br>- Utilities and Internet connections<br>(3) Local cost for project implementation | The project activities development would not be adversely affected by the epidemiological situation of COVID-19. |

| | | |
|---|---|---|
| involved for formulating Local DRR Plans, based on the information collected with the activity 1-2.<br>1-4 Make a roadmap or action plan for formulating Local DRR Plans with the related institutions identified in the activity 1-3. | - 6 steps for making Local DRR Plans and DRR policy at national and local level<br>- Hazard identification in earthquakes and floods<br>- DRR planning with structural and non-structural countermeasures | |
| <Output2><br>2-1 Hold a second detailed workshop on the methods for formulating Local DRR Plans.<br>2-2 Collect and analyze information on hazard and risk assessment of the First Pilot Areas at state and municipal level.<br>2-3 Collect and organize information about all DRR projects with structural measures implemented by the Federal and State Governments in the First Pilot Areas.<br>2-4 Identify the residual risks based on the information obtained in the activities 2-2 and 2-3.<br>2-5 Examine and prioritize countermeasures to implement in the First Pilot Areas.<br>2-6 Formulate a structural countermeasure proposal analyzing the engineering process and budget, based on the information obtained in the activity 2-5.<br>2-7 Hold a third detailed workshop on the methods for formulating Local DRR Plans and assemble all the proposal countermeasures as a Local DRR Plan of the First Pilot Areas, based on the results obtained in the activities 2-5 and 2-6. | Idem | Idem |
| <Output3><br>3-1 Hold a fourth detailed workshop on the methods for formulating Local DRR Plans.<br>3-2 Formulate a monitoring sheet to evaluate the implementation of the Local DRR Plans. | Idem | Idem |
| <Output4><br>4-1 Select the Second Pilot Areas with the support of the First Pilot Areas (state and municipality).<br>4-2 Hold a fifth detailed workshop on the methods for formulating Local DRR Plans.<br>4-3 Organize a technical support team and/or select instructors to disseminate the Local DRR Plans formulation methods to the Second Pilot Areas.<br>4-4 Prepare a training program proposal for formulating Local DRR Plans in coordination with the related institutions of the First Pilot Areas.<br>4-5 Prepare an implementation plan for Local DRR formulation training at Second Pilot Areas and the nation.<br>4-6 Hold a national forum to disseminate the methods for formulating Local DRR Plans and training program.<br>4-7 Carry out the training to the Second Pilot Areas. | Idem | Idem |

## List of the revised indicators

1. Overall Goal

| Original | Amended |
|---|---|
| 1. Negotiations about the budget authorization for implementing Local DRR Plans by the State Governments of the First and Second Pilot Areas.<br><br>2. Some activities of the Local DRR Plan are implemented. | **1. At least 2 cities of the First and Second Pilot Areas have submitted a funding proposal/request for one of their priority measures by June 2028, either with international, national, state or municipal financial authorities.**<br>**2. At least 2 cities of the First and Second Pilot Areas have implemented one of their priority measures (either structural or non-structural) by June 2028.**<br>**3. At least 3 states or municipalities outside the First and Second Pilot Areas have been trained and learned the methodology of Local DRR Plans by June 2028.** |
| The first two indicators were modified to clarify the meaning and make them easier to be measured by external evaluators. Also, the third indicator is added to stress the importance of disseminating the training activities with other states and municipalities after the project completion. | |

2. Project Purpose

| Original | Amended |
|---|---|
| 1. Local DRR Plans made, at least, by the two First Pilot Areas.<br><br>2. Training plan made by CNPC and CENAPRED. | 1. Local DRR Plans and **their roadmaps** made, at least, by the two First Pilot Areas.<br><br>2. Training plan and **its implementation strategy** made by CNPC and CENAPRED. |
| For terminology clarification. To highlight the importance of having a long-term strategy for implementing Local DRR Plans in the target areas and disseminating the training program in other priority areas. | |

3. Output 1

| Original | Amended |
|---|---|
| 1. Roadmap or action plan for the formulation of Local DRR Plans, which identifies role of the institutions involved. | 1. Roadmap or action plan for the formulation, **approval, and implementation** of Local DRR Plans, which identifies role of the institutions involved. |
| For terminology clarification. The roadmap or action plan should identify process for approval and implementation of Local DRR Plans, in accordance with the context of the target states and municipalities. | |

