

Sixth Operational Phase
of the
GEF Small Grants Program in Mexico
UNDP PIMS ID 5531; GEF ID 9167

Terminal Evaluation

Evaluation Report
March 30, 2022

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i. Opening page – Basic Project Information

Title of UNDP-supported GEF-financed project:
Sixth Operational Phase of the GEF SGP in Mexico

UNDP Project ID: PIMS 9167

GEF Project ID: 5531

Evaluation timeframe:
January to March 2022

Date of the Evaluation Report: 28 March 2021

CEO endorsement date: 06 November 2017

Project implementation start date: 22 February 2018

Project end date: 20 July 2022

Region and Country included in the project: LAC Mexico

GEF Focal Area Objective:
BD-4 Program 9; CC-2 Program 4; and LD-1 Program 1

Implementing partner:
UNOPS

Mid-Term Review team members:
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ii. Acknowledgments

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The evaluators would like to express their gratitude to the members of communities, *ejidos*, CBOs and NGOs. It was a pleasure for the team to be in contact with such a diversity of people.

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iv. Acronyms and Abbreviations

ADVC	Areas Voluntarily Destined for Conservation
CPD	Country Programme Document
CO	Country Office
COMDEKS	Community Development and Knowledge Management for the Satoyama Initiative
CONANP	<i>Comisión Nacional de Áreas Naturales Protegidas</i>
CONAFOR	Comisión Nacional Forestal
COVID-19	Coronavirus Disease 2019
CPMU	Country Programme Management Unit
FGD	Focus Group Discussion
FSC	Forest Stewardship Council
GEF	Global Environment Facility
GESI	Gender Equality and Social Inclusion
GRES	Gender Results Effectiveness Scale
IPSI	International Partnership for the Satoyama Initiative (IPSI)
MonALISA	<i>Monitoreo de Acuerdos, Línea base, Impacto, Seguimiento y Administración</i>
NSC	National Steering Committee
PIR	Project Implementation Reviews
<i>PND</i>	<i>Plan Nacional de Desarrollo</i>
RTA	Regional Technical Advisor
SEMARNAT	<i>Secretaría de Medio Ambiente y Recursos Naturales, Gobierno de México</i>
SEPLS	Socio-Ecological Production Landscapes and Seascapes
SESP	UNDP Social and Environmental Screening Template
SGP	Small Grant Program
SGP OP	Small Grant Program Operational Phase
TNC	The Nature Conservancy
UCPC	Upgraded Country Programmes Coordinator
UNEG	United Nations Evaluation Group
UNDP	United Nations Development Programme
UNOPS	United Nations Office for Project Services
UNDSDCF	United Nations Sustainable Development Cooperation Framework

1. Executive Summary

1.1. Project Information Table

Project Details		Project Milestones	
Project Title	Sixth Operational Phase of the GEF SGP in Mexico	PIF Approval Date:	Apr 19, 2016
UNDP Project ID (PIMS #):	5531	CEO Endorsement Date (FSP) / Approval date (MSP):	Nov 5, 2017
GEF Project ID:	9167	ProDoc Signature Date:	Feb 22, 2018
UNDP Atlas Business Unit, Award ID, Project ID:	97091	Date Project Manager hired:	June 2018
Country	Mexico	Inception Workshop Date:	June 15, 2018
Region:	LAC	Mid-Term Review Completion Date:	Sep-Oct 2019
Focal Area:	Multifocal	Terminal Evaluation Completion date:	Jan-Mar, 2022
GEF Operational Programme or Strategic Priorities/Objectives:	BD-4, Program 9 CCM-2, Program 4 LD-2, Program 3	Planned Operational Closure Date:	Jul 20, 2022
Trust Fund:	GEF Trust Fund		
Implementing Partner (GEF Executing Entity)	UNOPS		
NGOs/CBOs involvement:	NA		
Private sector involvement:	NA		
Geospatial coordinates of project sites:	NA		
Financial Information			
PPD/PPG	At approval (US\$M)	At completion (US\$M)	
GEF PDF/PPG grants for project preparation	NA	NA	
Co-financing for project preparation	NA	NA	
Project	At CEO Endorsement (US\$M)	At TE (US\$M)	
[1] UNDP contribution:	300,000	1,460,000	
[2] Government:	1,786,711	787,369	
[3] Other multi-/bi-laterals:	NA	NA	
[4] Private Sector:	NA	296,964	
[5] NGOs:	496,678	1,357,676	
[6] Others	3,750,000	2,833,383	
[7] Total co-financing [1 + 2 + 3 + 4 + 5+6]:	6,333,389	6,735,392	
[7] Total GEF funding:	4,429,223	4,429,223	
[9] Total Project Funding [7 + 8]	10,762,612	11,164,615	

1.2. Project Description (brief)

The Global Environment Facility Small Grants Program (GEF SGP) in Mexico has been implemented since 1994. With the Sixth Operational Phase (OP6), it moved to an integrated landscape approach to development and conservation. The objective of OP6 is to *empower local communities to manage production landscapes in Mexico's southeast large ecosystems in a manner that enhances their social, economic and environmental sustainability and resilience*. Three outcomes are formulated under a single overall project component, i.e. *increased resilience of selected landscapes and seascapes for local sustainable development and global environmental benefits*.

Outcome 1: Landscape and seascape resilience enhanced through the individual and synergistic impacts of a set of adaptive community practices that maintain ecosystem services, conserve

biodiversity, mitigate climate change and reverse land degradation in Mexico’s southeast large ecosystems and selected landscapes.

Outcome 2: Community-based organizations (CBOs) possess the organizational and managerial capacities for business development and performance on a larger scale to contribute to landscape and seascape governance and management.

Outcome 3: Successful small grants experiences from this and previous phases are consolidated/ up scaled/ replicated through production and marketing chains and second-level organizations, as well as through exchange of knowledge and experiences, linking community-based organizations within and across land/seascapes.

The project was implemented by UNDP and executed by UNOPS, through the Country Program Management Unit (CPMU).

1.3. Evaluation Ratings Table

1. Monitoring & Evaluation (M&E)	Rating
<i>M&E design at entry</i>	<i>S - Satisfactory</i>
<i>M&E Plan Implementation</i>	<i>S - Satisfactory</i>
<i>Overall Quality of M&E</i>	<i>S - Satisfactory</i>
2. Implementing Agency (IA) Implementation & Executing Agency (EA) Execution	Rating
<i>Quality of UNDP Implementation/Oversight</i>	<i>HS – Highly Satisfactory</i>
<i>Quality of Implementing Partner Execution</i>	<i>HS – Highly Satisfactory</i>
<i>Overall quality of Implementation/Execution</i>	<i>HS – Highly Satisfactory</i>
3. Assessment of Outcomes	Rating
<i>Relevance</i>	<i>HS – Highly Satisfactory</i>
<i>Effectiveness</i>	<i>HS – Highly Satisfactory</i>
<i>Efficiency</i>	<i>HS – Highly Satisfactory</i>
<i>Overall Project Outcome Rating</i>	<i>HS – Highly Satisfactory</i>
4. Sustainability	Rating
<i>Financial sustainability</i>	<i>L - Likely</i>
<i>Socio-political sustainability</i>	<i>L - Likely</i>
<i>Institutional framework and governance sustainability</i>	<i>L - Likely</i>
<i>Environmental sustainability</i>	<i>L - Likely</i>
<i>Overall Likelihood of Sustainability</i>	<i>L - Likely</i>

1.4. Concise summary of findings, conclusions, and lessons learned

Findings

The design of SGP OP6 was coherent and well-articulated, though with one minor shortcoming: its indicators on gender issues were just gender-targeted, although a careful reading of the ProDoc showed that the Project was gender-responsive. Furthermore, the risks and assumptions identified in the Results Framework were wrongly identified during the design phase and, consequently, were not useful in supporting project implementation.

The management of the project activities was transparent, inclusive and participatory. The technical and inter-personal capacities of CPMU members played a key role in facilitating a fruitful dialogue with the grantees, which allowed constant feedback, identifying strengths and improvements in

implementation of grants. The building of trust pursued by and flexibility of the CPMU and NSC was key to the success of the vast majority of the grants (96%). The involvement of the CPMU was essential for grant beneficiaries to take ownership of their project.

The CPMU and NSC fully understood of the implications of COVID-19 and hurricanes on implementation of the grants. There was a stringent need to extend the duration of the implementation for many grants. A total of 88 grant extensions were approved. This means that the duration of 77% of total grants was extended. UNOPS and UNDP collaborated very well, making sure that the additional workload did not cause any problems or impediments to the grantees. The implementation and execution of the Project was highly satisfactorily.

The development of a robust and comprehensive monitoring system facilitated the timely monitoring of each grant.

Even though the exceptional external circumstances (COVID-19) would have allowed a lowering in the target level of the indicators, the CPMU and NSC did not lower any of them. This is considered as a success by the evaluation exercise.

The SGP OP6 enjoyed a higher level of co-financing (+402,003 USD or +6.3%) than the original provision established in the ProDoc.

The Project surpassed its outcome and objective level targets.

The CPMU's accompaniment of grantees in the implementation of the grants has been one of the Country Programme's strengths contributing to the achievement of results. Capacity building through workshops, training and technical assistance was highly valued by the beneficiaries.

The Project had achieved certain effects on public policies. Associations of beekeepers were able to initiate negotiations with public authorities to participate in the drafting of a law concerning their productive sector. Negotiations, as per the evaluation, are still ongoing. Community tourism operators contributed to positioning community tourism within the Tourism Sector Program 2020-2024 (Programa Sectorial de Turismo 2020-2024). In this program, community tourism is now associated with conservation of ecosystems and ecosystem-based adaptation measures to climate change.

The Project carried out positive activities regarding the integration of women into production and strengthened their leadership and empowerment.

Conclusions

SGP OP6 was instrumental for the GEF focal areas (BD, LD and CC). GEF funding was spent well.

The Project is rated highly relevant, highly efficient, highly effective and sustainable. The Project acted as a catalyst for development processes stemming from the communities, ensuring compliance with the SGP-GEF requirements in terms of environmental benefits, while valorising the vision that the communities have of their own development.

The coherence of the design of the Project, the extension beyond their finalization date of many approved grants, the synergies with other initiatives and the UNDP CO, and the overall ability of the CPMU to manage the Project ensured that the thematic relevance was combined with an equally important organizational and managerial relevance. The SGP OP6 was relevant in its ends and appropriate in its means.

The SGP OP6 was effective and efficient. The landscape approach, the integration of the grants within a broader panorama of donors, the articulated process linked to the calls of proposals, were the main factors that contributed to a high level of effectiveness and efficiency of the Project.

Capacity development, awareness raising and communication, promotion of networking and exchange of experiences were key activities linking the grants under the Project umbrella.

Although the break-out of the COVID-19 pandemic, CPMU maintained communication and stable relationships with the grantees. The collaboration with the UNDP CO in designing a security protocol for field missions and the provision of internet services to communities in need were key strategic decisions that helped SGP OP6 achieve its outcomes and objective. The same consideration applies to the collaboration with the UNDP Disaster Risk Reduction Program and other initiatives aiming at increasing resilience against disasters (e.g. the initiative founded by the Kellogg's Foundation) that, as well, resulted key for ensuring project's achievements.

The sustainability of SGP OP6 is rooted in the interests and needs of the communities to build on the accomplishments of the Project. It is also ensured by the fact that many different organizations are interested in funding activities in line with the GEF priority areas. The CPMU was able to navigate in this panorama of actors and take advantage of emerging opportunities. It is expected that these opportunities will arise also during the next phase of the SGP.

This substantial work done with and around gender equality and women's empowerment was not reflected/visualized in any indicator. The evaluation exercise is not in a position to make statements on the transformative effect of this work because of the lack of gender transformative indicators.

In the course of implementation, SGP OP6 positioned itself as a well-appreciated actor supporting community development by coordinating with a variety of stakeholders active in the region and building on existing community-driven development efforts. By doing so, it was possible for the Project to display the GEF additionality and catalytic effect of the Project.

Fruitful dialogue between the Project and other UNDP projects led to a high degree of integration of the Project within the UNDP Country Office. The linkages established with other UNDP projects, and the valorisation of each other's competencies, interests and mandates, contributed to the positioning of SGP OP6 as a development actor in the five states of the intervention.

Lessons learned

Lesson learned n° 1 – Inclusive approach

The approach that guided grant approval is considered extremely relevant to the success of the Project. No minimum amount of requested funding was imposed on the applicants, and applications were screened according to their specificities. In this way, applicants were able to submit proposals according to their needs and operational capacities. Applicants did not have either to pretend to have the capacities to manage large budget nor to give up the chance to have their small projects financed. The approach promotes the inclusion of those applicants that may be discouraged by a minimum amount of funds requested. This factor had some implications on the high number of grants approved, which may be seen as a limitation, as it imposed a great workload on the CPMU. However, this workload was counterbalanced by the fact that most of the grants succeeded in their accomplishments and a great variety of participants benefited from the SGP OP6. **Leaving room in the calls for proposals for applicants to establish what is the actual level of SGP financing (i.e. no minimum financing amount), that they are able to manage promotes ownership, effectiveness and sustainability of the grants.**

Lesson learned n° 2 – Focus on capacity development

Proposal development workshops played a key role for proposals to be of high quality. Moreover, the workshops helped CBOs and NGOs to write proposals based on real needs and interests, promoting a high degree of ownership and sustainability of their grants from the very beginning of the process. The work done on the risk management plan also demonstrated to be an important element to increase the sustainability of the grants. Its main effect was that the evaluation of risks is part of the actual way of doing business of the grantees in their daily operations. The easy but still comprehensive reporting requirements, which each grantee was asked to comply with, played an important role in the capacity building process. Many grantees interviewed highlighted that the format of the reports they had to follow led to improvements in the way they keep track of their activities in their daily operations. **Activities that may be seen as mere bureaucratic and administrative requirements to run a project represent at the same time a good opportunity to develop capacities.**

Lesson learned n° 3– Grants for development

Crosscutting and strategic grants, common initiatives under the Project umbrella, a scrupulous attention to capacity development of grantees and communities throughout the phases of the grant's cycle, and CPMU work dedication promoted inclusion and participation in processes that go beyond the time and spatial limits of the individual grants. This approach moves communities towards a path of consolidation of their knowledge and production practices, as well as the promotion of social inclusion.

Lesson learned n° 4 – Collaboration and combined impact

Because of its nature, SGP OP6 lends itself well to establishing collaboration with other projects in the UNDP portfolio. Potentially each grant can build on the results of other projects (as in the case of the "Disaster Risk Management Program") or can lay the foundations for initiatives that aim at long-term sustainability (as in the case of the Biodiversity Finance Initiative, (BIOFIN)). **Due to its nature, SGP is a perfect instrument to establish collaboration with other projects aiming at following a graduation approach that leads progressively to better conditions of communities.**

Lesson learned n° 5 – Project management skills and attitude

The relevance of any project in a given territory is evidently a pre-requisite for a development project to be effective and sustainable. However, those in charge of project management should be able to engage with other stakeholders operating in the area to contribute to the desired beneficial effects. In this regard, the Project can be considered a model. **Listening skills, negotiating capacities, technical knowledge, professional and human commitment of those in charge of management are essential elements for a project to be successful.**

1.5. Recommendations summary table

N°	Recommendation	Responsible entity/ies	Timeline
A. Project management and implementation arrangements			
A1	<i>To establish a partnership with an NGO to support the management of the SGP OP7 in the state of Oaxaca.</i> CPMU is not large enough to manage SGP OP7 in all project states. It is suggested to enter into an agreement with an NGO operating in the area to have a team in charge of daily management of activities in the state of Oaxaca. The team should work under the supervision of and report to the CPMU, based in Merida, Yucatan.	CPMU, Global Coordinator, UNDP-GEF Upgraded Country Programmes, NSC, UNOPS	SGP OP7

B1. Sustainability and impact			
B1	<p><i>To keep financing crosscutting grants to second and third-tier organizations.</i></p> <p>The Yucatan Peninsula may undergo profound transformations produced by the development of federal infrastructure projects. For most of the interviewees, it is clear that for small businesses, which base their activities on a sustainable use of natural resources, these infrastructure projects constitute both a threat and an opportunity. Imagining that the small production realities at community level can benefit from these projects by working individually is an assumption that is not reflected in reality. The ability to network and join forces towards common goals is a necessary condition for infrastructure projects to be profitable for the rural communities. Financing of crosscutting grants should not be limited to the peninsula of Yucatan. Indeed, crosscutting projects provide CBOs with a platform for exchange of experiences, establishment of alliances, and strengthening of internal governance processes which are useful also for scaling up and marketing purposes, identifying emerging opportunities and risks, and for advocacy and lobbying purposes.</p>	CPMU, NSC	SGP OP7
B2	<p><i>To generate synergies with the Protected Natural Areas (PNAs) through the Climate Change Adaptation Plans in the framework of the National Climate Change Strategy.</i></p> <p>The creation of synergies with the NPAs constitutes an opportunity for the SGP to link to public policy instruments and generate an impact that also affects the public environmental sector. The link with the public environmental sector is important in order to convey resources within a sector that has suffered from the redistribution of federal and state resources that occurred with the outbreak of the pandemic. Funding small grants in the NPAs' areas of influence would allow them to maintain contact with the communities residing in their areas of influence whose contribution to conservation efforts is essential. It could also serve to cover specific gaps that may exist in their ecosystem connectivity work. After consultation with NPAs, a specific Call for Proposals can be issued. It is suggested to implement this recommendation only in the states where SGP is already well-known and an established entity, i.e. Campeche, Chiapas, Quintana Roo, Tabasco and Yucatan.</p>	CPMU, NSC	SGP OP7
B3	<p><i>To keep promoting coordination with other donor-funded initiatives in the six states involved in the SGP OP7.</i></p> <p>Identifying potential collaboration - within UNDP or with other donor initiatives - is essential to increase the sustainability and impact of the next phase of SGP. Collaboration can cover a variety of aspects, including for example:</p> <ol style="list-style-type: none"> 1. Simple exchange of information and experience; 2. Co-participation in certain activities, e.g. SGP OP7 can take advantage of an on-going capacity development initiative funded by another donor and invite its beneficiaries to take part in it; 3. Focus on specific thematic or geographic areas, if other areas are already covered by another project. <p>Ideally, such types of collaboration should be very well documented in order to keep track of the benefits produced by the articulation between different initiatives.</p>	CPMU, NSC and UNDP CO	SGP OP7

B4	<p><i>To keep following a graduation approach¹, whenever applicable</i> The recommendation arises from the corresponding lesson learned n° 4 “Collaboration and combined impact”. A coordinated and sequenced support from different donors may be able to promote the progress of poor communities along a pathway leading to an improved socio-environmental and economic resilience. Each donor, including the SGP, can fund a different stage along that pathway.</p>	CPMU and UNDP CO	SGP OP7
C. Gender equality and women’s empowerment			
C1	<p><i>To build upon the work of gender equality and women’s empowerment promoted during the implementation of SGP OP6.</i> Four main areas of work are identified to implement this recommendation:</p> <ol style="list-style-type: none"> 1. To evaluate the effective use of the gender manual with some of the 39 associations that have fully carried out the capacity-building process. 2. To establish a collaboration between SGP OP7 and the newly established Gender Unit within the UNDP Country Office. 3. To fund transversal grants aiming at mainstreaming gender issues 4. To keep informing workshops on all matters with gender-related issues. <p>The four areas of work should focus on the actual capacities of CBOs and NGOs to mainstream gender issues in their operations, the understanding of how targeted, responsive or transformative the contribution of SGP OP6 was, and, ultimately, the definition of a gender transformative agenda/strategy for the Project. The gender agenda/strategy should include indicators that move from being gender-targeted to gender-responsive and/or transformative. There is no need to include the indicators in the Results Framework of SGP OP7 as this would constitute a binding element of the project document. Instead, the indicators can serve as internal laboratory for understanding deeper the gender dynamics in a few selected grants and for reporting in a more substantial way the work done in this regard.</p>	CPMU, NSC, and UNDP CO	SGP OP7
D. Knowledge management and replicability			
D1	<p><i>To document in detail and circulate the lesson learned n° 1 – Comprehensive Approach amongst the management teams of the SGP in other Upgraded Countries</i> Leaving the beneficiaries the ability to reflect and focus on their operational capabilities, needs and ambitions, was the key factor in the success of the Project. The circulation of a well detailed description of the grant approval process can induce reflection on the issue in other Upgraded Countries, from which they can benefit for their SGPs.</p>	CPMU and Global Coordinator, UNDP-GEF Upgraded Country Programmes	SGP OP7

¹ *Graduation approach is an approach pursued by many development actors. Graduation programmes consist of targeting poor households with a combination of layered and sequenced interventions, often over a defined period of time, in order to facilitate the achievement of strengthened and sustainable livelihoods. Conceptually, it is about to support communities to get out of poverty through sequenced steps: a first step is about providing support (for example to recover from a disaster), a second step is the consolidation of their economic activities and finally to support them to become economic independent (no more need for external funding) by linking them to sustainable economic activities, i.e. the graduation. Consultative Group to Assist the Poor (CGAP) (2016)*

2. Introduction

2.1. Purpose and objective of the terminal evaluation

The Terminal Evaluation (TE) assessed the achievement of project results against what was expected to be achieved, and drew lessons that can both improve the sustainability of benefits from the Project, and aid in the overall enhancement of UNDP programming. The TE report also intended to promote accountability and transparency.

2.2. Scope

The TE evaluated the results according to the criteria established in the “Guidance for conducting terminal evaluations of projects supported by UNDP and financed by the GEF” (2020). It involved all types of beneficiary actors as well as those responsible for the execution and implementation of the Project indicated in the Project Document (ProDoc).

