**FCO SPF PROJECT EVALUATION**

1. **Project Details**

|  |  |
| --- | --- |
| Project Number | GB-3-PPY MEX 1004 MEX |
| Project Title | Building Resilient and Competitive Cities: Knowledge, Mobility Actions, and Policy Reforms |
| Project Cost (total cost / cost to FCO if different) | FCO £171,651 |
| Project Start/End Dates | July 2011 to February 2013 |
| Programme | Prosperity Fund |
| Country/Countries | Mexico |
| Official Development Assistance Y/N | Yes |

1. **Project Purpose** (from proposal form)

|  |
| --- |
| Transform local urban codes in at least three cities and three pilot housing developments by introducing sustainable urban and mobility criteria |

1. **Project Background / Context** including what the project set out to achieve (150 words max)

|  |
| --- |
| Mexico´s social housing construction sector has been growing under non-sustainable patterns: (i) areas selected for building social houses are distant and isolated from employment centres; (ii) houses and neighbourhoods are built with a focus on car-drivers, which increases pollution; and (iii) construction of houses and neighbourhoods is dispersed, increasing the economic and environmental cost of public services provision. Consequently, some 5 million households have left their social houses and moved back closer to the cities, where they live in poorer and overcrowded conditions but closer to their jobs. This situation is the result of perverse regulations, ignorance from private companies and wrong incentives for households. The project tackled these factors using a comprehensive approach and creative tools. |

1. **Evaluation summary** (150 words max)

|  |
| --- |
| The evaluation of PPY MEX 1004 was conducted one year after project completion. Based on desk review, 17 interviews and in site visits to Merida, La Noria and Zumpango the evaluation concluded that PPY MEX 1004 was a successful project. The FCO was right in funding this intervention, which proved to be transformational as the Prosperity Fund expected. The urban codes reformed and the neighbourhoods built, had improved socially and sustainably the living conditions for more than 15,000 households. Project´s outcomes have been financially and politically sustainable and are already being replicated by the same and new stakeholders. |

1. **Questions**

|  |  |
| --- | --- |
| Did the project achieve the project purpose? | Yes |
| Did the project come in on budget? (Y/N)  If no, why and what was the difference in cost? | Yes |
| Was the project completed on time? (Y/N)  If not, why not? | Yes |
| Were the Project benefits sustained after project completion? | Yes |

1. **Overall Red / Amber / Green rating** for project

|  |  |  |
| --- | --- | --- |
| Overall Rating for project (put **X** in relevant box) | | |
| Red | |  |
| Red | Amber |  |
| Amber | Green |  |
| Green | | **X** |

Guide to overall rating:

Green- project performed well under each of the evaluation criteria: relevance, efficiency, effectiveness, sustainability, impact and management

Green/Amber – project performed well under most criteria and adequately in others

Amber/Red – project performed adequately under some criteria but poorly in others

Red – project performed poorly under most criteria

1. **Top 5 Lessons learned**

|  |
| --- |
| •**Institutional reforms are more likely to be successful when different angles of the reform are tackled simultaneously.** The implementer worked on sustainable housing at the same time and coordinated with the federal government, the municipal government and the private sector; it pushed the same agenda from 3 different perspectives according to the different actors’ interests, resources and needs.  •**The inclusions of pilots that can show rapid results are instrumental for project replication/sustainability**. The TOD neighbourhoods built and the plans developed by Casas Geo and Grupo Constructora constitute models that are being considered or copied by other construction companies, municipalities and the INFONAVIT.  **•Projects that are part of the implementer strategic agenda, and not an idea designed specifically for the Prosperity Fund are more likely to succeed.** CTS have a long trajectory working on urban sustainability, which is at the core of its institutional mission. The project idea was pre-approved by its board and had co-funded from other donors (Bloomberg, Hewlett Packard). The above feature was crucial in the stability and success of the project despite two changes in its co-ordination, political changes at the federal and municipal level and changes in Projects team.  •**Projects are most successful when implementers and project officers have control over outputs and activities.**   * **Choosing a widely respected and authorised implementer (despite continued support from donors) maximizes the chances of success**. CTS is a credible organisation with proper know how and the capacity to listen and to adapt international practices into a local context. Its reputation made it possible to bring both the public and private sectors on board with equal levels of commitment. In a beneficiary’s own words “we adopted the changes because we trusted CTS, they showed us that what we proposed with their guidance was working in other parts of the country and the world”. CTS are recognised by its NGO colleagues as an actor who had the capacity to influence the urban development discussion in Mexico. |

1. **Recommendations for future projects**

|  |
| --- |
| * **To continue funding original ideas, which though riskier[[1]](#footnote-1), are more likely to make a difference and be replicated**. This project had the innovative feature of bringing on board the private sector, which resulted in being the most rapid agent of change. Building companies immediately incorporated the idea of “sustainable communities” in their designs and new housing projects. Moreover, they are being imitated by other companies around the country. * **Projects funded by the Prosperity Fund should have a stronger “UK angle”: better practices from the UK private and public sector should be incorporated into project design**. The UK is a world leader in green growth technologies and climate change policy and regulations. Mexico is an open country/society and has a very good relationship with the UK. Projects present an opportunity to maximise this situation. In this project, CTS took stakeholders to NYC and Colombia, which had an impressive impact on them. The TOD model is American, and some of the neighbourhoods they visited use LEED (sustainable construction) certification. All these could have been more British oriented (for example using the UK’s BREEAM sustainable construction standard). Although, the British Embassy in Mexico is currently working with BRE to be better positioned in the country. * **Better review on project design could prove to be critical to secure successful implementation.** Institutional analysis during project design could have proved useful to select the counter-partner agency for developing the CO2 calculator. SEMARNAT technicians recognised that they are not involved in measuring houses emissions and that it could have been better to involve agencies working with the housing NAMA. |

1. This project was very risky. It intervened in a high profitability sector with numerous actors and conflicting interests. [↑](#footnote-ref-1)