4. Output 4

| Original | Amended |
|---|---|
| 1. Training plan for making Local DRR Plans with curriculum and list of instructors. | 1. Training plan for making Local DRR Plans with curriculum, and list of instructors and **materials**.<br><br>**2. Implementation plan for 2025-2028, including responsible organization(s) and possible target states/municipalities.** |
| For terminology clarification. The second indicator was added to ensure continuity of the training activities after the project conclusion. | |

ANNEX 3

Updated for the 3rd JCC Meeting

**List of trainees in Mexico**

**National Coordination of Civil Protection (CNPC)**

| Name | Title | Affiliation | Role in the project |
|---|---|---|---|
| Mr. Romeo Alejandro Vergara Castañeda | Area Director | Sector Coordination | Project member, trainee, OB of JICA training |
| Mr. Héctor Alonso Barrera Barrola | Area Deputy Director | Social and International Sector | Project member, trainee, OB of JICA training |
| Ms. Cinly Daniela Martinez Zamudio | Area Director | External Affairs, Programs, Policies in Integrated Risk Management | Trainee, OG of JICA training |
| Ms. Mayra Lizette Sánchez Rodriguez | Chief | Social and International Sector | Trainee |
| Ms. Saral Cruz Iondoño | Area Deputy Director | Promotion strategy of Civil Protection Culture | Training advisor |
| Ms. Ana Belén Gerdulfo González | Chief | Promotion strategy of Civil Protection Culture | Training advisor |
| Ms. Jaqueline Pamela Meléndez González | Chief | Sector Coordination | Logistical support |
| Mr. Ricardo Matamoros Arroyo | Officer | Social and International Sector | Logistical support |

**National Center for Disaster Prevention (CENAPRED)**

| Name | Title | Affiliation | Role in the project |
|---|---|---|---|
| Ms. Constanza Anahi Eka Rivera Pereira | Coordinator | Public Policies for Disaster Risk Reduction | Main focal point, trainee, OG of JICA training |
| Ms. Verónica Andrea Rojas Hernández | Deputy Director | Training in Civil Protection | Trainee, OG of JICA training |

**National Water Commission (CONAGUA)**

| Name | Title | Affiliation | Role in the project |
|---|---|---|---|
| Mr. César Pérez Álvarez | Chief | Administration Services | Trainee, OB of JICA training |
| Mr. Jorge Aquino Chávez | Chief | Administration Systems | Trainee |

**Secretariat of Integrated Risk Management and Civil Protection (SGIRPC) of Mexico City**

| Name | Title | Affiliation | Role in the project |
|---|---|---|---|
| Mr. Norlang Marcel García Arróliga | Director General | General Directorate of Resilience | Main focal point, trainee, OB of JICA training |
| Ms. Aideé Stephanie Jiménez Ávila | Coordinator | Actions and Policies of Resilience | Trainee, OG of JICA training |
| Mr. Israel Hernández Hernández | Chief | Risk Confirmation Department Unit | Trainee, OB of JICA training |

**Secretariat of Civil Protection, Government of Chiapas / Municipality of Tuxtla Gutiérrez**

| Name | Title | Affiliation | Role in the project |
|---|---|---|---|
| Mr. Alejandro Mendoza Castañeda | Director General | City Institute of Municipal Planning for Sustainable Development of Tuxtla Gutiérrez | Trainee, OB of JICA training |
| Mr. Enrique Abdala Mojica Castillo | Coordinator of Environment and Energy | City Institute of Municipal Planning for Sustainable Development of Tuxtla Gutiérrez | Trainee |
| Mr. Jorge Iván Toledo García | Risk Analyst | Directorate of Risk Identification and Analysis | Focal point, trainee, OB of JICA training |

| Secretariat of Integrated Risk Management and Civil Protection of Guerrero / Municipalities of Acapulco de Juárez and Zihuatanejo de Azueta | | | |
|---|---|---|---|
| Name | Title | Affiliation | Role in the project |
| Ms. Miriam de Dios Vega | Officer | Department of Cultural Promotion and Civil Protection, SGIRPC-Guerrero | Trainee |
| Mr. Jesús Alberto Nieblas Morales | Officer | General Direction of Training and Evaluation, SGIRPC-Guerrero | Trainee |
| Mr. Ernesto Javier Morales Paz | Chief | Department of Informatics and Statistics, SGIRPC Guerrero | Trainee |
| Mr. Sergio Manuel Nájera | Chief | Department of Natural Phenomena, SGIRPC Guerrero | Observer |
| Mr. Carlos Alberto Leyva Vázquez | Secretary of Public Works | Municipality of Chilpancingo de los Bravo | Observer |
| Mr. Gustavo Vela Guevara | Liaison for Civil Protection and mitigation works of the northwestern geological fault | Municipality of Chilpancingo de los Bravo | Observer |
| Mr. Geovanni Medina Galeana | Commander of the Fire Service | Municipality of Zihuatanejo de Azueta | Trainee |
| Mr. Gabriel Maximiliano Cervantes Álvarez | Civil Protection Inspector | Municipality of Zihuatanejo de Azueta | Trainee |
| Mr. Adrián de Jesús Tagle | Chief | General Coordination of Civil Protection and Firefighting, Acapulco de Juárez | Trainee |
| Mr. Armando Barrios Medina | Instructor | General Coordination of Civil Protection and Firefighting, Acapulco de Juárez | Trainee |
| Mr. Juan Ramón Ramírez Miranda | | General Coordination of Civil Protection and Firefighting, Acapulco de Juárez | Trainee |
| Mr. Javier Aparicio García | | General Coordination of Civil Protection and Firefighting, Acapulco de Juárez | Trainee |