The exercise covered the design, execution and results of the Project focusing on the following three categories:

1. **Project Design/Formulation** including the following sub-categories:
National priorities and country-drivenness; theory of change; gender equity and women’s empowerment; social and environmental Standards (safeguards); analysis of results framework: project logic and strategy, indicators; assumptions and risks; lessons from other relevant projects incorporated into project design; planned stakeholder participation; linkages between project and other interventions within the sector; and management arrangements.
2. **Project Implementation** including the following sub-categories:
Adaptive management (changes to the project design and project outputs during implementation); actual stakeholder participation and partnership arrangements; project finance and co-finance; monitoring & evaluation: design at entry, implementation, and overall assessment; UNDP implementation/oversight and Implementing Partner execution, overall project implementation/execution; and risk management, including social and environmental standards (safeguards).
3. **Project Results and Impacts** including the following sub-categories:
Progress towards objective and expected outcomes (assess the achievement of outcomes against indicators by reporting on the level of progress for each objective and outcome indicator at the time of the TE and noting final achievements); relevance; effectiveness; efficiency; overall outcome; sustainability (financial, socio-political, institutional framework and governance, environmental, and overall likelihood of sustainability); country ownership; gender equality and women’s empowerment; cross-cutting issues; GEF additionality; catalytic/replication effect; and progress to impact.

Based upon findings, the TE report presents conclusions, recommendations and lessons learned.

2.3. Methodology - Data Collection & Analysis

The evaluation applied a theory-based and utilization-focused approach².

Theory-based evaluations focus on analysing a project's underlying logic and causal linkages. Indeed, projects are built on assumptions of how and why they are supposed to achieve the agreed results through the selected strategy. This set of assumptions constitutes the "program theory" or "theory of change", which, in UNDP/GEF projects is visualized in the Results Framework. The TE was based on the theory of change analysing the strategy underpinning the project, including objectives and assumptions, and assessing its robustness and realism.

A utilization-focused approach³ is based on the principle that evaluations and reviews should be judged on their usefulness to their intended users. Therefore, they should be planned and conducted in ways that enhance the likely utilization of both the findings and of the process itself to inform decisions: this TE report ends with a number of actionable recommendations.

The research design of the evaluation exercise used the following primary and secondary data collection methods:

- Primary data:
 - Individual and group interviews
 - Focus Group Discussions
 - Site visits
- Secondary data
 - Desk review

Annex 3 included the list of all persons met during the evaluation exercise, while annex 4 reports the list of documents and web-sites consulted/reviewed.

2.4. Ethics

The Evaluation Team conducted the entire exercise in accordance with the principles outlined in the United Nations Evaluation Group (UNEG) "Ethical Guidelines for Evaluations".

2.5. Limitations to the evaluation

The TE took place in the months of January, February and March 2022. It consisted of three phases:

- Inception phase;
- Data collection phase; and
- Analysis and Reporting phase.

Inception phase

The inception phase took place from January 17 to - 28, 2022. During the inception phase, the Evaluation Team held meetings with officers from the CPMU, UNDP, NSC and UNOPS remotely by Zoom. The aim of these meetings was to discuss and organize the schedule of the data collection phase. During the inception phase the Evaluation Team started the desk review that continued during all the evaluation exercise. On January 28, the Evaluation Team delivered the Inception Report, subsequently approved by UNDP.

² Rossi, P., Freeman, H. & Hofmann, G., 1999. *Evaluation. A Systematic Approach*. 6th ed. Thousand Oaks: Sage.

³ Patton, M. Q., 2008. *Utilization-focused evaluation* 4th ed. Thousand Oaks: Sage.

Data collection phase

The data collection phase took place from January 31 to February 18, 2022. It was split into three weeks, as follows:

Week 1 – January 31 / February 4

The Evaluation Team held online meetings with the project stakeholders. The CPMU supported the process by organizing the schedule.

Week 2 – February 7 / February 11

The National Evaluator went to the field, accompanied by the CPMU to visit communities, *ejidos* and the activities carried out by the Project. The field mission was done in full compliance with current health restrictions (COVID-19) in Mexico.

Week 3 – February 14 / February 18

The Evaluation Team held online meetings with the project stakeholders. The CPMU supported the process by organizing the schedule.

A total number of 124 individuals (63 women – 61 men) were involved in evaluation activities:

- 23 individuals (13 women – 10 men) belonging to institutions/organizations (Project Steering Committee, UNDP, UNOPS, *Secretarías de Medio Ambiente Estatales*, SEMARNAT, Hacienda, and TNC); and
- 101 individuals (50 women – 51 men), who participated in grant implementation, i.e. in 39 out of 114 grants (34% of the total).

The Evaluation Team involved stakeholders of the 39 above-mentioned grants in the following States and landscapes/seascapes:

State	Grants	Remote	Field
Campeche	23	1	9
Chiapas	8	3	0
Quintana Roo	32	11	0
Tabasco	11	5	0
Yucatan	34	6	2
Regional	6	2	0
Total	114	28	11

COVID-19 related restrictions allowed for field visits only in Yucatan and Campeche.

Landscape	Grants	Remote	Field
Agroforestry Landscape	10	3	0
Coastal Seascape	19	5	2
Forest and Milpa	31	5	4
Sustainable Forestry Landscape	24	6	4
Ususumacinta and Grijalva rivers Watershed	19	6	1
Strategic and crosscutting project	11	3	0
Total	114	28	11

Geographical criteria were applied to select the grants.

The 39 grants dealt with the thematic areas of agroforestry, aquaculture and sustainable fisheries, control of invasive species, community tourism, agroecology, organic beekeeping, and timber and non-timber sustainable forest management. The three strategic grants on community forest management, organic beekeeping, community tourism, and the crosscutting project on gender mainstreaming were included, as well. Finally, a grant to formulate a landscape strategy was also included in the sample.

Analysis and Reporting phase

The analysis and reporting phase took place from February 21 to March 30, 2022.

On February 22, the Evaluation Team presented the TE Initial Findings to the CPMU, officers from the UNDP CO and UNOPS.

The main deliverables of the reporting phase were the Draft TE Report and the Final TE Report. In the Final TE Report, the Evaluation Team addressed the comments received on the Draft Report from UNDP and UNOPS. In addition, the Evaluation Team submitted a TE audit trail form.

The work done both remotely and in the field informed the formulation of the report. Triangulation of information gathered with the different TE tools was at the core of the analysis. The information collected and analysed was sufficient to inform robust and sound findings.

2.6. Structure of the TE report

The TE report consists of three core sections:

Project Description and Background Context

This section briefly describes the project and the context in which it was designed and implemented.

Findings

This section responds to analyses corresponding to Project Design/Formulation, Project Implementation and Project Results and Impacts.

Main Findings, Conclusions, Recommendations, and Lessons Learned

This section includes the main findings, evidence-based conclusions, recommendations and lessons learned.

3. Project Description

3.1. Project start and duration, including milestones

- Start date: 22 February 2018
 - Inception workshop: 15 June 2018
 - Mid Term Review: October/November 2019
 - Terminal Evaluation: January/March 2022
- Original end date: 21 February 2021
- Actual end date: 20 July 2022
- Project original duration: 36 months
 - Project extension approval: 21 September 2020
- Project actual duration: 53 months

3.2. Development context: environmental, socio-economic, institutional, and policy factors relevant to the project objective and scope

Mexico's GEF Small Grants Programme was established in March 1994 during the global SGP Pilot Phase (1992-1996). Since then, six Operational Phases of the GEF-SGP have been implemented in Mexico and, as for now, the Seventh Operational Phase is about to be launched. The TE focuses on the Sixth Operational Phase, hereinafter referred to as SGP OP6 (or the Project), which ends on July 20, 2022.

The Project was implemented in five broad production landscapes and seascapes mainly under the control and property of *ejidos* and communities covering an area of 6,139 km² in the states of Campeche, Chiapas, Quintana Roo, Tabasco and Yucatan in the southeast of Mexico.

Four large terrestrial and marine ecosystems are represented within this area:

1. Deltaic-estuarine ecosystem of the Grijalva-Usumacinta Rivers
2. Coastal lagoons and marine interface in the northern Yucatan Peninsula
3. Tropical forest large ecosystem in the Yucatan Peninsula
4. Montane broadleaf and cloud forests in northern Chiapas

The project aimed at enhancing the resilience of the ecosystems through coordination and development of community livelihood practices in landscapes that help maintain ecosystem services, conserve biodiversity, mitigate climate change and reduce land degradation. The landscapes include the following:

- Agroforestry Coffee and Cocoa Landscape in Northern Chiapas and Southern Tabasco
- Usumacinta and Grijalva Watershed of Tabasco and Campeche
- Gulf of Mexico and Caribbean Coastal Seascape
- Timber and Non-Timber Forest Production Landscape
- Forest and Milpa Landscape

The landscapes are production landscapes and seascapes of great importance for maintaining the integrity of the above ecosystems, with *ejidos* and collective indigenous community lands as the predominant form of land tenure. The communities in the landscapes are of diverse ethnic origin,

Maya in the northern, southern and north-eastern parts of the Yucatan Peninsula and Tzeltal, Tzotzil, Ch'ol, Tojolabal, Zoque, Chuj, Kanjobal, Mam, Jacalteco, Mochó Cakchiquel and Lacandon in Chiapas. There is also a significant mestizo population in all five states. *Ejid*os and communities have predominantly rural livelihoods.

In Mexico, the prevailing form of agriculture and forestland tenure is communal in the form of *ejidos* and communities. It is estimated that, for example, 15,584 'agrarian nuclei' of 200 hectares or more possess some 62.6 million hectares of tropical and temperate forests as well as other areas with arid zone forest vegetation, about 45% of the total national forest cover. Of these, 20.2 million hectares are within the territories of indigenous communities. This is why conservation of ecosystem services and resilience of production landscapes depends significantly on the ability of rural communities to implement sustainable production practices.

There exist multiple barriers to be overcome for the communities to be able to make effective use of natural resources and improve their livelihoods sustainably. Such barriers are organizational, technical, financial, and commercial.

There are also policy and regulatory barriers. While the government has put in place policies, regulations and programmes that are supportive of community management of natural resources, in practice there are still several fiscal, institutional and procedural impediments to sustainable land and resource use. When trying to scale up successful community land and resource use at the landscape/seascape level, further difficulties become apparent: on the one hand, there are no incentives for *ejidos* and communities within large ecosystems to come together and invest time and resources to plan and implement integrated land use management. Institutions at the federal, state and local levels with responsibility for land use, rural development and environmental management, among others, also face significant challenges when trying to overcome horizontal (between sectors) and vertical (federal, state and local government) coordination barriers.

On the other hand, individual communities are generally constrained by the local trade system that makes them depend on a few individuals who control the trade and hence the prices of their products in exchange for working capital and consumer credits. *Ejid*os lack access to financial markets, mostly because they cannot use the land as collateral for credit. This makes communities vulnerable and creates dependency from those advancing cash against future production. In the absence of sufficient working capital, technical knowhow and business skills, communities on their own are unable to innovate to change their production systems or achieve the quantity and quality required by more sophisticated markets.

The drivers of global environmental degradation are linked to unsustainable production practices – primarily in agriculture, fisheries, and forestry – that result in species and habitat loss, as well as the massive or progressive destruction of woody biomass for land clearance or fuel.

3.3. Problems that the project sought to address: threats and barriers targeted

The main problem addressed by the SGP OP6 was the weak capacities of rural communities in the southeast of Mexico to deal with the drivers of global environmental degradation (biodiversity loss, land degradation, and greenhouse gas emissions) in a strategic framework of integrated and sustainable landscape and seascape management for increased ecosystem and socio-economic resilience.

The ProDoc describes the following five barriers to be targeted by the Project:

Barrier 1: Community organizations lack sufficient means and/or knowledge to plan, manage and coordinate their landscapes and seascapes with a long-term vision for the conservation of biodiversity, and the reduction of deforestation and forest degradation, improving ecosystem connectivity and increasing the production of goods and services.

Barrier 2: Community organizations have insufficient capacities to plan their initiatives, implement and evaluate them effectively, and systematically derive practical lessons from the experience.

Barrier 3: Communities lack the means to produce sustainably goods and services at scale.

Barrier 4: Community organizations lack the financial resources to motivate and support new land and resource management practices and sustain or scale up successful experiences.

Barrier 5: Community organizations do not coordinate with others in taking collective action in favor of landscape resilience outcomes built on global environmental benefits and the strengthening of social capital.

The major threats to the ecosystems and their biodiversity are forest fires, habitat loss, aquaculture and fishery overexploitation, pollution from oil production/extraction, invasive alien species, expansion of agriculture land and consequent deforestation, excessive and undiversified extraction of timber and non-timber products, forest plantations with species not native to the region, land use change, and pollution from unsustainable tourism.

3.4. Immediate and development objectives of the project

The ProDoc aligns with the GEF-6 in the following focal areas, outcomes and programs:

Biodiversity/BD4: Mainstream Biodiversity Conservation and Sustainable Use into Production Landscapes/Seascapes and Sectors

Program 9: Managing the Human-Biodiversity Interface

Outcome 9.1: Increased area of production landscapes and seascapes that integrate conservation and sustainable use of biodiversity into management

Climate Change/CC-2: Demonstrate Systemic Impacts of Mitigation Options

Program 4: Promote conservation and enhancement of carbon stocks in forest, and other land use, and support climate smart agriculture.

Outcome A: Accelerated adoption of innovative technologies and management practices for GHG emission reduction and carbon sequestration

Land Degradation/LD-2: Generate sustainable flows of ecosystem services from forests, including in drylands

Program 1: Agro-ecological Intensification

Outcome 1.1: Improved agricultural, rangeland and pastoral management

The ProDoc states that the Project is contributing to the following Sustainable Development Goals (SDGs):

- **SDG 1:** End poverty in all its forms everywhere;
- **SDG 2:** End hunger, achieve food security and improved nutrition and promote sustainable agriculture;
- **SDG 13:** Take urgent action to combat climate change and its impacts by regulating emissions and promoting developments in renewable energy;

- **SDG 14:** Conserve and sustainably use the oceans, seas and marine resources for sustainable development; and
- **SDG 15** Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss.

The Project is also expected to contribute to the following country outcome included in the UNDAF/Country Programme Document under UNDAF Cooperation Area III: Environmental sustainability and green economy:

- **Outcome 6:** the three orders of government, the private sector, academia, and civil society strengthen their capacity to revert environmental degradation and to sustainably and equitably use natural resources, through mainstreaming environmental sustainability, low carbon development, and a green economy in legislation, planning and decision-making (UNDP's contribution: to promote low carbon development strategies which also address disaster risk reduction, resilience and environmental sustainability with a gender focus and multicultural for poverty reduction).

The Project also relates to the UNDP Strategic Plan (2014-2017). Specifically to:

- **Outcome 1:** Growth and development. Growth and Development are inclusive and sustainable, incorporating productive capacities that create employment and livelihoods for the poor and excluded.
- **Output 1.3.** Solutions developed at national and sub-national levels for sustainable management of natural resources, ecosystem services, chemicals and waste.

3.5. Expected results

Project objective:

The Project objective is to *empower local communities to manage production landscapes in Mexico's southeast large ecosystems in a manner that enhances their social, economic and environmental sustainability and resilience.*

Three outcomes and ten outputs are formulated under an **overall project component**, i.e. *increased resilience of selected landscapes and seascapes for local sustainable development and global environmental benefits.*

Outcome 1:

Landscape and seascape resilience enhanced through the individual and synergistic impacts of a set of adaptive community practices that maintain ecosystem services, conserve biodiversity, mitigate climate change and reverse land degradation in Mexico's southeast large ecosystems and selected landscapes.

Output 1.1:

Community level small grant projects in production landscapes and seascapes implementing (a) land management practices that maintain or enhance carbon stocks, mitigate GHG emissions, and help avoid land use change; (b) economically viable, socially and environmentally sound natural resource use initiatives; (c) practices that enhance productivity and sustainability of smallholder agroecosystems, and (d) initiatives leading to new or expanded community conservation areas in terrestrial and marine ecosystems.

Outcome 2:

Community-based organizations (CBOs) possess the organizational and managerial capacities for business development and performance on a larger scale to contribute to landscape and seascape governance and management.

Output 2.1

Participatory social and environmental assessments of community organizations, their capacities, territories and production potential

Output 2.2

Education and training based on applied innovation results for sustainable production and conservation practices

Output 2.3

Adaptive participatory land/seascape management plans

Output 2.4

Relevant portfolio experiences documented and systematized for dissemination to community organizations, networks, second-level organizations, partners and policy makers

Outcome 3:

Successful small grants experiences from this and previous phases are consolidated/ upscaled/ replicated through production and marketing chains and second-level organizations, as well as through exchange of knowledge and experiences, linking community-based organizations within and across land/seascapes.

Output 3.1:

Networks and second-level organizations established and/or strengthened to integrate and bring to scale production and marketing of sustainably produced goods and services

Output 3.2:

Strategic projects to facilitate specific product development, certification and marketing at scale (supply chain development)

Output 3.3:

Second-level organizations access financial resources for sustainable production activities at scale

Output 3.4:

Engagement of potential financial partners and public sector institutions, as relevant and viable, in analysis, planning, and evaluation of results

Output 3.5

Experiences described and analysed; knowledge disseminated widely using different means and targeting civil society, decision-makers and other development partners

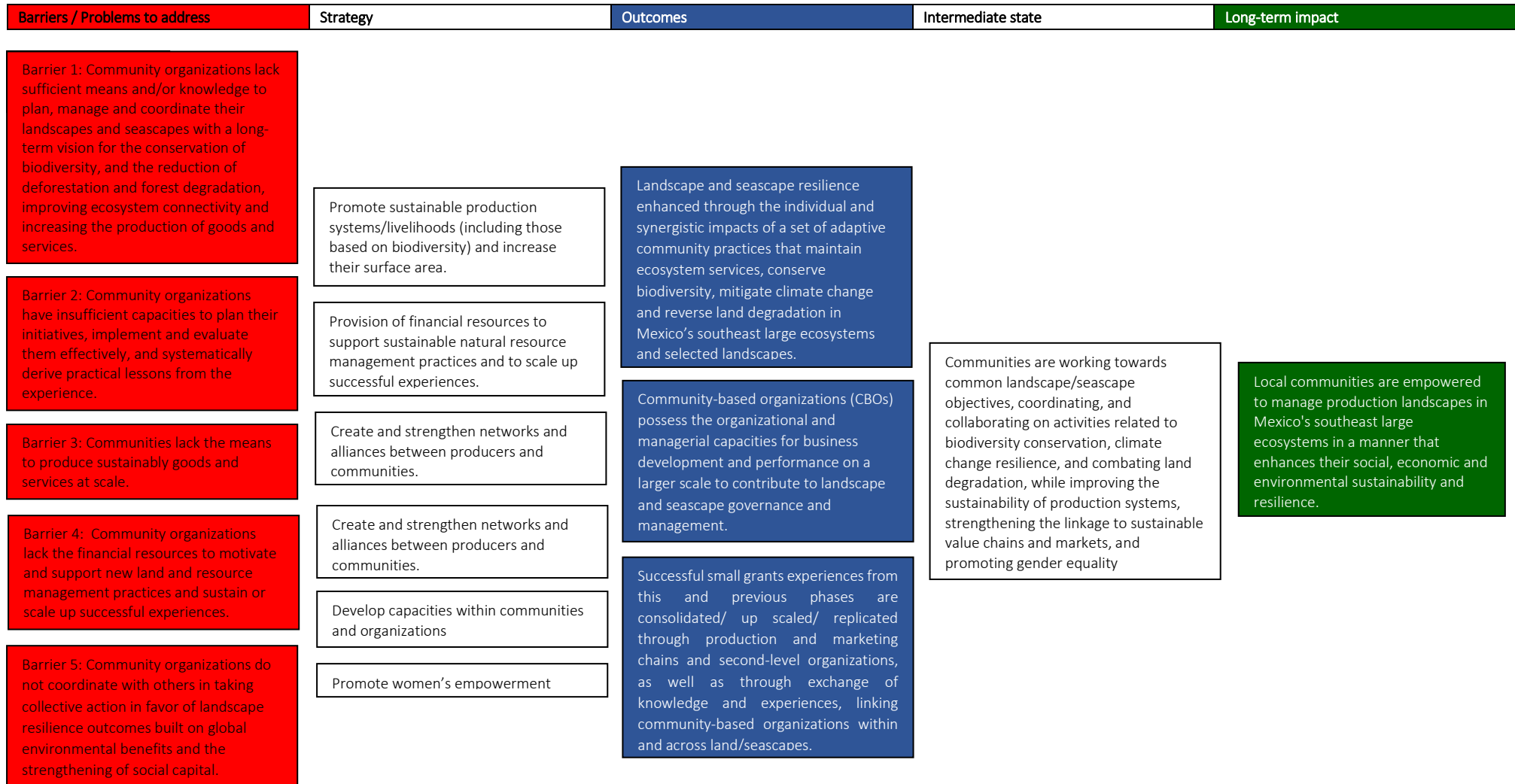
3.6. Main stakeholders: summary list

Stakeholder groups	Role
United Nations Development Programme (UNDP) - Country Programme Management Unit (CPMU) and Country Office (CO)	Ensuring that the project meets its objective and goals, providing the general supervision of the Project, and being responsible for the management of the GEF project cycle.
United Nations Development Programme (UNDP) - Global Coordinator, UNDP-GEF Upgraded Country Programmes	Providing high-level technical and management support, and supervising compliance with the updating of the Country Program with the policies and procedures at the central level.

United Nations Development Programme (UNDP) - Central Program Management Team (CPMT)	Monitoring for compliance of upgraded country programme with the core policies and procedures of the SGP as a GEF Corporate Program
United Nation Office for Project Services (UNOPS)	Managing human resources, budgeting, accounting, grant disbursement, auditing, and procurement. Responsible for the financial management of the Project.
Community-Based Organizations (CBOs) and local community members, including Indigenous People	Implementing grant projects to generate global environmental and community livelihood benefits.
Second and third tier organizations, community production associations, NGOs, and state and regional (Yucatan Peninsula) networks	Enabling the necessary planning, coordination, exchange of information, technical assistance, and business development support required to achieve results at the landscape/ seascape level.
State Governments of Yucatan, Quintana Roo	Contributing with co-financing
Federal Government - <i>Secretaria del Bienestar and Secretaría de Medio Ambiente y Recursos Naturales (SEMARNAT) Comisión Nacional Forestal (CONAFOR) and Comisión Nacional de Áreas Naturales Protegidas (CONANP)</i>	Contributing with co-financing
Private Sector	Potential partner for collaboration and co-financing
Academic Sector - <i>Universidad Marista, Universidad Autónoma del Estado de Yucatán; Universidad Juárez Autónoma de Tabasco; Centro de Investigación de Consejo Nacional de Ciencias y Tecnología, Universidad Nacional Autónoma de México</i>	Potential partner for collaboration

3.7. Theory of Change

The ProDoc does not present any explicit description of the Theory of Change (ToC). The following may be considered as an *a posteriori* reconstruction of the ToC.



4. Findings

4.1. Project Design/Formulation

4.1.a. Analysis of Results Framework: project logic and strategy, indicators

The project logic and strategy visualized in the Results Framework is straightforward.

An explicit ToC was not included in the ProDoc; however, the ToC resulted easy to reconstruct (see section 3.7 “Theory of Change”). The SGP OP6 intended to work to overcome identified barriers by putting in place relevant actions, which eventually contribute to the achievement of the outcomes and objective of the Project.

Project design adequately laid out the drivers of environmental degradation. It acknowledged the main capacities' barriers which make communities vulnerable; it identifies both the need to strengthen those already supported in the past as well as to reach out additional communities.

SGP OP6 introduced three main innovative elements in regards to previous phases. Ecosystem approach was replaced by the community-based landscape approach applying COMDEKS (Community Development and Knowledge Management for the Satoyama Initiative) methodologies. Great importance was given the sustainability of production projects. Finally, a deeper involvement of second and third tiers' organizations was promoted to integrate and bring to scale production and marketing of sustainably produced goods and services and the integration of supply chains.

The indicators included in the Results Framework were Specific, Measurable, Attributable, Relevant, Time-bound/Timely/Trackable/Targeted (SMART), and baseline and target values were defined. However, the set of indicators was not able to capture broader development impacts to which the Project may have potentially contributed. In particular, the gender and the job generation potential of project activities was not captured in detail. The potential impact on these two dimensions of the SGP OP6 could be deduced from a careful reading of the ProDoc and the Results Framework.

The SGP OP6 achieved all of its targets (refer to section “Progress towards objective and expected outcomes”) and therefore the doubts about the realism of the ambitions of the Project raised in the MTR report have been proven wrong. In retrospect, the Project’s aspirations cannot be defined as over-ambitious.

4.1.b. Assumptions and Risks

The Results Framework of the Project included seventeen elements under the column “assumptions”, split throughout project objective and outcomes. Nine of these elements are not assumptions and, therefore, have no utility to help/guide the implementation of activities and achieve outcomes.⁴

No risks are identified in the Results Framework.

⁴ Assumptions and risks are elements, included in the design of a project, which are out of the sphere of control of the project management team. Usually, they are accompanied by mitigation measures, i.e. what the management team/project can do in order to mitigate/enhance their negative/positive effects on project implementation in case an assumption, identified in during the project identification phase, does not held true or a risk materializes. This definition of “assumptions and risks” is acknowledged both in the “UNDP - Handbook on Planning, Monitoring and Evaluating for Development Results” (2009) and in the GEF document “Theory of Change Primer” (2019).

The table below presents the evaluation considerations about some elements identified as “assumptions” in the ProDoc:

Elements identified as Assumptions	TE’s considerations
<p>Communities are able to make decisions about natural resource use on their <i>ejido</i> lands</p> <p>Community organizations will collaborate successfully in pursuit of value chain strengthening at scale</p> <p>Community members will be motivated to participate in land/seascape planning and capacity building</p> <p>Producers will perceive an incentive to pursue certification.</p>	<p>These elements identified as “assumptions” are not actual assumptions. Instead, they are the <i>raison d’être</i> of the Project itself.</p> <p>If a project does not manage to engage with and motivate its target groups/beneficiaries, it should be considered not relevant.</p>
<p>Technical assistance is available</p>	<p>This element is a sort of tautology, which does not add any useful information to implement the Project. It is self-evident that to pursue capacity building, it is extremely important that technical assistance is available.</p>
<p>Appropriate dissemination of lessons learned will result in widespread application.</p>	<p>Effectively disseminating the lessons learned is a task of the project staff, it is not an assumption.</p>
<p>Markets and product prices make certification a viable option for communities</p> <p>Private sector tourism operators contribute to promoting community alternative tourism</p> <p>The national and international markets for sustainable timber and non-timber forest products, in particular for organic honey, continue to grow and the prices enable communities to meet production costs and generate a profit</p> <p>A fair market and competition vis-à-vis exotic fish species can be established</p>	<p>These elements identified as “assumptions” are not actual assumptions. Instead, they represent the actual challenges of the Project to pursue its objective.</p> <p>They are part of the solution to the problems that the Project aspires to solve/mitigate to achieve its desired outcomes.</p>

4.1.c. Lessons from other relevant projects incorporated into project design

The project was built on a wealth of results, experiences and lessons learned from previous SGP phases and from a specific initiative denominated Community Management of Protected Areas Conservation (COMPACT) Programme, which was initiated by the global GEF-SGP in partnership with the UN Foundation in 2009 and run for twelve years.

COMPACT built on Mexico’s GEF-SGP experience and informed SGP’s work in other geographic locations, providing valuable lessons on challenges and opportunities to work at the landscape/seascape level in Mexico’s Southeast through bottom-up and demand-driven community-based grants. Relying on partnerships with a broad range of stakeholders including government, academia, business and the NGO sector, COMPACT fostered a landscape/seascape-level laboratory for initiatives that advance sustainable development, sustain indigenous culture, and build social capital.

Project design was informed as well by lessons learned from COMDEKS, a unique global programme implemented by UNDP within the International Partnership for the Satoyama Initiative (IPSI); it is community driven and support local community activities to maintain and rebuild Socio-Ecological Production Landscapes and Seascapes (SEPLS) Specifically, it was mentioned that COMDEKS approach, landscape planning methodology and indicators would be applied to formulate the landscape strategies.

Working to establish or strengthen networks and second-level organizations to integrate and bring to scale production and marketing of sustainably produced goods and services is a lesson learned coming from other phases of the GEF-SGP in the country. In fact, coordinated community projects in the landscape have the potential to generate ecological, economic and social synergies that may produce greater and longer-lasting global environmental benefits, as well as increased social capital and local sustainable development benefits.

Finally, throughout different SGP phases a set of sustainable production practices have been identified. These practises have benefited both the global environment and local sustainable development. They include organic apiculture, low intensity aquaculture with native species, sustainable fisheries, alternative tourism, sustainable forestry including timber and non-timber forest products, traditional indigenous practices that are being implemented in the Mayan milpa system, and home gardens for the conservation of crop genetic resources and food security. During past SGP phases it has been pointed out that communities have acquired the necessary skills through learning-by-doing to continue managing their natural resource assets sustainably and adaptively. These practices were included in the ProDoc and were reflected in some of the Project indicators.

4.1.d. Planned stakeholder participation

The ProDoc defined very well the role of each stakeholder group participating in project activities.

Bottom-up and demand-driven community-based grants were the specific tools identified to engage with the end-beneficiaries of the Project, the rural and indigenous communities living in terrestrial and coastal landscapes in the area of the intervention.

4.1.e. Linkages between project and other interventions within the sector

The ProDoc did not identify any specific collaboration with other projects. The document highlighted the importance of trying to forge alliances with other projects run by UNDP or other entities. In doing that, it reported the six initiatives with which the SGP OP5 (i.e. the previous phase) collaborated, and which ultimately contributed to its accomplishments. It was suggested to keep working with this six initiatives in the frame of the Project. The ProDoc also pointed out the benefit of collaborating with other initiatives promoted with GEF funds, if opportunities arose, although no specific interventions were identified in this respect.

The rationale justifying the search for coordination partnerships with other projects is that they would support the pursuit of long-term commitment to landscape level objectives. In fact, Mexico SGP Country Programme has developed a series of partnerships and collaborative arrangements over its past cycles with State and Federal government entities, as well as NGOs, financed from a variety of sources.

4.1.f. National priorities and country driven-ness

At the time of its formulation, the design of the Project was aligned with the National Development Plan 2013-2018 that promotes inclusive green growth, with the National Strategy on Biodiversity, the Natural Protected Areas Program 2013-2018, the General Climate Change Law 2012, the National Climate Change Strategy and the REDD+ forest management guidelines.

4.1.g. Gender responsiveness of project design

On one hand, due to its indicators, the Project can be defined as gender targeted. On the other hand, in the narrative part of the ProDoc, gender themes are mentioned several times. In particular, the Gender Action Plan attached to the ProDoc highlights the need to apply, during implementation, Gender Equality and Social Inclusion (GESI) measures for the active promotion of these values. Amongst the measures, the inclusion of a gender expert as member of the NSC and the engagement with NGOs active in gender issues are clear indications of the project's intentions to have a real impact on gender issues. Finally, the ProDoc indicates that the SGP OP6 has to prioritize work with women groups, particularly indigenous women, as well as girl groups.

Hence, a reading that goes beyond the analysis of the indicators shows the Project's aspiration to be responsive/transformativa to gender and social inclusion issues. It is also important to underline that the lack of more complex indicators leaves the choice on how to deal with gender issues essentially in the hands of the CPMU and NSC.

Weighing the above considerations, the evaluation exercise considers the project design as responsive in accordance with the Gender Results Effectiveness Scale (GRES) developed by the Independent Office of Evaluation of UNDP⁵.

Although the ProDoc did not mention any specific alignment with national policies and programs on gender and women's empowerment, in retrospect the SGP OP6 results aligned to:

- The *Plan Nacional de Desarrollo (PND)* (National Development Plan) 2019-2024, which established that reducing gender gaps is a priority⁶; and
- The National Program PROIGUALDAD⁷, which is aligned to the PND and defines gender equality as a cross-cutting principle of human rights.

4.1.h. Social and Environmental Standards (Safeguards)

The Social and Environmental Screening Process (SESP) was attached to the ProDoc. The template was well compiled and the level of risk to the SGP OP6 rated as "low".

Indeed, the SESP identified seven risks, all them were rates as "low".

- Risk 1: Project may potentially reproduce discriminations against women based on gender
- Risk 2: Project activities within or adjacent to critical habitats and/or environmentally sensitive areas
- Risk 3: harvesting of natural forests, plantation development, or reforestation
- Risk 4: Production and/or harvesting of fish populations or other aquatic species
- Risk 5: Utilization of genetic resources (e.g. collection and/or harvesting, commercial development)
- Risk 6: A progressively drier and warmer climate may enhance the possibility of catastrophic fires in the dry forest as well as the frequency and intensity of rainfall in mountain ecosystems, the timing of frosts and glacial melt

⁵ **Targeted:** Result focused on the number of women, men, or marginalized populations that were targeted; **Responsive:** Result addressed the differential needs of men, women or marginalized populations and focused on the equitable distribution of benefits, resources, status, rights, etc., but did not address root causes of inequalities; **Transformative:** Result contributed to changes in norms, cultural values, power structures and the roots of gender inequalities and discriminations

⁶ *Diario Oficial de la Federación:* 12/07/2019

⁷ PROIGUALDAD 2020-2024 Web.pdf (inmujeres.gob.mx)

- Risk 7: Indigenous peoples present in project areas and project may affect rights, lands, natural resources, traditional livelihoods and cultural heritage

The TE concurs with the results of this screening exercise. The mitigation measures anticipated in the SESP to reduce the likelihood of these risks to occur are deemed pertinent and feasible by the evaluation exercise.

4.1.i. Management arrangements

Management arrangements were straightforward. These corresponded to the institutional arrangements to carry out an SGP Country Programme initiative in all Upgraded Countries.

The SGP OP6 implementation modality was “agency-implemented”. UNOPS was the Implementing Partner, Executing Agency, whereas UNDP was the GEF Implementing Agency. The daily operations were managed by the CPMU that worked in collaboration with the National Steering Committee (NSC) and with UNDP CO, the UNDP Global Coordinator for SGP Upgrading Country Programmes and UNOPS.

4.2 Project Implementation

4.2.a. Adaptive management

No changes were made to the Project Results Framework. Indeed, neither the NSC and CPMU nor the mid-term review identified changes to the Results Framework as necessary.

The outbreak of the COVID-19 pandemic necessarily required the CPMU to take steps in order for the Project to achieve its results. The attitude of CPMU, recorded in numerous interviews, has proven to be key in putting grants in a critical situation back on track. In fact, the CPMU has always been willing to listen to the problems that the grantees have had to face due to the pandemic and the restrictions put in place by the competent authorities to limit the damage on a local and national scale. In addition, the effects of the hurricanes Cristobal and Amanda, which hit the region in mid-2020, also added to the problems caused by the pandemic.

A lowering of target levels would have been justifiable given the exceptional conditions created with the outbreak of the pandemic and aggravated in some project sites by the impacts of the hurricanes. The collaboration of the SGP OP6 with the Disaster Risk Reduction Program and the extension of 88 grants (refer to section 4.3.2 “Effectiveness” for details) were management strategies that made it possible for the grants to achieve their original targets.

It is worth noting, that the choice to pursue the original objectives, outcomes and targets demonstrated the CPMU's and UNDP commitment to the Project and the high level of accountability to which UNDP strives.

4.2.b. Actual stakeholder participation and partnership arrangements

SGP OP6 was well known by NGOs and CBOs in the five states and was recognized by all those interviewed as an important actor for community development.

The Project was not able to enjoy the expected level of co-financing commitments by institutional stakeholders (refer to section 4.2.c “Project Finance and Co-finance” for details). However, other co-financing entities, comprised by a variety of actors (donor agencies, private sector, CSOs and NGOs and communities) stepped up and together confirmed the relevance of the SGP OP6 for the development of the region. This represented an investment that bodes well for the sustainability of

the grants in the medium term: in fact the kind of work promoted by the SGP OP6 is of interest to numerous stakeholders committed to the development of the target region.

Engagement with CBOs and NGOs did not only develop through grants, which represent the main tool for these kinds of initiatives. Participation in capacity building events and exchange of experiences also attracted the interest of the beneficiaries.

The process to formulate the five landscape strategies, based on the COMDEKS methodology, was implemented in a very participatory way. In total 501 stakeholders took part in it.

The work done on risk management and gender mainstreaming was, as well, highly appreciated by those interviewed. The gender mainstreaming activities involved the participation of 39 grantees in a capacity development process through which ultimately the manual on gender issues was formulated.

It is doubtless that the SGP OP6 was characterized by a high level of participation throughout its implementation. Moreover, funding crosscutting and strategic grants did not only permit active participation in one's own development at community level and within the grants' implementation period, participation in processes led by second- and third-tier organizations was strengthened and community members are still engaged in these collective actions.

The approach of SGP OP6 to ensure participation of all was systematic and appropriate. In fact, the format for proposal submission included dedicated paragraphs for gender mainstreaming and inclusion and participation. It is worth mentioning that a grant from people with hearing and speech disabilities was funded and implemented and a workshop for the inclusion of people with different abilities in tourist cooperatives conducted.

Finally, it is acknowledged that openness to dialogue and the search for shared solutions of the CPMU played a fundamental role in ensuring that NGOs and CBOs have carried out project activities with enthusiasm despite the difficulties that have arisen due to the COVID-19 pandemic and the two hurricanes.

Although good collaboration and information sharing with local, state, and federal authorities characterized the work of the CPMU, due to its nature, the SGP OP6 did not work hand-in-hand with the public sector. Such kind of collaboration was not anticipated.

4.2.c. Project Finance and Co-finance

Project finance:

Project finance table (consolidated as per January 2022)

	Outcome 1 (USD)	Outcome 2 (USD)	Outcome 3 (USD)	Project Management (USD)	Total (USD)
2018	518.420,54	68.261,43	8.467,83	7.697,23	602.847,03
2019	924.598,29	405.757,35	238.508,77	47.344,76	1.616.209,17
2020	637.733,25	139.680,25	190.222,65	56.095,46	1.023.731,61
2021	406.602,00	197.214,74	120.805,99	76.427,16	801.049,89
2022	9.056,06	33.971,55	176,55	1.116,26	44.320,42
Total	2.496.410,14	844.885,32	558.181,79	188.680,87	4.088.158,12
ProDoc	2.686.000,00	931.500,00	599.000,00	212.723,00	4.429.223,00
Balance	189.589,86	86.614,68	40.818,21	24.042,13	341.064,88

The project funds were used to accomplish the activities related to the outcomes of the Project. The variance between outcomes was done in full accordance with donor requirements. Indeed, a general reshuffling of the budget within the three outcomes was necessary in order to deal with the situation created by the COVID-19 pandemic.

Project co-finance:

Co-financing table

Co-financing (source)	UNDP financing (USD)		Government (USD)		Partner Agency (USD)		Other (USD)		Total (USD)	
	Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual
Grants	300,000	1,460,000	1,786,711	673,859	-	-	-	-	2,086,711	2,133,859
Loans	-	-	-	-	-	-	-	-	-	-
In-kind support	-	-	446,678	113,510	-	-	-	-	446,678	113,510
Other	-	-	-	-	-	-	3,800,000	4,488,023	3,800,000	4,488,023
Totals	300,000	1,460,000	2,233,389	787,369	-	-	-	-	6,333,389	6,735,392

The project demonstrated due diligence in the management of funds. An internal audit, carried out by UNOPS, did not identify any major problems with fund management. The few shortcomings identified were about internal procedural issues that have no meaningful effects on project implementation and achievement of results and/or misuse of funds.

Confirmed sources of co-financing

Sources of Co-financing	Name of Co-financier	Type of Co-financing	Investment Mobilized	Amount (USD)
Beneficiaries	Grantee	In-kind	Recurrent Expenditures	594,907.00
CSO	Heifer Mexico	In-kind	Recurrent Expenditures	17,426.50
CSO	The Nature Conservancy	In-kind	Recurrent Expenditures	11,358.00
CSO	Agua Clara Ciudadanos por Bacalar A.C.	In-kind	Recurrent Expenditures	82,530.00
CSO	Educación y Desarrollo Indígena de Chiapas A.C.	In-kind	Recurrent Expenditures	19,928.00
CSO	Fondo Mexicano para la conservación de la naturaleza	In-kind	Recurrent Expenditures	1,478.00
CSO	Greenpeace México	In-kind	Recurrent Expenditures	12,259.00
CSO	Centros de Investigación	In-kind	Recurrent Expenditures	46,598.00
Donor Agency	World Bank-MDE	In-kind	Recurrent Expenditures	16,445.00
Donor Agency	Barefoot College	In-Kind	Recurrent Expenditures	12,316.00
Donor Agency	Oak Foundation	In-kind	Investment Mobilized	3,054.00
Private Sector	PACMA-PEMEX	In-kind	Recurrent Expenditures	171,890.00
Private Sector	Biopakal S.A.P.I. de C.V.	In-kind	Recurrent Expenditures	18,343.00
Recipient Country Govt.	Secretaría de Bienestar-Federal Government	In-kind	Recurrent Expenditures	15,450.00
Recipient Country Govt.	Secretaría de Desarrollo Sustentable-Yucatan States	In-kind	Recurrent Expenditures	64,709.00
Recipient Country Govt.	CONANP-Federal Government	In-kind	Recurrent Expenditures	28,375.00
Recipient Country Govt.	INPI	In-Kind	Recurrent Expenditures	4,976.00
Beneficiaries	Grantee	Grant	Investment Mobilized	379,965.00
CSO	Heifer Mexico	Grant	Investment Mobilized	79,943.00
CSO	GIZ	Grant	Investment Mobilized	88,096.00

CSO	The Nature Conservancy	Grant	Investment Mobilized	800,000.00
CSO	Fondo Mexicano para la conservación de la naturaleza	Grant	Investment Mobilized	8,474.00
CSO	Red de Agroecología comunitaria	Grant	Investment Mobilized	42,667.00
CSO	Root Capital A.C.	Grant	Investment Mobilized	17,735.00
CSO	Trickle Up	Grant	Investment Mobilized	11,594.00
CSO	Centros de Investigación	Grant	Investment Mobilized	102,850.00
CSO	Food 4 Farmers	Grant	Investment Mobilized	14,740.00
Donor Agency	WK Kellogg Foundation	Grant	Investment Mobilized	599,209.00
Donor Agency	World Bank-MDE	Grant	Investment Mobilized	74,144.00
Donor Agency	Yucatan Peninsula Climate Action Fund	Grant	Investment Mobilized	222,877.00
Donor Agency	Fondo Semillas A.C.	Grant	Investment Mobilized	46,802.00
Donor Agency	HIPGIVE	Grant	Investment Mobilized	68,950.00
Donor Agency	Fundación Haciendas del Mundo Maya	Grant	Investment Mobilized	29,044.00
Donor Agency	Mar Fund	Grant	Investment Mobilized	20,000.00
Donor Agency	Summit Foundation	Grant	Investment Mobilized	12,267.00
Donor Agency	Walton Family Foundation	Grant	Investment Mobilized	44,940.00
Donor Agency	Internation Community Foundation	Grant	Investment Mobilized	153,450.00
Donor Agency	Oak Foundation	Grant	Investment Mobilized	7,832.00
GEF Agency	UNDP	Grant	Investment Mobilized	1,460,000.00
Private Sector	Fundacion ADO	Grant	Investment Mobilized	61,089.00
Private Sector	Rabobank Group	Grant	Investment Mobilized	15,642.00
Private Sector	NDN Collective Inc.	Grant	Investment Mobilized	30,000.00
Recipient Country Govt.	Secretaría de Bienestar-Federal Government	Grant	Investment Mobilized	55,077.00
Recipient Country Govt.	CONAFOR-Federal Government	Grant	Investment Mobilized	169,796.00
Recipient Country Govt.	Secretaría de Desarrollo Sustentable-Yucatan States	Grant	Investment Mobilized	10,076.58
Recipient Country Govt.	CONANP-Federal Government	Grant	Investment Mobilized	167,368.00
Recipient Country Govt.	CONACYT	Grant	Investment Mobilized	48,920.00
Recipient Country Govt.	STPS - Jovenes construyendo el futuro	Grant	Investment Mobilized	92,295.00
Recipient Country Govt.	INPI	Grant	Investment Mobilized	128,306.00
Recipient Country Govt.	Secretaría de Desarrollo Agropecuario, Forestal y Pesquero de Tabasco	Grant	Investment Mobilized	2,020.00
Donor Agency	FAPY	Grant	Investment Mobilized	547,180.82
Total Co-Financing				6,735,391.91

Expected co-financing from the entities belonging to federal and state institutions did not materialize as new budgetary needs emerged with the COVID-19 pandemic. However, a large amount of co-financing from other actors operating in the very same region benefitted the SGP OP6. This co-financing exceeded the original co-financing specified in the ProDoc.