| Secretariat of Civil Protection, Government of Mexico City / Municipalities of Las Choapas and Minatitlán | | | |
|---|---|---|---|
| Name | Title | Affiliation | Role in the project |
| Ms. Alma Angélica Fuentes Jara | Director General | General Direction of Disaster Risk Prevention, Secretariat of Civil Protection | Main focal point, trainee, OG of JICA training |
| Mr. Ricardo González Armenta | Focal point with Minatitlán | General Direction of Emergency Response and Administration, Secretariat of Civil Protection | Trainee |
| Mr. Oscar Esteban Sarracino Urbano | Focal point with Coatzacoalcos | General Direction of Emergency Response and Administration, Secretariat of Civil Protection | Trainee |
| Mr. Danniver Ramírez Guzmán | | Municipality of Las Choapas | Trainee |
| Mr. Ángel Antonio Pérez Velázquez | Director of Municipal Civil Protection | Municipality of Las Choapas | Trainee |
| Mr. Andrés Edmundo Gómez Montes | Director of Civil Protection | Municipality of Minatitlán | Trainee |
| Mr. Edgar Eduardo Morales Ramírez | Officer of Civil Protection | Municipality of Minatitlán | Trainee |

# The Fourth JCC Minutes

**MINUTES OF THE MEETING**
**OF**
**FOURTH JOINT COORDINATION COMMITTEE**
**BETWEEN THE JAPAN INTERNATIONAL COOPERATION AGENCY**
**AND THE UNITED MEXICAN STATES**
**REGARDING THE PROJECT FOR STRENGTHENING GOVERNANCE**
**FOR DISASTER RISK REDUCTION IN MEXICO**

Mr. Chiaki Kobayashi
Director General
Mexico Office
Japan International Cooperation Agency

Mr. Oscar Zepeda Ramos
Director General of Civil Protection
Project Manager
National Coordination of Civil Protection
Secretariat of Security and Citizen Protection
United Mexican States

Mr. Carlos Acosta Montoya
Director General of Project Operations in Mexico
Mexican Agency for International Development Cooperation
United Mexican States

Mr. Efraín Morales Lopéz
Director General
National Water Commission
United Mexican States

Ing. Mr. Enrique Guevara Ortiz
Director General
National Center for Disaster Prevention
Secretariat of Security and Citizen Protection
United Mexican States

Ms. Myriam Vilma Urzúa Venegas
Secretary of Integrated Risk Management and Civil Protection
Government of Mexico City
United Mexican States

Mr. Mauricio Cordero Rodríguez
Secretary of Civil Protection
State Government of Chiapas
United Mexican States

Dr. Guadalupe Osorno Maldonado
Secretary of Civil Protection
State Government of Veracruz
United Mexican States

Dr. Roberto Arroyo Matus
Secretary of Integrated Risk Management and Civil Protection
State Government of Guerrero
United Mexican States

The fourth meeting of the Joint Coordinating Committee (hereinafter referred to as "JCC") for the Project for Strengthening Disaster Risk Reduction Governance in Mexico (hereinafter referred to as "the Project") was held online on the 16 July 2025.

Views and achievements of the activities were exchanged to review the implementation of the technical cooperation activities for the Project with the following institutions: the Japan International Cooperation Agency (hereinafter "JICA"), the National Coordination of Civil Protection of the Secretariat of Security and Citizen Protection (hereinafter "CNPC"), representatives of the Mexican Agency of International Cooperation for Development (hereinafter "AMEXCID"), the National Water Commission (hereinafter "CONAGUA"), the National Centre for Disaster Prevention (hereinafter, "CENAPRED"), the Secretariat for Integrated Risk Management and Civil Protection of the Government of Mexico City, the Secretariat for Civil Protection of the Government of the State of Chiapas, the Secretariat for Integrated Risk Management and Civil Protection of the Government of the State of Guerrero, and the Secretariat for Civil Protection of the Government of the State of Veracruz

As a result of the discussion, the representatives of the relevant agencies agreed on the issues mentioned in the document attached to this document.

Mexico City, July 16,2025

**ATTACHED DOCUMENT**

According to the fourth meeting of the Joint Coordinating Committee (JCC), the following points were discussed and agreed on:

**1. Summary of results and highlights of the Project activities**

Eng. Óscar Zepeda Ramos, Director General of Civil Protection and representative of the CNPC in his capacity as Project Manager, presented the main results achieved. The activities were carried out as planned, with the following aspects being highlighted:

1) Pilot sites selection

A hazard analysis was carried out in the 32 states to identify the municipalities most prone to flood and earthquake risks in both phases of the project. This selection was based on the National Risk Atlas, as well as the criteria for items such as the vulnerability of dwellings, the degree of danger, and the existence of emergency and disaster declarations, among other factors.

2) Trainings

About the training activities, the following are highlighted:

*First Phase*

Thanks to the support of various Japanese experts in the field, during the first phase 4 trainings were carried out in Mexico, for the first pilot areas (Tuxtla Gutierrez, Chiapas and Mexico City), where how the Government of Japan developed the Local Plans under the Japanese methodology of the 8 steps was transmitted.

*Second Phase*

- Based on the knowledge acquired during the project's first phase, the Mexican counterpart staff adapted the Japanese methodology to the Mexican context in terms of public policies governing risk management in the country, generating didactic material that was used to provide training for the second pilot areas.
- In this regard, 4 trainings were provided for the second pilot areas (Acapulco de Juárez and Zihuatanejo de Azueta in Guerrero, as well as Minatitlán and Las Choapas in Veracruz).

In addition, three training sessions were held in Japan, aimed at strengthening the capacities of the staff in charge of drawing up the Local Plans, as well as fostering the exchange of experiences and good practices.

3) Project dissemination

Within the dissemination actions, a logo was designed, along with a triptych alluding to the generalities and aims of the project.

Likewise, within the framework of the National Civil Protection Meeting for the onset of tropical rains and storms 2024, which counted with the participation of various federal agencies, the 32 State Civil Protection Units and municipalities, a presentation was given to disseminate the efforts of the Project. During the event, triptychs and USB flash drives with general information on the Project were distributed.

On the other hand, the National Forum was held in the framework of the National Meeting on rainfall and tropical storms, on May 9, 2025, with the participation of representatives of the 32 states, as well as municipal authorities. At the forum, during the session dedicated to promoting the formulation of Local Disaster Risk Reduction Plans, CNPC presented an overview of the development of such plans, the achievements of the project, the explanation of the 8-step method, as well as the benefits of having a plan. The directions and the current status of the implementation in the first pilot areas, as well as the perspectives for the second pilot areas were also shared.

Training Program

The didactic material generated allowed the structuring of a formal training program, with the potential to be replicated in future sessions.

In addition, a video was produced, including the presentations made during the second phase, which will serve as a complementary tool to reinforce learning.

4) Inter-Institutional Coordination

Three meetings of the Joint Coordination Committee (JCC) were held to oversee the fulfillment of the Project's objectives, aimed at promoting investment in Disaster Risk Reduction (DRR) through the formulation of Local Plans.

Continuous monitoring was maintained by the coordinators and technical staff of

the CNPC to ensure the effective development of the activities.

5) Local Plans for Disaster Risk Reduction

The goal of the project has been established since its inception. Substantial progress has been made during the elaboration of the Local Plans in the pilot sites.

- Two Local Plans for Disaster Risk Reduction (PLRRD, by its acronym in Spanish) have been developed for the first pilot areas.
- Two PLRRDs for the second pilot areas have been developed.

Regarding the above, it should be noted that the PLRRD for the city of Tuxtla Gutiérrez was included in the State Plan for Land Use and Urban Development, as well as in the Municipal Urban Development Program for 2024, and the process was promoted to include it in future planning actions. On the Mexico City side, preparatory work for presenting the PLRRD at the Mexico City Resilience Council in June 2025. is underway to formalize the PLRRD at the mayoral level. Additionally, the Local Plans for the Second Pilot Sites have been promoted and developed under the guidance and coordination of CNPC, CENAPRED and CONAGUA since February 2024.