4.2.d. Monitoring & Evaluation: design at entry, implementation, and overall assessment

The Project's M&E plan foresaw all the relevant elements for the purpose:

- The Results Framework as the main monitoring tool with baseline and target values well defined;
- The Core Indicators Worksheet; and

- Three milestones included in the project evaluation plan, i.e. an inception report, a mid-term review, and the terminal evaluation.

The M&E design at entry presents two minor shortcomings: the lack of the incorporation of gender considerations at indicator level, going beyond the simple count of women as beneficiaries, and the lack of a well-defined Theory of Change. Instead, the most important element for M&E purposes, i.e. the Results Framework, was well articulated, clear and had SMART indicators.

The activities and tools to be used for M&E purposes were well defined in the ProDoc. They are the typical activities that characterize UNDP/GEF projects worldwide. They include:

- Measurement of means of verification for project progress and results;
- Project Implementation Reviews (PIRs), as main annual tool for M&E and reporting;
- Field visits;
- Audit; and
- Project Terminal Report.

Finally, the budget allocated to M&E activities is considered sufficient for the purpose.

*The TE rates the **M&E design at entry** of the SGP OP6 as **Satisfactory**.*

M&E activities did not face any important challenges. The CPMU was very much dedicated to the implementation and monitoring of activities on a daily basis through direct communication with the grantees.

GEF Project Implementation Reviews compiled by the CPMU were always rated as satisfactory. The evaluation concurs with that rating.

To support the grantees in complying with reporting requirements, the CPMU established direct communication with them. In this way, any relevant issue that arose during the implementation of their respective grant agreements was successfully addressed. In this regard, it is worth noting that all stakeholders interviewed judged the reporting requirements as concise and exhaustive and they did not constitute a useless burden to them. Some interviewees stated that the reporting mechanisms put in place by the Project helped them to adjust their business beyond the specific grant aims: in general, they identified a more systematic collection of information, needed for project monitoring and reporting, as a positive element that renders their daily work more effective.

The financial and narrative reports by the grantees were aligned to the GEF/UNDP requirements. It is also noted that the baselines and targets for each indicator in the Results Framework were easy to measure and/or calculate. However, the number of grants to be monitored, 114, was impressive. A system of community monitoring was also established, including a database managed by the Project and a smart-phone application that grantees could use to map their own projects. To inform the report, the CPMU collated the data coming from the reports that UNDP received from the grantees into an ad-hoc monitoring system created in the course of implementation, internally named MonALISA (Monitoreo de Acuerdos, Línea base, Impacto, Seguimiento y Administración) , to keep track of the progress of the grants.

The MTR's recommendations were taken into serious consideration and pertinent actions taken to address them. In terms of efficiency, the most important actions related to the extension and to the establishment of the MonALISA, a well-structured monitoring and evaluation system.

As per the M&E plan, the Core Indicators Worksheet was compiled at the time of the Mid-Term Evaluation and again at the Terminal Evaluation (i.e. the present exercise). The two monitoring exercises were carried out in a timely manner.

*The TE rates the **M&E Plan Implementation** of the SGP OP6 as **Satisfactory**.*

*The TE rates the **Overall Quality of M&E** of the SGP OP6 as **Satisfactory**.*

4.2.e. UNDP implementation/oversight and Implementing Partner execution, overall project implementation/execution, coordination, and operational issues

Being a project implemented through the SGP OP6 mechanism, the daily management of the Project was led by the CPMU, which worked in close collaboration with the UNDP CO and the SGP UNDP Upgraded Country Programmes Global Coordinator (UCPGC).

As established in the ProDoc, UNDP CO did not have to be involved deeply in the daily implementation of the Project. Its role was mainly related to the following activities:

- Participating in the NSC;
- Participating in field visits;
- Supporting negotiations and partnerships with stakeholders in the country;
- Ensuring the alignment of the project with UNDP's Country Programme Document;
- Project implementation supervision;
- Promoting exchange of learnings and experiences across project portfolios. The Director of Sustainable Development Programmes sat in the NSC ensuring that the UNDP CO was fully aware of project implementation and could provide timely support to the CPMU..

Finally, the SGP UNDP Upgraded Country Programmes Global Coordinator provided SGP OP6 oversight including technical and managerial support to the CPMU in a very timely manner. It is important to mention that yearly PIRS were always rated as “satisfactory” and submitted timely.

Briefly, UNDP provided its expertise in term of overall management supervision. UNDP did not face any problems in playing a supervising role; the project did not need any corrective actions, and implementation was smooth. UNDP was responsive in granting an extension that was necessary for the SGP OP6 to achieve its outcomes.

CPMU maintains communication and stable relationships with the grantees. Thanks to UNDP CO's support to the design of a security protocol for field missions, monitoring visits resumed in August 2020 after a five-month pause, implementing specific security and health measures. Adapting to using online platforms for training and ordinary meetings has been another challenge. Some communities were not used to teleconferences or did not have access to the Internet. SGP OP6 supported the acquisition of internet services through cell phones or satellite connections to facilitate communication with several grantees. Thanks to this strategy, the CPMU could visit at least once all grants throughout the project implementation period. Furthermore, a newsletter and a WhatsApp group ensured communication and allowed sharing of news and experiences.

*The TE rates the **Quality of UNDP Implementation/Oversight** of the SGP OP6 as **Highly Satisfactory**.*

UNOPS provided the SGP OP6 with its services in a very efficient way.

UNOPS was in charge of execution services including administrative, financial, legal, operational, procurement and project management for the SGP OP6 in compliance with the UNOPS SGP Standard Operational Procedures.

Timely fund disbursements to the grantees was highly appreciated by all those interviewed. The performance was remarkable especially considering that at the same time there was the need to reorganize the budget to cope in an appropriate way with the situation created by the pandemic and the consequent 17-month extension.

*The TE rates the **Quality of Implementing Partner Execution** of the SGP OP6 as **Highly Satisfactory**.*

*The TE rates the **Overall quality of Implementation/Execution** of the SGP OP6 as **Highly Satisfactory**.*

4.2.f. Risk Management, including Social and Environmental Standards (Safeguards)

The Social and Environmental Screening Process (SESP) developed at Project design concluded that the overall risk for the Project was low. During Project implementation, the SESP was updated and the overall risk reformulated to moderate.

4.3. Project Results and Impacts

4.3.a. Progress towards objective and expected outcomes

Objective: To empower local communities to manage production land/seascapes in Mexico's Southeast large ecosystems in a manner that enhances their social, economic and environmental sustainability and resilience.		
Indicators	End of project target level	Progress at the end of project
A. Increased area (hectares) in the target landscapes and seascape with improved community management	A. 67,940 additional hectares with improved community management of which 49,940 hectares of landscapes and 18,000 hectares of seascapes	Improved community management on 262,000 hectares in terrestrial areas and 35,700 hectares in coastal and marine areas (525% and 198.5% of the targets, respectively). Target was surpassed.
B. Tons of CO2e mitigated in community-owned lands through sustainable forest management and avoidance of forest fires	B. 2,874,564 tons of CO2e	A total of 11,870,205.89 tons of CO2e have been mitigated (413% of the target) through sustainable forest management and avoidance of forest fires. Target was surpassed
C. Number of communities directly benefiting from improved livelihoods and enhanced resilience to climate change	C.135 communities with improved livelihoods and enhanced resilience to climate change	The target has been achieved and exceeded with 265 communities (196% of the target). Target was surpassed.
Objective was achieved		
Outcome 1: Increased resilience of selected landscapes and seascapes for local sustainable development and global environmental benefits		
Indicators	End of project target level	Progress at the end of project
Outcome 1.1: Landscape and seascape resilience is enhanced through the individual and synergistic impacts of a set of adaptive community practices that maintain ecosystem services, conserve biodiversity, mitigate climate change and reverse land degradation in the following large ecosystems of Mexico's Southeast		
A. Upriver landscape of the Grijalva and Usumacinta Rivers A.1 Agroforestry production landscape in Northern Chiapas and Southern Tabasco	A. Upriver landscape of the Grijalva and Usumacinta Rivers A.1 Agroforestry production landscape in Northern Chiapas and Southern Tabasco	A. Upriver landscape of the Grijalva and Usumacinta Rivers A.1 Agroforestry production landscape in Northern Chiapas and Southern Tabasco
A.1.1 Area under community management implementing agroecological principles and practices for selected crops	A.1.1 300 hectares under agroecological coffee production 300 hectares under agroecological cacao production	A.1.1 348 hectares under agroecological coffee production and 419 hectares under agroecological cacao production. The target was surpassed.

<p>A.2. Deltaic-estuarine production landscape of Tabasco and Campeche</p> <p>A.2.1 Number of community enterprises and initiatives contributing to sustainable fisheries and aquaculture with native species</p> <p>A.2.2 Number of hectares of continental and marine areas monitored to detect and control invasive alien species using SGP's established system</p> <p>A.2.3 Number of fisheries with improved community management</p>	<p>A.2. Deltaic-estuarine production landscape of Tabasco and Campeche</p> <p>A.2.1 Five additional community-managed hatcheries producing native fish species' fingerlings to be released into their natural habitat and Fifteen new community fish farms, targeting 5,500 hectares</p> <p>A.2.2 Documented management of 2,400 hectares to detect and control invasive alien species in freshwater (400 ha) and marine (2,000 ha) areas</p> <p>A.2.3 At least three fisheries of ten species in rivers, protected interior and coastal lagoons, and wetlands with improved community management</p>	<p>A.2. Deltaic-estuarine production landscape of Tabasco and Campeche</p> <p>A.2.1 Six additional community-managed hatcheries in five communities in Tabasco (3), Campeche (1), and Chiapas (1), currently targeting 1,253 ha. The number of ha in one project in Tabasco are not yet available, the grant's implementation is still on-going as per the evaluation. Sixteen new community fish farms targeting 4,916. Three grants are still under implementation. The target was surpassed.</p> <p>A.2.2 62,830 ha of freshwater habitat have been monitored for armored catfish (<i>Hypostomus plecostomus</i>), an invasive species, by The NGO <i>Conservación de la Biodiversidad del Usumacinta A.C.</i> at five monitoring points. Monitoring protocols consider the Usumacinta River's flood regime and wetland connectivity since the hydrological dynamics influence armored catfishes' movements. The target was surpassed.</p> <p>A.2.3 Five fisheries. Community management have been improved in five fishing areas through the implementation of three grants. The target was surpassed.</p>
<p>B. Gulf of Mexico and Caribbean Seascapes</p> <p>B.3.1 Number of community initiatives implementing alternative tourism as a substitute to unsustainable production practices</p>	<p>B. Gulf of Mexico and Caribbean Seascapes</p> <p>B.3.1 Thirteen community initiatives implementing alternative tourism targeting 12,000 hectares (marine) and 300 ha (terrestrial)</p>	<p>B. Gulf of Mexico and Caribbean Seascapes</p> <p>B.3.1 Eighteen community initiatives of alternative tourism targeting 12,286 hectares (marine) and 436 hectares (terrestrial). The target was surpassed.</p>

<p>B.3.2 Area with improved community monitoring and control of marine alien invasive species</p>	<p>B.3.2 4,000 hectares of marine areas monitored to detect and control invasive alien species in particular <i>Pterois volitans</i> (red lionfish).</p>	<p>B.3.2 19,008 ha of marine areas monitored with improved community monitoring and control of lionfish (<i>P. volitans</i>). The target was surpassed.</p>
<p>C. Forest Landscape/Milpa Landscape C.1 Timber and non-timber production forest landscape</p> <p>C.1.1 Area with improved community forest management</p> <p>C.1.2 Number of communities obtaining forest certification or retaining existing certification</p> <p>C.1.3 Number of communities implementing alternative tourism activities</p> <p>C.1.4 Area under community management implementing agroecological principles and practices for selected crops</p>	<p>C. Forest Landscape/Milpa Landscape C.1 Timber and non-timber production forest landscape</p> <p>C.1.1 42,000 hectares under sustainable forest management</p> <p>C.1.2 10 communities obtain or retain FSC or NMX 143 certification, for diverse products or services</p> <p>C.1.3 10 communities implement ecotourism activities targeting 1000 ha</p> <p>C.1.4 140 hectares under agroecological land management</p>	<p>C. Forest Landscape/Milpa Landscape C.1 Timber and non-timber production forest landscape</p> <p>C.1.1 192,701 hectares under sustainable forest management achieved through 11 grants. The target was surpassed.</p> <p>C.1.2 Six communities obtained FSC for diverse products. Three are in the process for obtaining it. Finally, it is expected that a community will be certified by the end of the Project. The target was achieved.</p> <p>C.1.3 25 communities implement ecotourism activities targeting 5,710 ha. The Target was surpassed</p> <p>C.1.4 702.3 hectares under agroecological land management The target was surpassed</p>

Outcome 1 was achieved

Indicators	End of project target level	Progress at the end of project
Outcome 1.2: Community-based organizations possess the organizational and managerial capacities for business development and performance on a larger scale to contribute to landscape and seascape management and governance		
1.2.1 Number of adaptive and participatory land/seascape management strategies and plans developed/updated	1.2.1 Six adaptive and participatory land/seascape management strategies and plans developed/updated	1.2.1 Five adaptive and participatory land/seascape management strategies and plans were developed. Two landscapes were included in the same strategy (i.e. the coffee landscape in Chiapas and the cocoa landscape in Tabasco). The target was achieved.
1.2.2 Number of community members with increased capacities for business development and management disaggregated by sex	1.2.2 200 additional community members with increased business development and management capacities of which at least 30% female	1.2.2 813 community members participated in workshops or trainings that increased their capacity for business development and management including 395 women (48.5%) and 418 men (51.5%). The target was surpassed
Outcome 2 was achieved		
Indicators	End of project target level	Progress at the end of project
Outcome 1.3: Successful small grants experiences from this and previous phases are consolidated/ up-scaled through production and marketing chains and second-level organizations as well as through exchange of knowledge and experiences, linking community-based organizations within and across landscapes/seascapes		
1.3.1 Number of second level organizations established or consolidated at landscape or thematic levels	1.3.1 At least five	1.3.1 Eleven second level organizations supported during OP6 The target was surpassed
1.3.3 Number of strategic projects consolidating, replicating and up-scaling specific successful SGP-supported technologies, practices or systems	1.3.3 At least three strategic projects	1.3.3 Three strategic projects (grants) implemented. The target was achieved
1.3.4 Number of knowledge products (case studies) produced and disseminated.	1.3.4 At least five case studies developed (1 per landscape)	1.3.4 Five videos (one per landscape) that compile 19 experiences. Four newsletters with stories of 24 projects from the five SGP target landscapes
Outcome 3 was achieved		

4.3.b. Relevance

The Project was aligned with the programming directions and mission of the GEF-SGP and relevant to the following focal areas, programs, outcomes and indicators:

Focal area	Program	Outcome	Outcome Indicators:
Biodiversity/BD-4	Program 9	Outcome 9.1: <i>Increased area of production landscapes and seascapes that integrate conservation and sustainable use of biodiversity into management</i>	BD Indicator 9.1: <i>Production landscapes and seascapes that integrate biodiversity conservation and sustainable use into their management preferably demonstrated by meeting national or international third-party certification that incorporates biodiversity considerations or supported by other objective data.</i>
Climate Change/CC-2	Program 4	Outcome A: <i>Accelerated adoption of innovative technologies and management practices for GHG emission reduction and carbon sequestration</i>	CCM Indicator 4: <i>Deployment of low GHG technologies and practices, specifically (d) Area under low GHG management practices (number of hectares, with monitoring of low GHG impact undertaken).</i>
Land Degradation/LD-2	Program 3	Outcome 1.1: <i>Improved agricultural, rangeland and pastoral management</i>	LD Indicator 1.1: <i>Land area under effective agricultural, rangeland and pastoral management practices and/or supporting climate-smart agriculture</i>

Furthermore, the SGP OP6 was aligned with the three GEF-SGP pillars of its comprehensive approach to sustainable development: environmental protection, poverty reduction and community empowerment that recognizes the intrinsic linkages between environment and human development.

The Project's efforts to promote capacity building, address gender issues and empower indigenous peoples are additional elements that highlight its importance for the policies pursued by the donor.

The alignment of the SGP OP6 with the UN Sustainable Development Cooperation Framework 2020-2025 (UNSDCF) and the UNDP Country Programme Document 2021-2025 (CPD) was centered on the components related to environment, climate change, sustainable production, green economy and promotion of human rights, gender, and interculturality issues. Finally, it was designed to contribute to SDG 1 (No poverty); SDG 2 (Zero Hunger); SDG 13 (Climate Action); SDG 14 (Life below Water); and SDG 15 (Life on Land).

According to the opinion of all stakeholders interviewed, the Project was very relevant for all grantees. The high relevance of the thematic areas displayed the importance of the nexus environment/development: conservation of environment as an opportunity to promote green jobs that contribute to local communities' economy.

The capacity building work and the accompaniment ensured by the CPMU during implementation promoted intensive participation of grantees and communities in all its activities. The exhaustive format for submitting proposals and the evaluation / approval process meant that each grantee organization could present grants tailored to its interests, ambitions and capabilities: only five grants out of 114 did not achieve their results, i.e. the vast majority (96%) of the grants did achieve their expected results. Great efforts were put in place to empower and promote the participation of women. The general approach to the approval and follow-up of the proposals allowed a high degree of adaptability with respect to the different contexts that necessarily characterize the implementation

of a large number of grants implemented in five landscapes and five states covering a variety of thematic areas.

Finally, the coherence of Project design, the extension of many approved grants, the synergies with other initiatives, and the overall ability of the CPMU to manage the Project ensured that the thematic relevance was combined with an equally important organizational and managerial capacities. The SGP OP6 was relevant in its ends and appropriate in its means.

*The TE rates the **Relevance** of the SGP OP6 as **Highly Satisfactory**.*

4.3.c. Effectiveness

The SGP OP6 was effective in achieving the expected outcomes and objective.

It was also effective with regards to the strategic priorities of the GEF, namely by:

- Achieving an overall benefit to the global environment by managing 262,000 hectares of land and 35,700 hectares of coastal and marine areas. The actual achievements exceeded the targets by 525% and 198.5% respectively.
- Supporting 265 communities to improve their livelihoods and resilience to climate change. The actual achievement exceeded the target by 196%.
- Supporting transformative changes towards a low-emission resilient development path. The Project promoted the reduction of a total of 11,870,205.89 tons of CO2e mitigated through sustainable forest management and forest fire prevention. The actual achievement exceeded the target by 413%.

The initiatives' landscape approach gave way to enhanced resilience of landscapes and seascapes for local sustainable development. The work was articulated through 114 grants in the following thematic areas in each landscape and, at higher level, through strategic and crosscutting projects:

Thematic areas	N° of grants
Agroforestry	9
Landscape Strategy	1
Total – Agroforestry Landscape	10
Aquaculture and sustainable fisheries	4
Community conservation	1
Control of invasive species	3
Community tourism	10
Planning	1
Total – Coastal Seascape	19
Agroecology	8
Agroforestry	1
Organic Beekeeping	12
Community conservation	1
Timber and non-timber sustainable forest management	1
Community tourism	3
Landscape Strategy	1
Planning	4
Total - Forest and Milpa	31
Agroecology	4
Agroforestry	2
Organic Beekeeping	1
Timber and non timber sustainable forest management	11
Community tourism	2
Planning	3

Landscape Strategy	1
Total - Sustainable Forestry Landscape	24
Acuaculture and sustainable fisheries	14
Agroecology	1
Control of invasive species	1
Community tourism	2
Landscape Strategy	1
Total - Ususumacinta and Grijalva rivers Watershed	19
Organic Beekeeping	1
Ecotourism	1
Timber and non-timber sustainable forest management	1
Gender	1
Communication	1
Administration	1
Risk Management	1
Flood Mapping	1
Dissemination of Biodiversity Strategies	1
Indigenous Conservation Network (ICCA)	1
Knowledge Management	1
Total - Strategic and crosscutting project	11
TOTAL - SGP OP6	114

In the Agroforestry Landscape in northern Chiapas and southern Tabasco, the Project supported a total of 348 hectares of coffee plantations and 419 hectares of cocoa plantations to move to agro-ecological production.

For the Deltaic-Estuarine Productive Landscape of Tabasco and Campeche, the Project achieved establishment of six community-managed hatcheries in five communities, representing 1,253 hectares. The activities guarantee the conservation of native species sites through reproduction and repopulation in rivers and lagoons.

In the same landscape, the community monitoring of 62,830 hectares of freshwater habitat for armored catfish (*Hypostomus plecostomus*), an invasive species, was implemented.

In Laguna de Términos, in the State of Campeche, activities supported the decreeing of 900 hectares of fishing refuge through community management by cooperatives that have supported the Project. In the State of Quintana Roo, 14 Fishing Refuge Zones (*Zonas de Refugio Pesquero*) and in the State of Yucatan 2,000 hectares were declared as a marine reserve, where women and men carry out vigilance actions in coordination with the local government.

In the Marine Landscapes of the Gulf of Mexico and the Caribbean, SGP supported the development of 18 alternative tourism community initiatives covering 12,286 hectares (marine) and 436 hectares (terrestrial). In addition, 19,008 hectares of marine areas were monitored with improved community monitoring and control of the invasive species Lionfish (*Pteroinae volitans*).

In the Milpa Forest Landscape, for timber and non-timber production, SGP OP6 achieved the establishment of 192,701 hectares of sustainable forest management. Six communities obtained FSC certification, three are, as per the evaluation exercise, in the process of obtaining it, and additionally, it is expected that one community will achieve certification by the end of the Project.

In the same landscape, agro-ecological initiatives were supported on more than 700 hectares. The participation of women was significant. They took responsibility for production and conservation of local species and the promotion of agro-ecological activities, such as the production of compost and vermicomposting.

The Project promoted the strengthening of communities for sustainable use of forests through the certification of compact areas of sustainable forest management: 45,407 ha of Areas Voluntarily Destined for Conservation (ADVC); 143,801 ha of forest certified under the FSC scheme and 135,143 ha under sustainable community forest management.

The SGP OP6 developed five strategies and plans for adaptive and participatory management of terrestrial and marine landscapes, which promoted the participation and capacity development of 813 community members who participated in workshops or training sessions, including 395 women (48.5%) and 418 men (51.5%), exceeding the goal of 200 members.

The Project achieved the strengthening and establishment of 11 second and third-tier organizations. The grants developed a strategic work for the communities and defended the conservation of their territory through environmentally sustainable production systems. Through this work, communities and organizations were able to achieve a greater understanding of the landscape-production relationship, looking for broader markets and fair prices, and ensuring greater visibility of their productive work.

The main factors that contributed to the substantial accomplishments of the SGP OP6 are the following:

- **Project extension and extension of 88 grants**
The extension was essential due to the exceptional circumstances (COVID-19 and hurricanes)
- **Articulated process for submission and approval of grants through four calls for proposals**
The overall process supported the grantees in developing proposals tailored to their needs, aspirations, and capacities. Consequently, proposals were realistic in their objectives and targets.
- **Support to grantees provided by the CPMU**
The listening capacity and the open attitude of the CPMU to discuss problems has been defined as very useful by all grantees interviewed .
- **Forging alliance with other actors in the region (including other UNDP initiatives)**
Other actors contributed co-financing to the Project and positioned the SGP OP6 as a central development agent in the region.
- **High level of co-financing from the grantees**
The high level of co-financing demonstrated the commitment by the grantees to achieve the agreed results.
- **The exchange of experiences and the development of communication materials**
The exchanges contributed to the development of the capacities of grantees.
- **Crosscutting and strategic projects and landscape/seascape approach**
Such projects promote a higher level of participation by the communities and impacts beyond community boundaries. The work favored with second- and third-tier organizations moved forward the promotion of initiatives that have at the core of their interest the promotion of green development.

To conclude, all these factors represented an effort towards a shared vision of the development of the communities in the area. Under this perspective, the participation of the academic sector in some grants also resulted as extremely relevant.

The SGP OP6 contributed to the UNSDCF 2020-2025, specifically to work area III. Green Economy and Climate Change, by promoting initiatives working towards a green economy and actions to enhance climate resilience. The grants aimed at sustainable production, promotion of renewable energies for the conservation of ecosystems, promotion of human rights, gender, and interculturality issues. It also contributed to the CPD (2021-2025), namely to four of its priorities:

- Generation of shared prosperity to reduce inequality and poverty
- Green economy, climate change mitigation, sustainable energy, and production
- Social and political participation, and inclusive decision-making

The Project was aligned with the Global UNDP Strategic Plan 2022-2025, supporting integrated development solutions, reduction of inequalities, local governance, resilience, and environment conservation.

Finally, the SGP OP6 also responded to the central and transformative promise of the Agenda 2030 of leaving no one behind, directly reaching communities and vulnerable rural populations. It contributed to the following SDGs, as foreseen in the ProDoc:

- SDG 1: No poverty
- SDG 2: Zero Hunger
- SDG 13: Climate Action
- SDG 14: Life below Water
- SDG 15: Life on Land

The accomplishments under the Project contributed also to promote a more active role of women and indigenous groups, and people with different abilities, in determining the development of their own community.

*The TE rates the **Effectiveness** of the SGP OP6 as **Highly Satisfactory**.*

4.3.d. Efficiency

The management of Project funds was very efficient.

The Project was partially conducted after the outbreak of the COVID-19 pandemic in early 2020 and consequent restrictions on movement and gathering put in place by governments worldwide, including in Mexico. In addition, some project areas were also affected by the impacts of two consecutive hurricanes, i.e. the Amanda and the Cristobal tropical storms, which hit Mexico in May and June 2020.

The MTR, at the end of 2019, i.e. before the outbreak of the COVID-19 pandemic, had already identified the need to make use of a project extension of six months considering the delay that had been caused by the recruitment of the CPMU that needed time to be fully acquainted with the Project and its administrative procedures. A long extension was instrumental to achieving expected results.

Based on the above, the decision to add a 17-months extension should not be regarded as an element of inefficiency. On the contrary, it was a strategic choice. Without the extension, the Project would have failed. Funds would not have led to the desired outcomes. It was an exceptional measure responding to exceptional circumstances. It is worth noting that the extension rendered possible the achievement of the original targets of indicators as proposed in the ProDoc: no changes were made to the Result Framework indicators. The focus of the project management was very much results-oriented.

The formulation of the five Landscape/Seascape Strategies and the Regional Strategy for the SGP OP6 were delayed to a certain extent and in fact, the Project awarded grants before the completion of these strategies. The TE does not consider this delay as an element of inefficiency. The thematic areas of intervention remained similar to those in the past in SGP OP5, with some adjustments adding community conservation and a larger focus on agroecology and agroforestry, therefore the alignment between grants and strategies is effective.

The CPMU was able to ensure that a higher level of co-financing (+402,003 USD, corresponding to +6.3%) than the original provision established in the ProDoc materialized, although some governmental co-financing institutions have not fully accomplished their commitments in this regard.

Management of the budget was careful and adapted to the necessary changes that occurred once the COVID-19 worldwide pandemic hit the country. As mentioned above (refer to section 4.2.c. "Project Finance and Co-finance"), changes in the budget allocated to each outcome were done in compliance with donor requirements. It is worth noting that timely fund disbursements to the grantees were ensured by the collaboration between the CPMU and UNOPS. This was an important element of efficiency of project implementation: it allowed grantees to work with calm and focus on activities.

The process established to approve grants came to be a key factor for the overall efficiency of the SGP OP6. In particular, the elaboration of project profiles, the selection of eligible profiles and the consequent workshops to support grantees in elaborating the proposals ensured that proposals were relevant to the SGP OP6 purposes and robust and realistic from the technical point of view. In addition, the exercise constituted *per se* a very valid capacity development activity, very much appreciated by those interviewed, as considered useful to access other donor funds and to improve the way of doing daily business by the CBOs and NGOs.

The grant approval process and the high level of co-financing reflected a strategic allocation of resources to achieve SGP OP6's outcomes and enhance the overall impact and sustainability beyond the individual effects of the grants.

Finally, the TE considers the work articulated with the UNDP Disaster Risk Reduction Program as a small investment that had two significant effects. It supported, in a strategic way, the UNDP Disaster Risk Reduction Program nation-wide and, specifically in regard to the SGP OP6, it supported some grantees to be able to work effectively on their grants. The work done in collaboration with the UNDP CO on how to deal with the consequences of the COVID-19 pandemic was also strategic.

The SGP OP6 resulted to be cost-effective. All targets were achieved or surpassed and the collaboration with UNDP and other actors, who provided co-financing resources, contributed to a broader impact than what was captured by the indicators at objective level.

*The TE rates the **Efficiency** of the SGP OP6 as **Highly Satisfactory**.*

4.3.e. Coordination

The SGP OP6 forged alliances with a diversity of actors active in the region of intervention. Such diversity of actors spanned communities, *ejidos*, CBOs, and NGOs - who were the target beneficiaries of the Project - to the private, academic and public sectors. The coordination was essential for two main reasons:

- Accountability, i.e. ensuring compliance with the original co-financing commitment; and
- Integration of grants into existing development processes.

Finally, the Project made efforts to mainstream the gender perspective and organize spaces for participation of women in the development of proposals and implementation of grants. There is

anecdotal evidence confirming that women participated in activities in the fishery and forestry sector that were usually men's prerogative.

The overall effort of coordination was instrumental to achieve the Project targets and to ensure a high level of sustainability of the Project.

4.3.f. Sustainability

The ProDoc identified the elements to be considered to sustain the efforts of the initiative after its closure. Community networking with federal and state actors belonging to public, private, NGO and academic sectors and establishing platforms for dialogue between communities and these actors was considered a main element contributing to sustainability. In addition, the SGP OP6 landscape approach is based on the principle that community-based sustainable development projects can contribute to long-lasting global environmental benefits. Once the Project started, the CPMU ensured that these elements were effectively included in its activities. All information available to the Evaluation Team from reports, interviews with stakeholders and co-financing, converged in identifying these efforts as significant for the relevance, the effectiveness and ultimately the sustainability of the Project.

Financial likelihood of sustainability

It is self-evident that the diverse grantees, communities and *ejidos* have different capacities to keep building on the results of the Project, and namely of the grants, in which they participated. However, some common elements point out the positive likelihood of financial sustainability of the SGP OP6 as a whole and of the individual grants:

- The grants responded to needs, interests and capacities of the grantees, communities and *ejidos*. They promote the development of economic activities, which constitute the main source of income of those involved.
- Capacity in project proposal identification and formulation increased. This is a common finding of all grantees interviewed.
- The capacity development work done on risk management was appreciated by all those interviewed. In their words 'it supported significantly the way they are doing business'.
- The high level of co-financing enjoyed by the SGP OP6 highlights the fact that the areas of interest of the GEF are shared by a multitude of different entities from the NGO, public and private sector operating in Campeche, Chiapas, Quintana Roo, Tabasco, and Yucatan. This interest is likely to continue in the near future.
- The crosscutting grant on beekeeping and community tourism demonstrated the desire of communities to participate in broader processes.

The evaluation exercise did not identify any other specific financial risk that may harm the effects of the SGP OP6 in the short and medium term.

*The TE rates the **Financial Sustainability** of the SGP OP6 as **Likely***

Socio-political likelihood of sustainability

Because of its very nature, the SGP OP6 did not have many means at disposal to tackle socio-political issues.

The effects at policy level to which the collaboration with second- and third-tier organizations of communities and groups of small producers in the sector of beekeeping and community tourism contributed, are elements that display a high level of socio-political sustainability of the project. The same consideration applies to the work done on gender issues.

The evaluation exercise did not identify any socio-political risks that may harm the effects of the SGP OP6 in the short and medium term.

*The TE rates the **Socio Political Sustainability** of the SGP OP6 as **Likely***

Institutional framework and governance likelihood of sustainability

The Project did not aspire, by its own nature, to contribute directly to changes at higher institutional and governance levels, as its focus was oriented to communities.

The evaluation exercise did not identify any institutional framework and governance risk that may harm the effects of the SGP OP6 in the short and medium term.

*The TE rates the **Institutional framework and governance likelihood** of the SGP OP6 **Likely***

Environmental likelihood of sustainability

During the evaluation exercise, some interviewees expressed concerns about the federal project denominated “el Tren Maya” (“the Mayan Train”) and its implications for environmental conservation. The TE does not have enough elements to make a judgement on the issue and acknowledges that there are different opinions amongst project stakeholders, and generally in the country, about the Mayan Train. Its potential beneficial or harmful effects on the environment are not reflected in the rating of environmental sustainability.

The evaluation exercise did not identify any other factor that may affect the environmental sustainability of the project.

*The TE rates the **Environmental Sustainability** of the SGP OP6 as **Likely***

Overall likelihood of sustainability

The initiatives encouraged grants aimed at the sustainable production of income-generating products and services, such as honey, coffee, sustainable fishing, ecotourism services, corn, fruit trees, among others, which may be useful once the SGP OP6 ends. All grantees and community members interviewed during the data collection phase demonstrated to have a clear idea on how to keep working on their core activities, which are of great relevance to the donor, i.e. the GEF, reflecting a high level of ownership of the Project. They consider the SGP OP6 as an additional opportunity that arose to strengthen development strategies that were already existing within the communities and the grantees. The Project provided means to move these strategies ahead at a quicker pace. In doing that, the SGP OP6 revealed to be a key partner for the grantees beyond the mere provision of funds: crosscutting and strategic projects involving second- and third-tier organizations and capacity development represent elements of sustainability for the actions of the grantees.

*The TE rates the **Overall Sustainability** of the SGP OP6 as **Likely***

4.3.g. Country ownership

As mentioned in section 4.1.f “National priorities and country driven-ness”, SGP OP6 originated from national priorities. It was aligned with the National Development Plan 2013-2018 that promoted inclusive green growth, with the National Strategy on Biodiversity, the General Climate Change Law 2012 and the National Climate Change Strategy and the REDD+ forest management guidelines.

The Project aligned with the National Development Plan 2018-2024 that promotes inclusive green growth, with the National Strategy on Biodiversity, the Climate Change Special Program 2021-2024.

SGP OP6 should have benefitted from the planned co-financing by public institutions belonging to both federal and state bodies. The budgetary needs that emerged with the COVID-19 pandemic meant

that this co-financing did not fully materialize. However, a substantial co-financing was made available by the beneficiary NGOs and CBOs and other entities, exceeding the original total co-financing included in the ProDoc.

Due to its very nature, the initiative did not aspire to promote/contribute to changes in governmental policies and at the federal and/ or state level. The country ownership of the initiative emerged from its work with CBOs and NGOs and its efforts to strive effectively for an endogenous development of communities starting from their needs and aspirations.

A specific grant to strengthen communication skills for all active SGP OP6 projects was awarded in 2020. The grant aimed to support community members to create their own stories and express themselves, in light of what they consider appropriate to include in the SGP OP6 newsletters. The communication exercise had a great effect on the ownership of their initiatives. This was also displayed in the great variety of communication channels that grantees utilized to visualize and promote their activities.

4.3.h. Gender equality and women's empowerment

A gender strategy was formulated through a grant that aimed at mainstreaming the gender perspective. The strategy included training, reflections, and accompaniment of 39 grantees on the issue of gender, human rights and inclusion. Based on these experiences, the SGP OP6 issued a manual for gender inclusion with the objective of developing and creating tools for gender mainstreaming during the design, implementation and evaluation phases of the small grants.

The TE verified that women participated actively in the implementation of grants. Project communities and *ejidos* recognize the importance of the inclusion of women in production activities. Women have been empowered and their integration in production activities seems to have been bolstered by the SGP OP6. The Project undoubtedly targeted socio-economic benefits and services for women. However, the TE cannot make any statement about the effects of the Project on closing gender gaps in access to and control over resources and in enhanced decision-making power of women in natural resource governance within communities and *ejidos*.

Due to the above considerations, the evaluation exercise considers the SGP OP6 as responsive in accordance with the Gender Results Effectiveness Scale and acknowledges its aspiration to be transformative. The grants can be regarded as a first step in that direction, but the lack of gender-related indicators does not allow any definitive statement in this regard.

The SGP OP6 contributed to the *Plan Nacional de Desarrollo* (PND) 2019-2024, which establishes federal government priorities and promotes equality as a principle of rights between women and men. It also made contributions to the National Program PROIGUALDAD, specifically to its Priority Objective 1, which is to promote the economic autonomy of women to close gender gaps and to promote the participation of women, and its Priority Objective 5, which aspires to position the equal participation of women in decision-making processes in different political, social, community and private spheres.

4.3.i. Cross-cutting Issues

The SGP OP6 contributed to the strengthening of local communities, *ejidos*, NGOs and CBOs through their direct access to financial resources. The contribution is reflected in the area of job creation, and income generation deriving from the support to the productive sector including honey, coffee, cocoa, forestry, crop production, fishery and tourism - with its focus on the environment/development nexus in view of improving the environmental and socio-economic sustainability of their livelihoods.

The end beneficiaries of the initiative are the rural and coastal communities of Campeche, Chiapas, Quintana Roo, Tabasco and Yucatan. People of diverse ethnic origins, i.e. Maya Tzeltal, Tzotzil, Ch'ol,

Tojolabal, Zoque, Chuj, Kanjobal, Mam, Jacalteco, Mochó Cakchiquel, and Lacandon. Generally, these diverse groups are aware of the importance of the conservation of the natural heritage of their region. The SGP OP6 played the role of facilitator of on-going organizational and production process aiming at conserving ecosystems through a landscape approach. The support of SGP OP6 strengthened communities on important cross-cutting issues such as gender equality, inclusion and human rights. The Project has funded a grant with people having hearing and speech disabilities, namely “*Escuelas de campo agroecológicas con mujeres mayas*” (Agro-ecological Field Schools with Maya women) with the NGO *Fundación Ko'ox Tani para el Desarrollo Comunitaria y la Inclusión*. The CSO Ich Ha Lol Xaan led a workshop for 10 grantees from the Yucatan peninsula on accessible tourism.

Grantees valued the work done on mainstreaming risk management into the grants as a very relevant experience. They appreciated its importance for their operations. Overall, the SGP OP6 contributed to enhance the resilience of communities against climate change and natural disaster risks, which is an absolute priority in the region - a hurricane-prone geographic area.

4.3.j. GEF Additionality

The SGP OP6 intervened in support of on-going processes that communities were already leading, acting as a catalyst. From this perspective, it contributed to additional outcomes that communities could not have reached -or would have reached at a slower pace - without the support of the Project. It is therewith evident, that its additionality effect contributed to broaden the impact of on-going activities.

This is fully in line with GEF priorities. The concept of additionality goes hand in hand with the co-financing requirements that must be fulfilled for an initiative to be financed.

In particular, the SGP OP6 displayed its importance in three areas of GEF additionality:

- **Specific Environmental Additionality**
For its contribution in terms of Global Environmental Benefits.
- **Institutional Additionality/Governance Additionality**
Despite its nature that does not entail any direct work at institutional level, the SGP OP6 contributed to the positioning of Beekeeping and Community Tourism within the federal government agenda.
- **Socio-Economic Additionality**
For its contribution to support the communities in their path towards the environmental and economic sustainability of their activities. Taking into consideration collaboration with the Disaster Risk Reduction Program, this area of additionality is very significant: with a small investment, GEF funds contributed to an initiative aiming at restoring production assets nation-wide belonging to small-holders' associations and cooperatives.

4.3.k. Catalytic/Replication Effect

The TE recorded a very significant catalytic/replication effect, which demonstrated how the SGP OP6 was recognized as an active development actor capable of reaching out to communities and engaging in development processes that have environmental conservation at their core. The NGO TNC committed USD 2,500,000 for the OP7 of the SGP with the idea of using co-financing to replicate the exact approach of the SGP OP6 in order to reach out and engage with the communities; this constitutes a kind of replication of the whole Project approach.

4.3.l. Progress to Impact

The Project has helped to move communities towards a path of consolidation of their knowledge and production practices, as well as the promotion of social inclusion.

It is important to note that the path was traced from considerations that stemmed from the very communities to whom the SGP OP6 has offered its support. Furthermore, the same path was included in the financing strategies of communities' own activities. The path was anchored to natural resource conservation and valorisation in full alignment with the aims of the GEF. Biodiversity conservation, sustainable land management practises, adaptation and mitigation of climate change were key elements for the sustainable development of their initiatives.

The interviews gave unequivocal confirmation that the grantees have developed ideas for the future, and are working on several levels to ensure the consolidation of their activities. Clearly, skills and capacities are not homogeneous between the different grantees, but the interviews highlighted some common characteristics, which bode well for a lasting impact over time (refer to section 4.3.f "Sustainability" for details).

The Core Indicator Worksheet in annex 7 displays the achievements of the Project in terms of Global Environmental Benefits.

5. Main Findings, Conclusions, Recommendations and Lessons

5.1. Summary of main findings

Main finding n° 1 – Project Design

SGP OP6 design was coherent and well-articulated. Overall, it had one minor shortcoming: its indicators for gender issues were just gender-targeted, although a careful reading of the ProDoc showed that the Project was gender-responsive. Furthermore, the risks and assumptions identified in the Results Framework were not useful to support implementation.

Main finding n° 2 – Project Implementation

The management of the project activities was transparent, inclusive and participatory. The technical and inter-personal capacities of CPMU members played a key role in facilitating a fruitful dialogue with the grantees, which allowed constant feedback, identifying strengths and improvements in implementation of grants. The building of trust pursued by CPMU and effective and flexible management adopted by the CPMU and NSC was key to the success of the vast majority of the grants (96%). The involvement of the CPMU was essential for grant beneficiaries to take ownership of their project.

Main finding n° 3 – Project Implementation

The CPMU and NSC fully understood of the implications of COVID-19 and hurricanes on implementation of the grants. There was a stringent need to extend the duration of the implementation for many grants. A total of 88 grant extensions were approved. This means that the duration of 77% of total grants was extended. UNOPS and UNDP collaborated very well, making sure that the additional workload did not cause any problems or impediments to the grantees. The implementation and execution of the Project was highly satisfactorily.

Main finding n° 4 – Project Implementation

The development of a robust and comprehensive monitoring system facilitated the timely monitoring of each grant. A system of community monitoring was also established, including a database managed by the Project and a smart-phone application that grantees could use to map their own projects. The application was very much appreciated by the beneficiaries as it allows them to know with precision the exact extension of the productive plots and to georeference all relevant information they judge useful for their activities.