It is recommended to follow up on the implementation of DRR measures in the post-planning period.

**2. Project achievements and remaining activities**

The JICA Project Team Leader, Mr. Hodaka Igo, presented the achievements of the Project until March 2025, based on the above, the JCC members agreed on the following:

1) Achievements based on the Project Development Matrix (PDM)

The achievements of the Project's activities were presented following the PDM (Annex 2), highlighting the following accomplishments:

- 100% for the first Project Goal.
- 100% for the second Project Goal.
- 100% for Output 1
- 100% for Output 2, 3, and
- 100% for Output 4.

**3. Suggested actions for the sustainability of the Project**

To provide follow-up and sustainability to the Project, the Japanese experts made the following recommendations to the JCC members for possible implementation, after the Project´s completion date:

1) Actions to implement priority measures

State and municipal authorities will promote investment in DRR and will seek, within their attributions, financing mechanisms to support local plans, within the three levels of government, for the implementation of DRR measures, such as: state and federal funds.

2) Establishment of a legal framework for the development of PLRRD

In the absence of legal obligations for the municipalities to prepare Local Plans, it is suggested that the state and municipal authorities should promote the inclusion of the PLRRD for the second pilot areas (4 municipalities), within their respective planning instruments, as well as to submit them for consideration by the state and municipal civil protection councils.

3) Training programs for PLRRD formulation

According to the proposal of the implementation plan, it is recommended to carry out training for new pilot states and/or municipalities, considering the following:

- Conduct training programs for the preparation of PLRRD based on the 8-Step methodology, considering 3 states and/or municipalities preferably before 2028.

4) Possible actions to strengthen inter-institutional collaboration

The following recommendations were proposed for a training approach for the development of PLRRD:

- Update training materials for other types of disasters.
- Establish a Training of Trainers program for the methodology at the state level.
- Transform the training program into a self-study online course.
- Identify DRR initiatives of institutions at the federal level, which may be of interest to state and municipal governments.

The Parties acknowledge and agree that this Minutes of Meetings may be approved by electronic signature, which shall be considered equivalent to an original signature for all purposes and shall have the same legal force and effect. An "Electronic signature" includes the original signature or electronically scanned and transmitted versions (e.g., in

pdf format).

Anex 1: Presentation by JICA
Anex 2: Attendance list
Anex 3: Project Design Matrix (PDM) Version 4

Annex 1

# Achievement of the Project and Expansion of project results

1



## Achievements based on the Project Design Matrix (PDM)

| | | | |
|---|---|---|---|
| **Overall Goal** to be met in June 2028 | **Promote, through the formulation of Local Plans of Disaster Risk Reduction (DRR) in Mexico, investment for disaster risk reduction, prior to the occurrence of disaster.** | | |
| **Project Purpose** to be achieved by the end of the project in June 2025 | **1. Formulate Local Plans of DRR with concrete risk reduction measures and identify the role of each institutions involved.** | | |
| | Indicator | 1. Local DRR Plans made, at least, by the two First Pilot Areas. | 100% |
| | **2. Design a training program using the methodology for making Local Plan of DRR.** | | |
| | Indicator | 2.Training plan made by CNPC and CENAPRED. | 100% |

| Output | Indicator | Achievement |
|---|---|---|
| **Output 1:** In the First Pilot Areas, an implementation system is organized to make Local DRR Plans with its own goals, methods, work schedules and identified role of the institutions involved. | Roadmap or action plan for the formulation of Local DRR Plans, which identifies role of the institutions involved. | 100% |
| **Output 2:** In the First Pilot Areas, Local DRR Plans are formulated, with concrete risk reduction measures of a specific disaster such as earthquake and flood. | Local DRR Plans formulated by the First Pilot Areas, with concrete risk reduction measures. | 100% |
| **Output 3:** A monitoring sheet is made by the project, to evaluate the implementation of Local DRR Plans. | Monitoring sheet to evaluate the implementation of the Local DRR Plans. | 100% |
| **Output 4:** A training program is designed based on the methodology for making Local DRR Plans and empirical knowledge of the First Pilot Areas. | Training plan for making Local DRR Plans with curriculum and list of instructors. | 100% |

## Further actions to achieve Overall Goal by June 2028

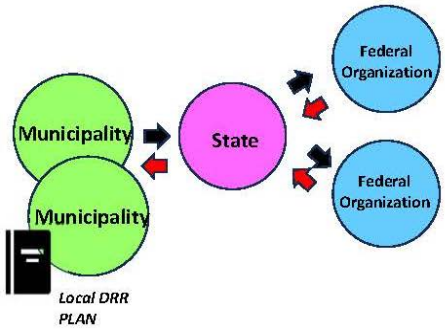
Toward Overall Goal: Promoting investment for Disaster Risk Reduction

## Suggested actions for the sustainability of the Project

**Actions for implementation of Priority Measures**

To promote investment in DRR, prior to the occurrence of disaster, budgetary measures for the implementation of DRR projects and the facilitation of fund utilization shall be continuously pursued.