Main finding n° 5 – Project Implementation

Even though the exceptional external circumstances (COVID-19) would have allowed for a lowering in the target levels of the indicators, the CPMU and NSC did not lower any of them. This is considered as a success by the evaluation exercise. In addition, it is worth noting that the Project succeeded in collaborating with CBOs within and/or belonging to ejidos, presenting complicated governance arrangements.

Main finding n° 6 – Project Implementation

The SGP OP6 enjoyed a higher level of co-financing (+402,003 USD or +6.3%) than the original provision established in the ProDoc.

Main finding n° 7 – Achievements surpassing targets

The Project surpassed all its outcome and objective level targets.

Main finding n° 8– Capacity development and impact

A special emphasis on the effects of capacity development on CBOs and NGOs was reported by that vast majority of stakeholders interviewed. The CPMU's accompaniment of grantees in the implementation of the grants has been one of the strengths contributing to the achievement of results. Capacity building through workshops, training and technical assistance was highly valued by the beneficiaries.

Main finding n° 9 – Impact on public policies

The Project achieved certain effects on public policies. Associations of beekeepers were able to initiate negotiations with public authorities to participate in the drafting of a law concerning their productive sector. Negotiations, as per the evaluation, are still ongoing. Community tourism operators contributed to positioning community tourism within the Tourism Sector Program 2020-2024 (*Programa Sectorial de Turismo 2020-2024*). In this program, community tourism is also now associated with conservation of ecosystems and ecosystem-based adaptation measures to climate change.

Main finding n° 10 – Gender issues and women's empowerment

The Project carried out positive activities regarding the integration of women into production and strengthened their leadership and empowerment. Likewise, the participation of young people was fostered as the generational relay towards a long-term vision. This finding was corroborated by all those interviewed.

5.2. Conclusions

Conclusion n° 1 – The GEF and the Project

The SGP OP6 was instrumental for the GEF focal areas (BD, LD and CC). GEF funding was spent well.

Conclusion n° 2 – Project performance

The Project is rated as highly relevant, highly efficient, highly effective and sustainable. The main reason that supports this statement is that the Project acted as a catalyst for development processes stemming from the communities, ensuring compliance with the SGP-GEF requirements in terms of environmental benefits, while valorising the vision that the communities have of their own development.

Conclusion n° 3 – Relevance

The coherence of the design of the Project, the extension beyond their finalization date of many approved grants beyond their finalization date, the synergies with other initiatives and the UNDP CO, and the overall ability of the CPMU to manage the Project ensured that the thematic relevance was combined with an equally important organizational and managerial capacities. The SGP OP6 was relevant in its end and appropriate in its means.

Conclusion n° 4 – Effectiveness and Efficiency

The SGP OP6 was effective and efficient. The landscape approach, the integration of the grants within a broader panorama of donors, the articulated process linked to the calls of proposals, were the main factors that contributed to a high level of effectiveness and efficiency of the Project.

Conclusion n° 5 – Effectiveness and Efficiency

Capacity development, awareness raising and communication, promotion of networking and exchange of experiences linked the grants under the umbrella of the Project. In addition, the Project was able to also channel external resources to the grantees as demonstrated by the high level of co-financing obtained.

Conclusion n° 6 – Effectiveness and Efficiency (COVID-19 and hurricanes)

Although the break-out of the COVID-19 pandemic, CPMU maintained communication and stable relationships with the grantees. The collaboration with the UNDP CO in designing a security protocol for field missions and the provision of internet services to communities in need were key strategic decisions that helped SGP OP6 achieve its outcomes and objective. The same consideration applies to the collaboration with the UNDP Disaster Risk Reduction Program and other initiatives aiming at increasing resilience against disasters (e.g. the initiative founded by the Kellogg’s Foundation) that, as well, resulted key for ensuring project’s achievements.

Conclusion n° 7 – Sustainability

The sustainability of the SGP OP6 is rooted in the interests and needs of the communities to build on the accomplishments of the Project. It is also ensured by the fact that many different organizations are interested in funding activities in line with the GEF priority areas. The CPMU was able to navigate this panorama of actors and take advantage of emerging opportunities. It is expected that these opportunities will also arise during the next phase of the SGP.

Conclusion n° 8 – Gender issues

This substantial work done with and around gender equality and women’s empowerment was not reflected/visualized in any indicator. The evaluation exercise is not in a position to make statements on the transformative effect of this work because of the lack of gender transformative indicators.

Conclusion n° 9 – GEF additionality and catalytic effect

In the course of the implementation, the SGP OP6 positioned itself as a well-appreciated actor supporting community development by coordinating with a variety of stakeholders active in the region and building on existing community-driven development efforts. By doing so, it was possible for the Project to display the GEF additionality and catalytic effect of the Project.

Conclusion n° 10 – Dialogue and integration

Fruitful dialogue between the Project and other UNDP projects led to a high degree of integration of the Project within the UNDP Country Office. The linkages established with other UNDP projects, and the valorisation of each other’s competences, interests and mandates, contributed to the positioning of SGP OP6 as a development actor in the five states of the intervention.

5.3. Recommendations

The Terminal Evaluation proposes the following recommendations to boost the impact and to increase sustainability of the SGP OP7, i.e. the next phase of the SGP. Some of the recommendations are necessarily very ambitious since the Project performance has been highly satisfactory.

N°	Recommendation	Responsible entity/ies	Timeline
A. Project management and implementation arrangements			
A1	<i>To establish a partnership with an NGO to support the management of the SGP OP7 in the state of Oaxaca.</i> CPMU is not large enough to manage SGP OP7 in all project states. It is suggested to enter into an agreement with an NGO operating in the area to have a team in charge of daily management of activities in the state of Oaxaca. The team should work under the supervision of and report to the CPMU, based in Merida, Yucatan.	CPMU, Global Coordinator, UNDP-GEF Upgraded Country Programmes, NSC, UNOPS	SGP OP7

B1. Sustainability and impact			
B1	<p><i>To keep financing crosscutting grants to second and third-tier organizations.</i></p> <p>The Yucatan Peninsula may undergo profound transformations produced by the development of federal infrastructure projects. For most of the interviewees, it is clear that for small businesses, which base their activities on a sustainable use of natural resources, these infrastructure projects constitute both a threat and an opportunity. Imagining that the small production realities at community level can benefit from these projects by working individually is an assumption that is not reflected in reality. The ability to network and join forces towards common goals is a necessary condition for infrastructure projects to be profitable for the rural communities. Financing of crosscutting grants should not be limited to the peninsula of Yucatan. Indeed, crosscutting projects provide CBOs with a platform for exchange of experiences, establishment of alliances, and strengthening of internal governance processes which are useful also for scaling up and marketing purposes, identifying emerging opportunities and risks, and for advocacy and lobbying purposes.</p>	CPMU, NSC	SGP OP7
B2	<p><i>To generate synergies with the Protected Natural Areas (PNAs) through the Climate Change Adaptation Plans in the framework of the National Climate Change Strategy.</i></p> <p>The creation of synergies with the NPAs constitutes an opportunity for the SGP to link to public policy instruments and generate an impact that also affects the public environmental sector. The link with the public environmental sector is important in order to convey resources within a sector that has suffered from the redistribution of federal and state resources that occurred with the outbreak of the pandemic. Funding small grants in the NPAs' areas of influence would allow them to maintain contact with the communities residing in their areas of influence whose contribution to conservation efforts is essential. It could also serve to cover specific gaps that may exist in their ecosystem connectivity work. After consultation with NPAs, a specific Call for Proposals can be issued. It is suggested to implement this recommendation only in the states where SGP is already well-known and an established entity, i.e. Campeche, Chiapas, Quintana Roo, Tabasco and Yucatan.</p>	CPMU, NSC	SGP OP7
B3	<p><i>To keep promoting coordination with other donor-funded initiatives in the six states involved in the SGP OP7.</i></p> <p>Identifying potential collaboration - within UNDP or with other donor initiatives - is essential to increase the sustainability and impact of the next phase of SGP. Collaboration can cover a variety of aspects, including for example:</p> <ol style="list-style-type: none"> 4. Simple exchange of information and experience; 5. Co-participation in certain activities, e.g. SGP OP7 can take advantage of an on-going capacity development initiative funded by another donor and invite its beneficiaries to take part in it; 6. Focus on specific thematic or geographic areas, if other areas are already covered by another project. 	CPMU, NSC and UNDP CO	SGP OP7

	Ideally, such types of collaboration should be very well documented in order to keep track of the benefits produced by the articulation between different initiatives.		
B4	<p><i>To keep following a graduation approach, whenever applicable</i></p> <p>The recommendation arises from the corresponding lesson learned n° 4 “Collaboration and combined impact”. A coordinated and sequenced support from different donors may be able to promote the progress of poor communities along a pathway leading to an improved socio-environmental and economic resilience. Each donor, including the SGP, can fund a different stage along that pathway.</p>	CPMU and UNDP CO	SGP OP7
C. Gender equality and women’s empowerment			
C1	<p><i>To build upon the work of gender equality and women’s empowerment promoted during the implementation of SGP OP6.</i></p> <p>Four main areas of work are identified to implement this recommendation:</p> <ol style="list-style-type: none"> 5. To evaluate the effective use of the gender manual with some of the 39 associations that have fully carried out the capacity-building process. 6. To establish a collaboration between SGP OP7 and the newly established Gender Unit within the UNDP Country Office. 7. To fund transversal grants aiming at mainstreaming gender issues 8. To keep informing workshops on all matters with gender-related issues. <p>The four areas of work should focus on the actual capacities of CBOs and NGOs to mainstream gender issues in their operations, the understanding of how targeted, responsive or transformative the contribution of SGP OP6 was, and, ultimately, the definition of a gender transformative agenda/strategy for the Project. The gender agenda/strategy should include indicators that move from being gender-targeted to gender-responsive and/or transformative. There is no need to include the indicators in the Results Framework of SGP OP7 as this would constitute a binding element of the project document. Instead, the indicators can serve as internal laboratory for understanding deeper the gender dynamics in a few selected grants and for reporting in a more substantial way the work done in this regard.</p>	CPMU, NSC, and UNDP CO	SGP OP7
D. Knowledge management and replicability			
D1	<p><i>To document in detail and circulate the lesson learned n° 1 – Comprehensive Approach amongst the management teams of the SGP in other Upgraded Countries</i></p> <p>Leaving the beneficiaries the ability to reflect and focus on their operational capabilities, needs and ambitions, was the key factor in the success of the Project. The circulation of a well detailed description of the grant approval process can induce reflection on the issue in other Upgraded Countries, from which they can benefit for their SGPs.</p>	CPMU and Global Coordinator, UNDP-GEF Upgraded Country Programmes	SGP OP7

5.4. Lessons learned

Lesson learned n° 1 – Inclusive approach

The approach that guided grant approval is considered extremely relevant to the success of the Project. No minimum amount of requested funding was imposed on the applicants, and applications were screened according to their specificities. In this way, applicants were able to submit proposals according to their needs and operational capacities. Applicants did not have either to pretend to have the capacities to manage large budget nor to give up the chance to have their small projects financed. The approach promotes the inclusion of those applicants that may be discouraged by a minimum amount of funds requested. This factor had some implications on the high number of grants approved, which may be seen as a limitation, as it imposed a great workload on the CPMU. However, this workload was counterbalanced by the fact that most of the grants succeeded in their accomplishments and a great variety of participants benefited from the SGP OP6.

Leaving room in the calls for proposals for applicants to establish what is the actual level of SGP financing (i.e. no minimum financing amount), that they are able to manage promotes ownership, effectiveness and sustainability of the grants.

Lesson learned n° 2 – Focus on capacity development

Proposal development workshops played a key role for proposals to be of high quality. Moreover, the workshops helped CBOs and NGOs to write proposals based on real needs and interests, promoting a high degree of ownership and sustainability of their grants from the very beginning of the process. The work done on the risk management plan also demonstrated to be an important element to increase the sustainability of the grants. Its main effect was that the evaluation of risks is part of the actual way of doing business of the grantees in their daily operations. The easy but still comprehensive reporting requirements, which each grantee was asked to comply with, played an important role in the capacity building process. Many grantees interviewed highlighted that the format of the reports they had to follow led to improvements in the way they keep track of their activities in their daily operations.

Activities that may be seen as mere bureaucratic and administrative requirements to run a project represent at the same time a good opportunity to develop capacities.

Lesson learned n° 3– Grants for development

Crosscutting and strategic grants, common initiatives under the Project umbrella, a scrupulous attention to capacity development of grantees and communities throughout the phases of the grant's cycle, and CPMU work dedication promote inclusion and participation in processes that goes beyond the time and spatial limits of the individual grants. This approach moves communities towards a path of consolidation of their knowledge and production practices, as well as the promotion of social inclusion.

Lesson learned n° 4 – Collaboration and combined impact

Because of its nature, the SGP lends itself well to establishing collaborations with other projects in the UNDP portfolio. Potentially each grant can build on the results of other projects (as in the case of the "Disaster Risk Management Program"), or can lay the foundations for initiatives that aim at long-term sustainability (as in the case of BIOFIN).

Due to its nature, SGP is a perfect instrument to establish collaborations with other projects aiming at following a graduation approach that leads progressively to better conditions of communities.

Lesson learned n° 5 – Project management skills and attitude

The relevance of any project in a given territory is evidently a pre-requisite for a development project to be effective and sustainable. However, those in charge of project management should be able to engage with other stakeholders operating in the area to contribute to the desired beneficial effects. In this regard, the Project can be considered a model.

Listening skills, negotiating capacities, technical knowledge, professional and human commitment of those in charge of management are essential elements for a project to be successful

Annex 1 - TE ToR (excluding ToR annexes)

1. General Background

UNOPS supports partners to build a better future by providing services that increase the efficiency, effectiveness and sustainability of peace building, humanitarian and development projects. Mandated as a central resource of the United Nations, UNOPS provides sustainable project management, procurement and infrastructure services to a wide range of governments, donors and United Nations organizations.

New York Service Cluster (NYSC) supports the United Nations Secretariat, as well as other New York-based United Nations organizations, bilateral and multilateral partners in the delivery of UNOPS mandate in project management, infrastructure management, and procurement management

Sustainable Development Cluster (SDC) supports diverse partners with their peacebuilding, humanitarian and development operations. It was formed by combining the following portfolios: Grants Management Services (GMS), UN Technology Support Services (UNTSS), Development and Special Initiatives Portfolio (DSIP) It provides Services to partners' programmes that are designed, structured, and managed with a global perspective and primarily serving partners that are headquartered in New York. The SDC has a footprint of approximately 125 countries.

UNOPS has signed an agreement with the UNDO CO of Mexico to implement the project activities for the Small Grants Programme.

In accordance with UNDP and GEF M&E policies and procedures, all full sized projects supported by the GEF should undergo a Terminal Evaluation (TE) upon completion of implementation. The Final Evaluation is intended to assess the relevance, performance and success of the project. It looks at signed of potential impact and sustainability of results, including the contribution to capacity development and the achievement of global and national environmental goals. The Final Evaluation also identifies/documents lessons learned and makes recommendations that project partners and stakeholders might use to improve the design and implementation of other related projects and programmes.

The Final Evaluation is to be undertaken in accordance with the "GEF Evaluation Policy" (see http://www.gefio.org/sites/default/files/ieo/evaluations/files/gef-me-policy-2019_2.pdf).

This Terms of Reference (ToR) is set for an International Consultant who will work together with a National Consultant in conducting the Terminal Evaluation (TE) (thereafter referred to as "TE Team") for the full-sized project titled Sixth Operational Phase of the GEF Small Grants Programme in Mexico (PIMS#5531) implemented through the United Nations Office for Project Services (UNOPS). The project started in September 2017 and is in its fourth year of implementation. The TE process must follow the guidance outlined in the document 'Guidance for Conducting Terminal Evaluations of UNDP-Supported, GEF-Financed Projects'.

The **objective** of the Sixth Operational Phase of the GEF Small Grants Programme in Mexico (PIMS#5531) full-sized project is to contribute to achieving global environmental benefits by empowering local communities to manage production landscapes in Mexico's Southeast large ecosystems in a manner that enhances their social, economic, and environmental sustainability and resilience. Landscape and seascape resilience has been enhanced through the individual and synergistic impacts of a set of adaptive community practices that maintain ecosystem services, conserve biodiversity, mitigate climate change and reverse land degradation in the following large ecosystems: 1) Agroforestry Landscape of Chiapas and Tabasco, (2) Coastal Seascape of the Yucatan Peninsula, (3) Grijalva-Usumacinta Lower Basin Landscape, (4) Sustainable Forestry Landscape of Campeche, Quintana Roo, and Yucatan, (5) Forest and Milpa Landscape of Campeche, Quintana Roo, and Yucatan. The project was built on the results, experience and lessons from previous SGP phases, and lessons learned from relevant Programmes such as COMPACT. In particular, the project established and strengthened networks and second-level organizations to integrate and bring to scale production and marketing of sustainably produced goods and services. Coordinated community projects in the landscape generated ecological, economic and social synergies that produce greater and potentially longer-lasting global environmental benefits, as well as increased social capital and local sustainable development benefits.

The project is linked to the United Nations Development Assistance Framework (UNDAF) through Outcome 6: the three orders of government, the private sector, academia, and civil society strengthen their capacity to revert environmental degradation and to sustainably and equitably use natural resources, through mainstreaming environmental sustainability, low carbon development, and a green economy in legislation, planning and decision-making (UNDP's contribution: to promote low carbon development strategies which also address disaster risk reduction, resilience and environmental sustainability with a gender focus and multicultural for poverty reduction).

The United Nations Office for Project Services (UNOPS) is the Implementing Partner for this project, which is being implemented through the existing mechanism of the GEF Small Grants Program, including the approval of each initiative by the SGP National Steering Committee and proper follow-up and monitoring to be provided under the leadership of the SGP Upgrading Country Program Coordinator. Total project budget is 4,429,223 of which is a contribution from GEF

The incumbent of this position will be a personnel of UNOPS under its full responsibility.

2. Purpose and Scope of Assignment

The TE report will assess the achievement of project results against what was expected to be achieved and draw lessons that can improve the sustainability of the benefits from this project and aid in the overall enhancement improvement of UNDP programming. The TE report promotes accountability and transparency and assesses the extent/scope of project accomplishments/achievements.

The evaluation should include and analyze best practices, specific lessons learned, and recommendations on the strategies to be used and how to implement them. Results of this Terminal Evaluation will be used by key stakeholders (such as GEF, UNDP, grantee partners, government, local governments, etc.) to be replicated by other projects or by other countries, improving their implementation in future programs.

The evaluation must provide evidence-based information that is credible, reliable and useful. The evaluator is expected to follow a participatory and consultative approach ensuring close engagement with government counterparts, in particular the GEF operational focal point, UNDP Country Office, GEF SGP project team, UNDP GEF Technical Adviser (Upgraded Country Programmes Global Coordinator (UCP GC) and key stakeholders and grantees. The evaluation will mainly focus on assessing the relevance, effectiveness, efficiency, results, impact, coordination and sustainability of GEF SGP Mexico project efforts and will be applied to all components of the project. The following are guiding questions within the framework of the evaluation criteria (to be reviewed/elaborated in the evaluation inception report).

Relevance

- Is the project relevant to the GEF Focal Area objectives?
- Is the project relevant to the GEF biodiversity focal area and other relevant focal areas?
- Is the project relevant to Mexico's environment and sustainable development objectives?
- Is the project addressing the needs of target beneficiaries at the local and national levels?
- Is the project internally coherent in its design?
- How is the project relevant with respect to other donor-supported activities?
- Does the project provide relevant lessons and experiences for other similar projects in the future?
- Is the GEF SGP project's theory of change clearly articulated?
- How did the GEF SGP Project contribute towards and advance gender equality aspirations of the Government of Mexico?
- How well does the GEF SGP project react to changing work environments and how well is the design able to adjust to changing external circumstances?

Effectiveness & Results

- Has the project been effective in achieving the expected outcomes and objectives?
- How is risk and risk mitigation being managed?
- What lessons can be drawn regarding effectiveness for other similar projects in the future?

Efficiency

- Was adaptive needed to ensure efficient resource use?
- Did the project's logical framework and work plan and any changes made to them be used as management tools during implementation?
- Were the accounting and financial systems in place adequate for project management and producing accurate and timely financial information?
- Were progress reports produced accurately, timely and responded to reporting requirements including adaptive management changes?
- Was project implementation as cost effective as originally proposed (planned vs. actual)?
- Did the leveraging of funds (co-financing) happen as planned?
- Were financial resources utilized efficiently? Could financial resources have been used more efficiently?
- How was results-based management used during project implementation?
- To what extent partnerships/linkages between institutions/ organizations were encouraged and supported?
- Which partnerships/linkages were facilitated?
- What was the level of efficiency of cooperation and collaboration arrangements?
- Which methods were successful or not and why?
- Did the project efficiently utilize local capacity in implementation?
- What lessons can be drawn regarding efficiency for other similar projects in the future?

Coordination

- To what extent the project adopted a coordinated and participatory approach in mainstreaming gender into policies and programs?
- To what extent the project was effective in coordinating its activities with relevant development partners, donors, CSO, NGOs and academic institutions?

Sustainability

- Were sustainability issues integrated into the design and implementation of the project?
- Did the project adequately address financial and economic sustainability issues?
- Are the recurrent costs after project completion sustainable?
- What are the main institutions/organizations in the country that will take the project efforts forward after project ends and what is the budget they have assigned to this?
- Were the results of efforts made during the project implementation period well assimilated by organizations and their internal systems and procedures?
- Is there evidence that project partners will continue their activities beyond project support?
- What degree is there of local ownership of initiatives and results?
- Were laws, policies and frameworks addressed through the project, in order to address sustainability of key initiatives and reforms?
- What is the level of political commitment to build on the results of the project?
- Are there policies or practices in place that create perverse incentives that would negatively affect long-term benefits?
- Are there adequate incentives to ensure sustained benefits achieved through the project?
- Are there risks to the environmental benefits that were created or that are expected to occur?
- Are there long-term environmental threats that have not been addressed by the project?
- Have any new environmental threats emerged in the project's lifetime?
- Is the capacity in place at the regional, national and local levels adequate to ensure sustainability of the results achieved to date?
- Is there potential to scale up or replicate project activities?
- Did the project's Exit Strategy actively promote replication?
- Which areas/arrangements under the project show the strongest potential for lasting long-term results?
- What are the key challenges and obstacles to the sustainability of results of the project initiatives that must be directly and quickly addressed?