Promote the use of "Preventive Funds : FOPREDEN" for the implementation of DRR measures by municipalities in collaboration with the state.



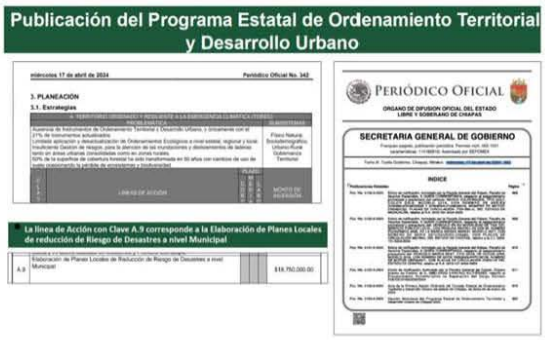
## Suggested actions for the sustainability of the Project

**Establishing legal framework for Local DRR Plan development**

Promote the inclusion of Local DRR Plans for the Second Pilot Areas (4 municipalities) in higher-level development plans, ensuring that Local DRR Plans are referenced and addressed by state and city councils.

**Results from the efforts of the First Pilot Areas**

- In Tuxtla Gutierrez, Chiapas, Local DRR plan was developed, the plan was included in the state program of territorial planning and urban development, and an administrative budget was allocated.
- In Mexico City, it was mentioned that starting in 2025, the Local DRR Plan will be promoted to the City Council.




Project for Strengthening of the Disaster Risk Reduction Governance in Mexico

## Suggested actions for the sustainability of the Project

**Implementation of Training on the Formulation of Local DRR Plans**

In accordance with the implementation plan, training on the development of Local DRR Plans and following additional actions will be conducted to remaining municipalities in pilot states and to states to support the nationwide dissemination of Local DRR Plan development.

**Imprementation Plan for Local DRR Plan (PLALOCS) (2025 a 2028)**

6

## Suggested actions for the sustainability of the Project

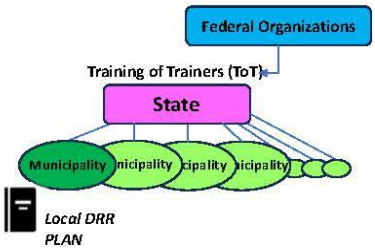
**Possible actions to strengthen inter-institutional collaboration**

**Updating the training materials for the other types of disasters**

As the Project only prepared the training materials for earthquake and inundation, the training materials for the other disaster types such as, Tsunami, volcanic eruption, and landslide, shall be prepared.

**Establishing Training of Trainers (ToT) program for state level**

As number of municipalities in Mexico is around 2500, cooperation of states to promote the Local DRR Plan elaboration at municipalities is necessary. After gaining more experience of providing a face-to-face training program, a ToT program for state level to support municipality to elaborate Local DRR Plan shall be prepared.








## Suggested actions for the sustainability of the Project

**Posibles acciones para fortalecer la colaboración interinstitucional**

**Converting the training program into self-learning online course**

Based on the training program materials and experiences, an online self-learning course can be prepared to further advance Local DRR Plan elaboration. It can be established as a part of CNPC website "Preparados" or ENAPROC program.

**DRR Initiatives of Relevant Federal Agencies**

Initiatives are identified based on the technical support of federal government technical institutions and on the approach of integrating disaster risk reduction (DRR), aimed at risk reduction projects led by state and municipal governments.

- Territorial development considering disaster risk
- Integrated flood management plan for the basin
- Use of disaster risk information

ANNEX 2

Seguridad
Secretaría de Seguridad y Protección Ciudadana | CNPC

## THE FOURTH JOINT COORDINATING MEETING OF THE PROJECT FOR STRENGTHENING OF THE DISASTER RISK REDUCTION GOVERNANCE IN MEXICO

***July 16th, 2025, 17:00 hrs***

### LIST OF PARTICIPANTS

**National Coordination of Civil Protection (CNPC)**

1. Oscar Zepeda Ramos, Director General of Civil Protection
2. Romeo Alejandro Vergara Castañeda, Director of Sectoral Coordination
3. Héctor Alonso Barrera Burrola, Deputy Director of the Social and International Sector
4. Mayra Lizzette Sánchez Rodríguez, Head of Department of the Social and International Sector
5. Ricardo Matamoros Arroyo, Analyst of Department of the Social and International Sector

**Mexican Agency for International Development Cooperation**

6. José Luis Espinoza Navarrete, Director of Cooperation
7. Alan Gutiérrez del Río. Cooperation Department

**Japan International Cooperation Agency (JICA)**

8. Chiaki Kobayashi, Chief Representative of JICA México
9. Satoru Nishikawa. Senior Advisor in Disaster Risk Reduction. JICA HQ
10. Kumiko Fujita, Project Formulation Advisor
11. Hodaka Igo, JICA Expert
12. Kuroki Masae, JICA Expert
13. Hirofumi Hara, Ex coordinator of the Governance Project
14. Judith García, National Staff

**National Center of Disaster Prevention (CENAPRED)**

15. Verónica Andrea Rojas Hernández, Deputy Director of Civil Protection Training

**Comisión Nacional del Agua (CONAGUA)**

16. Benjamín Jiménez Almaraz, International Cooperation Sub-Manager.
17. Guillermo Gutiérrez Gómez. Project Manager. International Cooperation Sub-Management.

**Secretary of Integrated Risk Management and Civil Protection - Government of Mexico City**

18. Norlang Marcel García Arróliga, Director General of Resilience

**Secretary of Civil Protection -State Government of Chiapas**

19. José Valenti Manzo Monjarás, Deputy secretariat of Civil Protection

**Secretary of Integrated Risk Management and Civil Protection State Government of Guerrero**

20. Ricardo Ramírez Ibarra, Deputy Secretariat of Prevention and Civil Protection
21. Ernesto Javier Morales Paz, Head of Department of Natural Phenomena.
22. Gabriel Maximiliano Cervantes Álvarez, Civil Protection Inspector of Zihuatanejo de Azueta

**Government of Veracruz State**

23. Beatriz Adriana Hernández Yobal Deputy Director of Risk Analysis, Evaluation and Reduction.

**PDM: Project Design Matrix**

ANNEX3

Version 4: March 28, 2025

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| Project Title: | Project for Strengthening of the Disaster Risk Reduction Governance in Mexico |
| Executive Agency: | Federal Level: National Coordination of Civil Protection (CNPC), Secretary of Security and Citizen Protection |
| Collaborating Agency | Mexican Agency for International Development Cooperation (AMEXCID) |
| Technical Supporting Agency | National Water Commission (CONAGUA) and National Center for Disaster Prevention (CENAPRED) |
| Target Group: | Management level; personnel of National Coordination of Civil Protection<br>Technical and Management level; personnel of Mexico City and State of Chiapas |
| Target Area: | Mexico City, State of Chiapas (First Pilot Areas), States of Veracruz and Guerrero (Second Pilot Areas) |
| Cooperation Period: | 36 months (3 years) |

| Narrative Summary | Objectively Verifiable Indicators | Means of Verification | Important Assumptions |
|---|---|---|---|
| [Overall Goal]<br>Promote, through the formulation of Local Plans of Disaster Risk Reduction (DRR) in Mexico, investment for disaster risk reduction, prior to the occurrence of disaster. | 1. At least 2 cities of the First and Second Pilot Areas have submitted a funding proposal/request for one of their priority measures by June 2028, either with international, national, state, or municipal financial authorities.<br>2. At least 2 cities of the First and Second Pilot Areas have implemented one of their priority measures (either structural or non-structural) by June 2028.<br>3. At least 3 states or municipalities outside the First and Second Pilot Areas have been trained and learned the methodology of Local DRR Plans by June 2028. | DRR reports of the First and Second Pilot Areas<br>Project Completion Report<br>Project Monitoring Sheet | State and local governments have sufficient budget for the implementation of local DRR plans. |
| [Project Purpose]<br>1. Formulate Local Plans of DRR with concrete risk reduction measures and identify the role of each institutions involved.<br>2. Design a training program using the methodology for making Local Plan of DRR. | 1. Local DRR Plans and their roadmaps made, at least, by the two First Pilot Areas.<br>2. Training plan and its implementation strategy made by CNPC and CENAPRED. | Project Completion Report<br>Project Monitoring Sheet | |
| [Outputs]<br>1. In the First Pilot Areas, an implementation system is organized to make Local DRR Plans with its own goals, methods, work schedules and identified role of the institutions involved. | 1. Roadmap or action plan for the formulation, approval, and implementation of Local DRR Plans, which identifies role of the institutions involved. | Project Completion Report<br>Project Monitoring Sheet | |
| 2. In the First Pilot Areas, Local DRR Plans are formulated, with concrete risk reduction measures of a specific disaster such as earthquake and flood. | 1. Local DRR Plans formulated by the First Pilot Areas, with concrete risk reduction measures. | Project Completion Report<br>Project Monitoring Sheet | |
| 3. A monitoring sheet is made by the project, to evaluate the implementation of Local DRR Plans. | 1. Monitoring sheet to evaluate the implementation of the Local DRR Plans. | Project Completion Report<br>Project Monitoring Sheet | |
| 4. A training program is designed based on the methodology for making Local DRR Plans and empirical knowledge of the First Pilot Areas. | 1. Training plan for making Local DRR Plans with curriculum, and list of instructors and materials.<br>2. Implementation plan for 2025-2028, including responsible organization(s) and possible target states/municipalities. | Project Completion Report<br>Project Monitoring Sheet | |