Gender equality and women's empowerment

- What factors contribute or influence GEF SGP Mexico project's ability to positively contribute to policy change from a gender perspective and women's economic empowerment.

The TE report will comprise a clear explanation of the methodology used, adequately address cross cutting areas including gender and human rights and include logical and well-articulated conclusions based on the findings which are linked to and supported by evidence. The TE will adhere to evaluation standards of integrity, accountability, transparency, and objectivity.

The TE will occur during the last months of project activities, allowing the TE team[HR1] to proceed while the Project Team is still in place, yet ensuring the project is close enough to completion for the evaluation team reach conclusions on key aspects such as project sustainability

The Project Management Support - Advisor will be working in Mexico with the country programme team.

3. Monitoring and Progress Controls

The TE must provide evidence-based information that is credible, reliable and useful.

Project success will be measured based on the Project Logical Framework, which provides clear performance and impact indicators for project implementation along with their corresponding means of verification..

The TE team will review all relevant resources of information including documents prepared during the preparation phase (i.e. PIF, UNDP Initiation Plan, UNDP Social and Environmental Screening Procedure/SESP) the Project Document, project reports including annual PIRs, project budget revisions, lesson learned reports, national strategic and legal documents, and any other materials that the team considers useful for this evidence-based evaluation. The TE team will review the baseline and midterm GEF focal area Core Indicators/Tracking Tools submitted to the GEF at the CEO endorsement and midterm stages and the terminal Core Indicators/Tracking Tools that must be completed before the TE field mission begins.

The TE team is expected to follow a participatory and consultative approach ensuring close engagement with the Project Team, government counterparts (the GEF Operational Focal Point), Implementing Partners, the UNDP Country Office(s), the Regional Technical Advisors, direct beneficiaries and other stakeholders.

Engagement of stakeholders is vital to a successful TE. Stakeholder involvement should include interviews with stakeholders who have project responsibilities, including but not limited to executing agencies, senior officials and task team/component leaders, key experts and consultants in the subject area, Project Board, project beneficiaries, academia, local government and CSOs, etc. Additionally, the TE team is expected to conduct field missions to 2-3 landscapes[HR1] . If the COVID19 pandemic travel restrictions are still ongoing, then the TE mission for the international consultant may not be possible due to the Covid-19 situation in Mexico, however the National Consultant can conduct those visits. Additionally, virtual tools will be used to conduct the interviews.

The specific design and methodology for the TE should emerge from consultations between the TE team and the above-mentioned parties regarding what is appropriate and feasible for meeting the TE purpose and objectives and answering the evaluation questions, given limitations of budget, time and data. The TE team must, however, use gender-responsive methodologies and tools and ensure that gender equality and women's empowerment, as well as other cross-cutting issues and SDGs are incorporated into the TE report.

The final methodological approach including interview schedule, field visits and data to be used in the evaluation should be clearly outlined in the inception report and be fully discussed and agreed between UNDP, stakeholders and the TE team.

If the COVID19 pandemic travel restrictions are still ongoing, then the Terminal Evaluation might be conducted using questionnaires, and virtual interviews, but the evaluation team should be able to revise

the approach in consultation with the evaluation manager and the key stakeholders. These changes in approach should be agreed and reflected clearly in the TE Inception Report. The national consultant will have to play an important role in the conduct of the evaluation and will therefore, perform additional responsibilities. The main responsibilities of the national expert which will be further elaborated in the National Consultant ToR.

The TE team has the flexibility to determine the best methods and tools to collect and analyze data. The final methodological approach including interview schedule, field visits and data to be used in the evaluation should be clearly outlined in the inception report and be fully discussed and agreed between UNDP stakeholders and the TE team.

The final TE report should describe the full TE approach taken and the rationale for the approach making explicit the underlying assumptions, challenges, strengths and weaknesses about the methods and approach of the evaluation.

As of 11 March 2020, the World Health Organization (WHO) declared COVID-19 a global pandemic as the new coronavirus rapidly spread to all regions of the world. Travel to the country has been restricted since March 2020 and travel in the country is also restricted. If it is not possible to travel to or within the country for the TE mission then the TE team should develop a methodology that takes this into account the conduct of the TE virtually and remotely, including the use of remote interview methods and extended desk reviews, data analysis, surveys and evaluation questionnaires. This should be detailed in the TE Inception Report and agreed with the Commissioning Unit.

If all or part of the TE is to be carried out virtually then consideration should be taken for stakeholder availability, ability or willingness to be interviewed remotely. In addition, their accessibility to the internet/computer may be an issue as many governments and national counterparts may be working from home. These limitations must be reflected in the final TE report.

If a data collection/field mission is not possible then remote interviews may be undertaken through telephone or online (skype, zoom etc.). International consultants can work remotely with national evaluator support in the field if it is safe for them to operate and travel. No stakeholders, consultants or UNDP staff should be put in harm's way and safety is the key priority.

A short validation mission may be considered if it is confirmed to be safe for staff, consultants, stakeholders and if such a mission is possible within the TE schedule. Equally, qualified and independent national consultants can be hired to undertake the TE and interviews in country as long as it is safe to do so.

The TE will assess project performance against expectations set out in the project's Logistical Framework/Results Framework (see TOR Annex A). The TE will assess results according to the criteria outlined in the Guidance for TEs of UNDP-supported GEF-financed projects ([link](#)).

The Project Management Support – Advisor will be responsible for the below mentioned findings which will be delivered in the Findings Section of the TE Report. A full outline of the TE report's content is provided in Annex C of the Guidance for Conducting Terminal Evaluations of UNDP-Supported, GEF-Financed Projects.

The asterisk “(*)” indicates criteria for which a rating is required.

Findings

i. Project Design/Formulation

- National priorities and country driven-ness
- Theory of Change
- Gender equality and women's empowerment
- Social and Environmental Standards (Safeguards)
- Analysis of Results Framework: project logic and strategy, indicators
- Assumptions and Risks
- Lessons from other relevant projects (e.g. same focal area) incorporated into project design
- Planned stakeholder participation
- Linkages between project and other interventions within the sector
- Management arrangements

ii. Project Implementation

- Adaptive management (changes to the project design and project outputs during implementation)
- Actual stakeholder participation and partnership arrangements
- Project Finance and Co-finance
- Monitoring & Evaluation: design at entry (*), implementation (*), and overall assessment of M&E (*)
- Implementing Agency (UNDP) (*) and Executing Agency (*), overall project oversight/implementation and execution (*)
- Risk Management, including Social and Environmental Standards (Safeguards)

iii. Project Results

- Assess the achievement of outcomes against indicators by reporting on the level of progress for each objective and outcome indicator at the time of the TE and noting final achievements
- Relevance (*), Effectiveness (*), Efficiency (*) and overall project outcome (*)
- Sustainability: financial (*), socio-political (*), institutional framework and governance (*), environmental (*), overall likelihood of sustainability (*)
- Country ownership
- Gender equality and women's empowerment
- Cross-cutting issues (poverty alleviation, improved governance, climate change mitigation and adaptation, disaster prevention and recovery, human rights, capacity development, South-South cooperation, knowledge management, volunteerism, etc., as relevant)
- GEF Additionality
- Catalytic Role / Replication Effect
- Progress to impact

Main Findings, Conclusions, Recommendations and Lessons Learned

- The Project Management Support - Advisor will include a summary of the main findings of the TE report. Findings should be presented as statements of fact that are based on analysis of the data.
- The section on conclusions will be written in light of the findings. Conclusions should be comprehensive and balanced statements that are well substantiated by evidence and logically connected to the TE findings. They should highlight the strengths, weaknesses and results of the project, respond to key evaluation questions and provide insights into the identification of and/or solutions to important problems or issues pertinent to project beneficiaries, UNDP and the GEF, including issues in relation to gender equality and women's empowerment.
- Recommendations should provide concrete, practical, feasible and targeted recommendations directed to the intended users of the evaluation about what actions to take and decisions to make. The recommendations should be specifically supported by the evidence and linked to the findings and conclusions around key questions addressed by the evaluation.
- The TE report should also include lessons that can be taken from the evaluation, including best practices in addressing issues relating to relevance, performance and success that can provide knowledge gained from the particular circumstance (programmatic and evaluation methods used, partnerships, financial leveraging, etc.) that are applicable to other GEF and UNDP interventions. When possible, the Project Management Support - Advisor should include examples of good practices in project design and implementation.
- It is important for the conclusions, recommendations and lessons learned of the TE report to incorporate gender equality and empowerment of women.

The total duration of the TE will be approximately 33 *working days* over a time period of **12 weeks** starting on 17 January 2022. The tentative TE timeframe is as follows:

Timeframe	Activity
17-23 January 2022	Preparation period for Project Management Support - Advisor (handover of documentation)
24-30 January 2022	Document review and preparation of TE Inception Report
31 January-3 February 2022	Validation of TE Inception Report

31 January-13 February 2022	Stakeholder meetings, interviews, etc.
14-20 February 2022	Wrap-up meeting & presentation of initial findings;
21-27 February 2022	Preparation of draft TE report
28 February - 13 March 2022	Circulation of draft TE report for comments
14-20 March 2022	Preparation and Issuance of Management Response
21-28 March 2022	Incorporation of comments on draft TE report into Audit Trail & finalization of TE report, including the management response.
by 10 April 2022	Expected date of full TE completion

TE DELIVERABLES

#	Deliverable	Description	Timing	Responsibilities
1	TE Inception Report	Project Management Support - Advisor clarifies objectives, methodology and timing of the TE	30 January 2022	Project Management Support - Advisor submits Inception Report to RTA, UNOPS and Project Team.
2	Presentation of the TE preliminary findings	Initial Findings	20 February 2022	Project Management Support - Advisor presents to RTA, UNOPS and Project Team.
3	Draft TE Report	Full draft report (<i>using guidelines on report content in ToR Annex C</i>) with annexes	28 February 2022	Project Management Support - Advisor submits to Commissioning Unit; reviewed by RTA, UNOPS, UNDP CO and Project Team
4	Final TE Report* + Audit Trail	Revised final report and TE Audit trail in which the TE details how all received comments have (and have not) been addressed in the final TE report (<i>See template in ToR Annex H</i>)	by 10 April 2022	Project Management Support - Advisor submits both documents to UNDP CO and RTA

* All final TE reports will be quality assessed by the UNDP Independent Evaluation Office (IEO). Details of the IEO's quality assessment of decentralized evaluations can be found in Section 6 of the UNDP Evaluation Guidelines.⁸

Payment Schedule

- 20% payment upon satisfactory delivery of the final TE Inception Report and approval by the Commissioning Unit
- 40% payment upon satisfactory delivery of the draft TE report to the Commissioning Unit
- 40% payment upon satisfactory delivery of the final TE report and approval by the Commissioning Unit and RTA (via signatures on the TE Report Clearance Form) and delivery of completed TE Audit Trail

⁸ Access at: <http://web.undp.org/evaluation/guideline/section-6.shtml>

Criteria for issuing the final payment of 40%

- The final TE report includes all requirements outlined in the TE TOR and is in accordance with the TE guidance.
- The final TE report is clearly written, logically organized, and is specific for this project (i.e. text has not been cut & pasted from other MTR reports).
- The Audit Trail includes responses to and justification for each comment listed.

4. Qualifications and Experience

The consultant cannot have participated in the project preparation, formulation and/or implementation (including the writing of the Project Document and should not have a conflict of interest with project's related activities.

Education

- Master's degree preferably in the areas of environment and sustainable development, or other closely related field


Work Experience




- Minimum seven (7) years' experience in environmental management, sustainable development or a related field
- Knowledge of and experience with UNDP and/or GEF projects is required
- Experience with the GEF Small Grants Programme is an advantage
- Experience with results-based monitoring and evaluation methodologies is desirable
- Demonstrated understanding of issues related to Gender and Biodiversity Conservation, Climate Change and Land Degradation is an asset

Languages

- Fluency in English and Spanish, spoken and written is required

Key Competencies

	<p>Develops and implements sustainable business strategies, thinks long term and externally in order to positively shape the organization. Anticipates and perceives the impact and implications of future decisions and activities on other parts of the organization.</p>
	<p>Treats all individuals with respect; responds sensitively to differences and encourages others to do the same. Upholds organizational and ethical norms. Maintains high standards of trustworthiness. Role model for diversity and inclusion.</p>
	<p>Acts as a positive role model contributing to the team spirit. Collaborates and supports the development of others. For people managers only: Acts as positive leadership role model, motivates, directs and inspires others to succeed, utilising appropriate leadership styles</p>
	<p>Demonstrates understanding of the impact of own role on all partners and always puts the end beneficiary first. Builds and maintains strong external relationships and is a competent partner for others (if relevant to the role).</p>
	<p>Efficiently establishes an appropriate course of action for self and/or others to accomplish a goal. Actions lead to total task accomplishment through concern for quality in all areas. Sees opportunities and takes the initiative to act on them. Understands that responsible use of resources maximizes our impact on our beneficiaries.</p>

 <p>Agility</p>	<p>Open to change and flexible in a fast paced environment. Effectively adapts own approach to suit changing circumstances or requirements. Reflects on experiences and modifies own behaviour. Performance is consistent, even under pressure. Always pursues continuous improvements.</p>
 <p>Solution Focused</p>	<p>Evaluates data and courses of action to reach logical, pragmatic decisions. Takes an unbiased, rational approach with calculated risks. Applies innovation and creativity to problem-solving.</p>
 <p>Effective communication</p>	<p>Expresses ideas or facts in a clear, concise and open manner. Communication indicates a consideration for the feelings and needs of others. Actively listens and proactively shares knowledge. Handles conflict effectively, by overcoming differences of opinion and finding common ground.</p>

Annex 2 – TE schedule of interviews

Week 1 – Remote interviews of the Evaluation Team

Monday, January 31

1. 09:00 – 10:00: TE Kick-off Meeting with the Project Steering Committee (*Comité Nacional de Dirección*)
2. 10:00 – 11:00: Interview with Ms. María Eugenia Arreola and Mr. Jonathan Ryan
3. 13:00 – 14:00: Interview with Ms. Itzá Castañeda

Tuesday, February 1

4. 09:00 – 10:00: Interview with Ms. Elena Méndez
5. 10:00 – 11:00: Interview with Mr. Xavier Moya and Mr. Alonso Martinez
6. 16:00 – 17:00: Interview with Mr. Efraín Villanueva Arcos
7. 17:00 – 18:00: Interview with Mr. Sébastien Proust and Ms. Andrea Serrano

Wednesday, February 2

8. 09:00 – 10:00: Interview with Ms. Bertelena Mejía, Ms. Jimena Pavol, Ms. Danielle Barrida, and Ms. Miriam Escobar
9. 14:00 – 15:00: Interview with Mr. José Antonio Torre Valdez and Ms. Vanessa Gamboa González
10. 15:00 – 16:00: Interview with Mr. Andrés Gutiérrez
11. 17:00 – 18:00: Interview with Mr. Luis Alfonso Argüelles

Thursday, February 3

12. 08:00 – 09:00: Interview with Mr. Pedro Antonio Macario
13. 09:00 – 10:00: Interview with Mr. Dulce Magaña
14. 10:00 – 11:00: Interview with Mr. Hugo Galletti and Mr. Cristobal Medina
15. 13:00 – 14:00: Interview with Ms. Martha Hernández and Mr. Miguel Mateo Sabido
16. 14:00 – 15:00: Interview with Ms. Rossana Rivero
17. 15:00 – 16:00: Interview with Ms. Andrea Serrano

Friday, February 4

18. 08:00 – 09:00: Interview with Ms. Gabriela Nava and Mr. Miguel Angel Garcia
19. 10:00 – 11:00: Interview with Ms. Erika Casamadrid
20. 13:00 – 14:00: Interview with Ms. Rossana De Luca
21. 14:00 – 15:00: Interview with Mr. Francisco Daniel Méndez and Mr. Adriano Cob
22. 15:00 – 16:00: Interview with Mr. Eduardo Martinez
23. 16:00 – 17:00: Interview with Mr. Atzin Calvillo
24. 17:00 – 18:00: Interview with Ms. Claudia Velazquez and Ms. Alejandra De Velasco

Week 2 – Field mission of the National Evaluator

Monday, February 7

25. 09:00 – 10:00: Interview with Mr. Sebastien Proust and Ms. Andrea Serrano
26. 11:00 – 12:30: Interview with Mr. Juan Ramón, Mr. Miguel Angel García and Mr. Juan
27. 13:00 – 14:00: Interview with Mr. Jorge Chan, Ms. María del Carmen Bovadilla, Mr. Desiderio Chan and Mr. Raúl Alfredo Valencia

Tuesday, February 8

28. 07:00 – 10:00: Transfer to Hopelchen
29. 10:00 – 11:30: Interview with Mr. Antonio Rivero and Mr. Carlos Rivero
30. 13:00 – 14:30: Interview with Mr. Decelio Salazar and Mr. Jesús Rueda
31. 14:30 – 18:00 Transfer to Zoh Laguna, Campeche

Wednesday, February 9

32. 08:00 – 08:30: Transfer to Nuevo Becal, Campeche
33. 08:30 – 10:00: Interview with Ms. María del Carmen Coronel, Ms. Ana Carolina Durán, Ms. Benita Pérez, Ms. María Elizabeth González, Ms. Santa Petronila López, Ms. Maruca López, Ms. Rosaura Juárez, Ms. Francisca Castillo, Ms. María Isabel Cardeña, Ms. Rosa Gloria Camacho, Ms. Lorenza Sánchez and Ms. Rosaura Córdoba
34. 10:30 – 12:00: Interview with Mr. Alberto Villaseñor and Ms. Nelly Perez
35. 15:30 – 16:00: Interview with Ms. Norma María Ek, Mr. Onofre Oliveros, Anastasio Oliveros and Alejandro Oliveros

Thursday, February 10

36. 08:00 – 8:40: Transfer to Km120, Campeche
37. 08:45 – 11:00: Interview with Mr. Gumercindo Martínez, Ms. Carla Monserrat Arcos, Mr. Erick Vázquez, Ms. Dulce Yamileth Servín, Mr. Abimelec Arcos, Mr. Jair Damián May and Mr. José Sánchez
38. 11:00 – 15:00: Transfer to Isla Aguada, Campeche

Friday, February 11

39. 08:00 – 09:00: Interview with Jesús Atocha Damas, Concepción Nall, Ms. Lorena Benítez and Mr. Raúl García
40. 09:00 – 10:00: Interview with Mr. Santiago Salazar
41. 10:00 – 12:00: visit Isla Pájaros, Campeche
42. 12:00 – 18:00 arrival Mérida, Yucatán

Week 3

Monday, February 14

1. 09:00 – 10:00: Interview with Ms. Juana Iris Sanchez and Ms. Ana Laura Mateo Ake
2. 13:00 – 14:00: Interview with Ms. Sara Cuervo, Ms. Shanty Acosta and Mr. José Moo Pat
3. 14:00 – 15:00: Interview with Mr. Juan Carlos Franco
4. 15:00 – 16:00: Interview with Mr. Miguel Ku Balam
5. 16:00 – 17:00: Interview with Ms. Ema Ligia Rivero, Ms. Cristina Rodriguez, Ms. Martina Lopez, Ms. Adriana Gomez, Ms. Maria Del Carmen Chablè Montejo, and Ms. Ines Castillo.