| Activities | Inputs | | Pre-condition |
|---|---|---|---|
| **[Activities]** | **[Japanese side]** | **[Mexican Side]** | |
| <Output1><br>1-1 Hold a workshop about the methodology for making Local DRR Plans.<br>1-2 Collect and organize the information about current situation of making Local DRR Plans at state and municipal level in Mexico.<br>1-3 Analyze issues related to the development and implementation of Local DRR Plans and identify the related institutions that could be | (1) Assignment of Experts<br>One long-term expert<br>- Project Coordinator (36 months)<br>Three short-term experts<br>- Earthquake DRR Plan<br>- Flood Control Measures<br>- DRR Investment Promotion<br>(2) Equipment<br>- N/A<br>(3) Training for counterpart personnel in Japan | (1) Assignment of Counterpart Personnel<br>- Project Director<br>- Project Manager<br>- Two Project Officers<br>(2) Office space and facilities for Japanese experts (basic operation cost)<br>- Office space and facilities<br>- Utilities and Internet connections<br>(3) Local cost for project implementation | The project activities development would not be adversely affected by the epidemiological situation of COVID-19. |

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| involved for formulating Local DRR Plans, based on the information collected with the activity 1-2.<br>1-4 Make a roadmap or action plan for formulating Local DRR Plans with the related institutions identified in the activity 1-3. | - 8 steps for making Local DRR Plans and DRR policy at national and local level<br>- Hazard identification in earthquakes and floods<br>- DRR planning with structural and non-structural countermeasures | |
| **<Output2>**<br>2-1 Hold a second detailed workshop on the methods for formulating Local DRR Plans.<br>2-2 Collect and analyze information on hazard and risk assessment of the First Pilot Areas at state and municipal level.<br>2-3 Collect and organize information about all DRR projects with structural measures implemented by the Federal and State Governments in the First Pilot Areas.<br>2-4 Identify the residual risks based on the information obtained in the activities 2-2 and 2-3.<br>2-5 Examine and prioritize countermeasures to implement in the First Pilot Areas.<br>2-6 Formulate a structural countermeasure proposal analyzing the engineering process and budget, based on the information obtained in the activity 2-5.<br>2-7 Hold a third detailed workshop on the methods for formulating Local DRR Plans and assemble all the proposal countermeasures as a Local DRR Plan of the First Pilot Areas, based on the results obtained in the activities 2-5 and 2-6. | Idem | Idem |

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| **<Output3>**<br>3-1 Hold a fourth detailed workshop on the methods for formulating Local DRR Plans.<br>3-2 Formulate a monitoring sheet to evaluate the implementation of the Local DRR Plans. | Idem | Idem |
| **<Output4>**<br>4-1 Select the Second Pilot Areas with the support of the First Pilot Areas (state and municipality).<br>4-2 Hold a fifth detailed workshop on the methods for formulating Local DRR Plans.<br>4-3 Organize a technical support team and/or select instructors to disseminate the Local DRR Plans formulation methods to the Second Pilot Areas.<br>4-4 Prepare a training program proposal for formulating Local DRR Plans in coordination with the related institutions of the First Pilot Areas.<br>4-5 Prepare an implementation plan for Local DRR formulation training at Second Pilot Areas and the nation.<br>4-6 Hold a national forum to disseminate the methods for formulating Local DRR Plans and training program.<br>4-7 Carry out the training to the Second Pilot Areas. | Idem | Idem |