Tuesday, February 15

6. 08:00 – 09:00: Interview with Ms Esmeralda De León and Mr. Feliciano Alberto Campos
7. 09:00 – 10:00: Interview with Ms. Sofia Garcia
8. 10:00 – 11:00: Interview with Mr. Samuel Jouault, Mr. Manuel Xool, Ms. Gloria Dzib, Mr. Raúl García, Mr. Román Camal, Ms. Sandy Euan, and Ms. Leticia Valenzuela
9. 13:00 – 14:00: Interview with Ms. Sandra Laffon, Ms. Yocelyn Duràn, Campeche, and Mr. Jorge Narro.
10. 14:00 – 15:00: Interview with Mr. Job Damián Pérez, and Ms. Sheyla De Jesús Gómez
11. 15:00 – 16:00: Interview with Mr. José Pérez, Mr. Tomas Gómez, Mr. Nicolás Gonzales, and Mr. Ignacio Gómez

Wednesday, February 16

12. 09:00 – 10:00: Interview with Mr. Sébastien Proust and Ms. Andrea Serrano
13. 10:00 – 11:00: Interview with Mr. Edgar Rafael Gonzalez
14. 13:00 – 14:00: Interview with Mr. Gilberto Pozo Muntuy, Mr. Jorge López, and Ms. Rosita Pozo
15. 15:00 – 16:00: Interview with Mr. Hector Chau
16. 16:00 – 17:00: Interview with Ms. Rosa Maria Loreto

Thursday, February 17

17. 14:00 – 15:00: Interview with Ms. Andrea Serrano
18. 15:00 – 16:00 Interview with Mr. Luis Mejia

Friday, February 18

19. 10:00 – 11:00: Interview with Ms. Diana Salvemini

Annex 3 - List of persons met

Project Steering Committee

1. Ms. María Eugenia Arreola, Head of the Project Steering Committee
2. Mr. Jonathan Ryan, Member and Former Head of the Project Steering Committee
3. Mr. Alfredo Arellano, Member the Project Steering Committee
4. Ms. Natalia Armijo Canto, Member the Project Steering Committee
5. Ms. Itzá Castañeda, Member and Gender Focal Point of the Project Steering Committee

UNDP

6. Mr. Edgar Rafael Gonzalez, UNDP Member the Project Steering Committee
7. Ms. Andrea Serrano, Project Technical Assistant, UNDP
8. Mr. Sébastien Proust, Project National Coordinator, UNDP
9. Mr. Xavier Moya, Coordinator of the Disaster Prevention Program, UNDP
10. Mr. Alonso Martínez, Environmental Economist BIOFIN, UNDP
11. Mr. Luis Mejia, M&E Specialist, UNDP
12. Ms. Diana Salvemini, SGP Upgraded Country Programmes Coordinator, UNDP

UNOPS

13. Ms. Rossana De Luca, Associate Portfolio Manager, UNOPS

Public institutions

14. Mr. Efraín Villanueva Arcos, *Secretario de Medio Ambiente de Quintana Roo*
15. Ms. Sayda Rodríguez Gómez, *Secretaria de Desarrollo Sustentable de Yucatán*
16. Ms. Erika Casamadrid, *Directora General Adjunta Esquemas de Financiamiento Ambiental, SEMARNAT*
17. Ms. Sandra Laffon, *Secretaria de Medio Ambiente Biodiversidad Cambio Climático y Energía de Campeche*
18. Ms. Yocelyn Durán, *Secretaría de Medio Ambiente Biodiversidad Cambio Climático y Energía de Campeche*
19. Mr. Jorge Narro, *Secretaría de Medio Ambiente Biodiversidad Cambio Climático y Energía de Campeche*
20. Ms. Noemi Hernández, *Directora de asuntos bilaterales y multilaterales, Secretaría de Hacienda y Crédito Público*
21. Ms. Flor Hernández, *Subdirectora de Área y punto focal GEF, Secretaría de Hacienda y Crédito Público*
22. Mr. Alejandro García, *Subdirectora de Área y punto focal GCF, Secretaría de Hacienda y Crédito Público*

The Nature Conservancy

23. Ms. Sofia Garcia, Sustainable Territories Program Director, TNC

Grants (stakeholders met remotely through ZOOM)

1. **Grant:** *“Propuesta de estrategia de paisaje del PPD, paisaje Forestal Milpero”*
Category: Landscape Strategy
Landscape: Landscape Strategy
Organization: Centro De Investigación En Ciencias De Información Geoespacial, A.C.
State: Yucatan
 1. Ms. Elena Méndez
2. **Grant:** *“Transversalización de la Perspectiva Género en Proyectos del PPD”*
Category: Crosscutting
Organization: Centro de Apoyo Solidario Documentación y Estudio, A.C.
 2. Ms. Berta Elena Munguía
 3. Ms. Jimena Rodríguez
 4. Ms. Danielle Barriga
 5. Ms. Miriam Rubio

3. **Grant:** *“Escuelas de campo agroecológicas con mujeres mayas en Yucatán”*
 Category: Agroecology
 Landscape: Forest and Milpa
 Organization: KO’OX TANI Fundación para el Desarrollo Comunitario y la Inclusión Social, A.C.
 State: Yucatan
 6. Mr. José Antonio Torre
 7. Ms. Vanessa Gamboa
4. **Grant:** *“Camino del Mayab Integración Regional del Turismo Alternativo”*
 Category: Community Tourism
 Landscape: Forest and Milpa
 Organization: Ecoguerreros
 State: Yucatan
 8. Mr. Andrés Gutiérrez
5. **Grant:** *“Fortalecimiento de la Capacidad industrial y conservación del paisaje forestal en las comunidades de la Alianza Selva Maya de Quintana Roo UE de RL”*
 Category: Forestry
 Landscape: Strategic Project
 Organization: Alianza Selva Maya de Quintana Roo UE De RL
 State: Quintana Roo
 9. Mr. Luis Alfonso Argüelles
6. **Grant:** *“Conservar 35,000 hectáreas forestales en Quintana Roo”*
 Category: Forestry
 Landscape: Sustainable Forestry
 Organization: El Machich SPR DE RI
 State: Quintana Roo
 10. Mr. Pedro Antonio
 11. Mr. Macario Mendoza
7. **Grant:** *“Promotores Comunitarios y Energías Renovables”*
 Category: Agroecology
 Landscape: Sustainable Forestry
 Organization: Tuumben Kooben S.C De R.L De C.V.
 State: Quintana Roo
 12. Ms. Dulce Magaña
8. **Grant:** *“Ajuste de Plan de Manejo Forestal e integración de una comercializadora”*
 Category: Forestry
 Landscape: Sustainable Forestry
 Organization: Sociedad de Productores Forestales Ejidales de Quintana Roo S.C
 State: Quintana Roo
 13. Mr. Hugo Galletti
 14. Mr. Cristóbal Medina
9. **Grant:** *“Fortalecimiento comunitario para el control y monitoreo del pez león”*
 Category: Invasive Species Control
 Landscape: Coastal Seascape
 Organization: Sociedad Cooperativa de Producción Pesquera “Pescadores del Banco Chinchorro” S.C. de R.L.
 State: Quintana Roo
 15. Ms. Martha Hernández
 16. Mr. Miguel Mateo Sabido

- 10. Grant: “Ecoturismo entre cocodrilos y manglares Isla Arena”**
 Category: Community tourism
 Landscape: Coastal Seascape
 Organization: Wotoch Aayin S. C. de R. L.
 State: Campeche
 17. Ms. Rossana Rivero
- 11. Grant: “Sustentabilidad y las siguientes Generaciones de Pescadores”**
 Category: Aquaculture and fishing
 Landscape: Coastal Seascape
 Organization: Comunidad y Biodiversidad, A.C.
 Estado: Quintana Roo
 18. Ms. Inés Lopez
- 12. Grant: “Incremento de colonias de coral mediante el turismo alternativo”**
 Category: Community tourism
 Landscape: Coastal Seascape
 Organization: Oceanus, A.C.
 State: Quintana Roo
 19. Ms. Gabriela Nava
 20. Mr. Miguel García
- 13. Grant: “Engorda de Pulpo “Baby” en Cautiverio en Sisal”**
 Category: Aquaculture and fishing
 Landscape: Coastal Seascape
 Organization: Moluscos Del Mayab S.C. De R.L.
 State: Yucatan
 21. Mr. Francisco Daniel Méndez
 22. Mr. Adriano Cob
- 14. Grant: “Rescate Agroecológico y Comercialización del Cultivo de Cacao en Comalcalco, Tabasco”**
 Category: Agroforestry
 Landscape: Agroforestry
 Organization: Alternativas de Vida Solidaria para el Desarrollo y la Paz A.C.
 State: Tabasco
 23. Mr. Eduardo Martínez
- 15. Grant: “Fortalecimiento de producción de café indígena en Chiapas”**
 Category: Agroforestry
 Landscape: Agroforestry
 Organization: Tierra Nueva Asesoría, S.C.
 State: Tabasco Chiapas
 24. Mr. Atzin Calvillo
- 16. Grant: “Prácticas Agrosilvoculturales: aprendizajes, saberes locales, biodiversidad y comunidad”**
 Category: Agroecology
 Landscape: Ususumacinta and Grijalva rivers Watershed
 Organization: Centro de Apoyo Solidario Documentación y Estudio, A.C. MOOTS
 State: Tabasco
 25. Ms. Claudia Tabasco
 26. Ms. Alejandra De Velasco
- 17. Grant: “Creciendo Raíces, Impulsando Mujeres Ebanistas del Ejido Caoba”**
 Category: Forestry
 Landscape: Sustainable Forestry
 Organization: Ejido Caoba
 State: Quintana Roo
 27. Ms. Juana Sanchez, Ejido Caoba
 28. Ms. Ana Laura Mateo Ake, Ejido Caoba

- 18. Grant:** *“Resiliencia de la Apicultura Comunitaria en los Sistemas Milpero y Forestal de la Península de Yucatán, Fortaleciendo la Organización ALIANZA MAYA POR LAS ABEJAS KABNALO’ON”*
 Category: Beekeeping
 Landscape: Crosscutting
 Organization: Consejo Civil Mexicano Para La Silvicultura Sostenible A.C.
 State: N/A, Regional
 29. Ms. Sara Cuervo
 30. Ms. Shanty Acosta
 31. Mr. José Moo Pat
- 19. Grant:** *“Propuesta de estrategia de paisaje del PPD, paisaje Cuencas de Tabasco”*
 Category: Landscape Strategy
 Landscape: Landscape Strategy
 Organization: Cecropia soluciones locales a retos globales AC
 State: Tabasco
 State: Tabasco
 32. Mr. Juan Carlos Franco
- 20. Grant:** *“Mejoramiento Participativo de la Milpa como Sistema Agroforestal”*
 Category: Agroecology
 Landscape: Forest and Milpa
 Organization: Red de productores de servicios ambientales “Ya’ax Sot’ Oot’ Yook’ol Kaab” A.C.
 State: Quintana Roo
 33. Mr. Miguel Ku Balam
- 21. Grant:** *“Conservar, Producir y Comercializar Productos Derivados del Ramón”*
 Category: Forestry
 Landscape: Sustainable Forestry
 Organization: Selva Viva 3G SC de RL de CV
 State: Yucatán
 34. Ms. Ema Ligia Rivero
 35. Ms. Cristina Rodríguez
 36. Ms. Martina López
 37. Ms. Adriana Gómez
 38. Ms. Maria Del Carmen Chablemon
 39. Ms. Inés Castillo
- 22. Grant:** *“Acuacultura Sostenible; Conservación y Cultivo de Pejelagarto”*
 Category: Aquaculture and fishing
 Landscape: Usumacinta and Grijalva rivers Watershed
 Organization: Sociedad Cooperativa Santa Rosalia De Buxhina SC De RL de CV
 State: Chiapas
 40. Ms Esmeralda León
 41. Mr. Feliciano Alberto Campos
- 23. Grant:** *“Creación de una Red Peninsular de Turismo Comunitario”*
 Category: Strategic Project
 Landscape: Crosscutting
 Organization: Turismo Alternativo Comunitario S.C. De R.L. De C.V.
 State: Yucatán
 42. Mr. Samuel Jouault
 43. Mr. Manuel Xool
 44. Ms. Gloria Dzib
 45. Mr. Raúl García
 46. Mr. Román Camal
 47. Ms. Sandy Euan
 48. Ms. Leticia Valenzuela
 49. Mr. Alejandro Montañez

- 24. Grant: “Acuicultura Sustentable con Especies Endémicas de Tabasco”**
 Category: Aquaculture and fishing
 Landscape: Usumacinta and Grijalva rivers Watershed
 Organization: Vida En Verde América A.C.
 State: Tabasco
 50. Mr. Job Damián Pérez
 51. Ms. Sheyla De Jesús Gómez
- 25. Grant: “Fortalecimiento de la Producción de Café con Prácticas Agroecológicas”**
 Category: Agroforestry
 Landscape: Agroforestry
 Organization: Centro de Experimentación para el Desarrollo Comunitario Tzeltal, A.C.
 State: Chiapas
 52. Mr. José Pérez
 53. Mr. Tomas Gómez
 54. Mr. Nicolás Gonzales
 55. Mr. Ignacio Gómez
- 26. Grant: “Evaluación socio-Ecológica del Pez Diablo y su Potencial Aprovechamiento”**
 Category: Invasive Species Control
 Landscape: Usumacinta and Grijalva rivers Watershed
 Organization: Conservación De La Biodiversidad Del Usumacinta A.C. (COBIUS)
 State: Tabasco
 56. Mr. Gilberto Pozo
 57. Mr. Jorge López
 58. Ms. Rosita Pozo
- 27. Grant: “Turismo alternativo comunitario, biodiversidad y economía circular”**
 Category: Community Tourism
 Landscape: Forest and Milpa
 Organization: ZAAZ KOOLEN HAA S.C. de R.L. de C.V.
 State: Yucatán
 59. Mr. Hector Chau
- 28. Grant: “Especies Invasoras que Vulneran el Paisaje del Caribe”**
 Category: Community Tourism
 Landscape: Usumacinta and Grijalva rivers Watershed
 Organization: Amigos De Sian Kaan A.C.
 State: Quintana Roo
 60. Ms. Rosa María Loreto

Grants (stakeholders met in the field by the National Evaluator)

- 1. Grant: “Consolidación de la Red Peninsular de Organizaciones Apícolas”**
 Category: Beekeeping
 Landscape: Forest and Milpa
 Organization: EDUCE, A.C.
 State: Yucatan
 61. Mr. Juan Ramón
 62. Mr. Miguel Angel García
 63. Mr. Juan Ocaranza
- 2. Grant: “Diversificación para la Sostenibilidad”**
 Category: Beekeeping
 Landscape: Forest and Milpa
 Organization: Xjon-Ha ac De Sudzal, SC De RL De CV
 State: Yucatan
 64. Mr. Jorge Chan
 65. Ms. María del Carmen Bovadilla
 66. Mr. Desiderio Chan
 67. Mr. Raúl Alfredo Valencia

3. **Grant:** *“Fortalecimiento de la producción orgánica en Sahcabchén”*
 Category: Agroecology
 Landscape: Forest and Milpa
 Organization: Ceibo Milenario S.C. de R.L. de C.V.
 State: Campeche
 68. Mr. Antonio Rivero
 69. Mr. Carlos Rivero

4. **Grant:** *“Red de Productores Agroecológicos de los Chenes”*
 Category: Agroecology
 Landscape: Forest and Milpa
 Organization: Ka Kuxtal Much Meyaj A.C.
 State: Campeche
 70. Mr. Decelio Salazar
 71. Mr. Jesús Rueda

5. **Grant:** *“Aprovechamiento Sustentable de Semilla de Ramón por Mujeres”*
 Category: Forestry
 Landscape: Sustainable Forestry
 Organization: Ejido Nuevo Becal
 State: Campeche
 72. Ms. María del Carmen Coronel
 73. Ms. Ana Carolina Durán
 74. Ms. Benita Pérez
 75. Ms. María Elizabeth González
 76. Ms. Santa Petronila López
 77. Ms. Maruca López
 78. Ms. Rosaura Juárez
 79. Ms. Francisca Castillo
 80. Ms. María Isabel Cardeña
 81. Ms. Rosa Gloria Camacho
 82. Ms. Lorenza Sánchez
 83. Ms. Rosaura Córdoba

6. **Grant:** *“Restauración de áreas degradadas en Calakmul, Campeche”*
 Category: Agroforestry
 Landscape: Sustainable Forestry
 Organization: Iniciativa para el Desarrollo Integral Comunitario del Sureste A. C.
 State: Campeche
 84. Mr. Alberto Villaseñor
 85. Ms. Nelly Perez

7. **Grant:** *“Integración de la Cadena de Valor”*
 Category: Beekeeping
 Landscape: Sustainable Forestry
 Organization: Usaec Apicultores S.C. De R.L. De C.V.
 State: Campeche
 86. Ms. Norma María Ek
 87. Mr. Onofre Oliveros
 88. Anastasio Oliveros
 89. Alejandro Oliveros

8. **Grant:** *“Turismo Naturaleza en Humedales de Ría de Sabancuy”*
 Category: Community Tourism
 Landscape: Usumacinta and Grijalva rivers
 Organization: Isla Valor SC de RL de CV
 State: Campeche
 90. Jesús Atocha Damas
 91. Concepción Nall

9. Grant: “Red Juvenil de Turismo Agroecológico y Educación Ambiental”

Category: Agroecology

Landscape: Sustainable Forestry

Organization: Juventud, Género y Prácticas Ambientales A.C.

State: Campeche

- 92. Mr. Gumerindo Martínez
- 93. Mrs. Carla Monserrat Arcos
- 94. Mr. Erick Vázquez
- 95. Mrs. Dulce Yamileth Servín
- 96. Mr. Abimelec Arcos
- 97. Mr. Jair Damián May
- 98. Mr. José Sánchez

10. Grant: “Turismo Alternativo en Humedales de Isla Aguada”

Category: Community Tourism

Landscape: Usumacinta and Grijalva rivers

Organization: Cooperativa de Bienes y Servicios Turísticos Isla de Pájaros SC de RL de CV

State: Campeche

- 99. Mrs. Lorena Benítez
- 100. Mr. Raúl García

11. Grant: “Pesca Sustentable Isla Aguada Campeche”

Category: Acuaculture and fisheries

Landscape: Usumacinta and Grijalva rivers

Organization: La Fragata De Isla Aguada SC De RL De CV |

State: Campeche

- 101. Mr. Santiago Salazar

Annex 4 - List of documents reviewed/consulted

The following documents and reports have been consulted for the formulation of the TE report:

- ✓ *Convocatorias* (Calls for proposals)
 - Year 2018
 - Year 2019
 - Year 2021
 - Year 2022
- ✓ Core Indicator Worksheet
- ✓ *Desarrollo de Base de Datos y Sistemas de Información Geográfica para el PPD México – Reportes 1 y 2*
- ✓ *Estrategia de resiliencia de paisajes 2020-2030 Programa de Pequeñas Donaciones México*
- ✓ *Estrategias de paisaje* (Landscape strategies)
 - *Estrategia para la resiliencia del paisaje de café y cacao de Chiapas y Tabasco 2020 –2030*
 - *Estrategia para la resiliencia del paisaje costero del Golfo de México y Caribe 2020 – 2030*
 - *Estrategia del paisaje de la cuenca baja Grijalva-Usumacinta 2020 – 2030*
 - *Estrategia para la resiliencia del paisaje forestal milpero de la península de Yucatán 2020 – 2030*
 - *Estrategia del paisaje forestal maderable y no maderable de la península de Yucatán 2020 – 2030*
- ✓ *Estrategia Nacional de Biodiversidad de México y Plan de Acción 2016-2030. CONABIO*
- ✓ Extension related documentation
- ✓ GEF-6 Programming Directions
- ✓ Ley General de Cambio Climático, 2012
- ✓ Management Response to the MTR
- ✓ Mid Term Review (MTR) Report, 2019
- ✓ National Steering Committee Minutes of the Meetings (various)
- ✓ *Plan Nacional de Desarrollo 2013-2018*
- ✓ *Plan Nacional de Desarrollo 2019-2024*
- ✓ *Planes de trabajo* (Annual Work plans):
 - Year 2019
 - Year 2020
 - Year 2021
- ✓ *Programa Especial de Cambio Climático 2021-2024, Semarnat*
- ✓ *Programa Nacional de Áreas Naturales Protegidas 2013-2018, CONANP*
- ✓ *Programa Nacional de Áreas Naturales Protegidas 2020-2024, CONANP*
- ✓ *Programa Nacional PROIGUALDAD 2020-2024.*
- ✓ *Programa Sectorial de Turismo 2020-2024. SECTUR*
- ✓ Project Document: Sixth Operational Phase of the GEF Small Grants Program in Kenya, with annexes

- ✓ Project extension related documents
 - Project Extension Request Form (UNDP)
 - Project Request Extension (UNOPS)
 - Extension Request Approval
- ✓ Project Implementation Reviews
 - Year 2019
 - Year 2020
 - Year 2021
- ✓ Small grants Database
- ✓ Small grants related documentation – selected grants
- ✓ UNDP Country Programme Document 2021 -2025
- ✓ UNDP Strategic Plan 2022-2025
- ✓ UN Sustainable Development Cooperation Framework (2020-2025)

The following institutional websites have been consulted:

- ✓ <https://sgp.undp.org>
- ✓ <https://www.undp.org/sustainable-development-goals>
- ✓ <https://www.ppdmexico.org>

Annex 5 - Evaluation Question Matrix

Evaluation questions	Indicators	Sources of data	Methodology
Criterion: relevance			
Is the project relevant to the GEF Focal Area objectives?	Extent to which the project's objectives and activities were in line with the GEF Focal Area objectives	ProDoc, PIRs, Project staff, UNDP Officers, Public Officers, NGOs, Communities and <i>Ejidos</i>	ProDoc, PIRs, Project staff, UNDP Officers, Public Officers, NGOs, Communities and <i>Ejidos</i>
Is the project relevant to the GEF biodiversity focal area and other relevant focal areas?			
Is the project relevant to Mexico's environment and sustainable development objectives?	Extent to which the project's objectives and activities were in line with Mexico's environment and sustainable development objectives	ProDoc, PIRs, National policies and programmes, Project staff, UNDP Officers, Public Officers, NGOs, Communities and <i>Ejidos</i>	ProDoc, PIRs, Project staff, UNDP Officers, Public Officers, NGOs, Communities and <i>Ejidos</i>
Is the project addressing the needs of target beneficiaries at the local and national levels?	Extent to which the project's objectives and activities were in line with the needs of target beneficiaries at the local and national levels?	ProDoc, PIRs, Project staff, UNDP Officers, Public Officers, NGOs, Communities and <i>Ejidos</i>	ProDoc, PIRs, Project staff, UNDP Officers, Public Officers, NGOs, Communities and <i>Ejidos</i>
Is the project internally coherent in its design?	Extent to which the project activities were likely to contribute to the achievement of project objectives	ProDoc, Results Framework, Project staff	ProDoc, PIRs, Project staff
How is the project relevant with respect to other donor-supported activities?	Extent to which the project's objectives and activities were in line with other donor-supported activities?	ProDoc, PIRs, National policies and programmes, Project staff, UNDP Officers, Public Officers, NGOs, Communities and <i>Ejidos</i>	ProDoc, PIRs, Project staff, UNDP Officers, Public Officers, NGOs, Communities and <i>Ejidos</i>
Does the project provide relevant lessons and experiences for other similar projects in the future?	Identification of lessons learned	ProDoc, PIRs, National policies and programmes, Project staff, UNDP Officers, Public Officers, NGOs, Communities and <i>Ejidos</i>	ProDoc, PIRs, Project staff, UNDP Officers, Public Officers, NGOs, Communities and <i>Ejidos</i>
Is the GEF SGP project's theory of change clearly articulated?	Identification of the project's theory of change	ProDoc, Results Framework, Project staff	ProDoc, PIRs, Project staff
How did the GEF SGP Project contribute towards and advance gender equality aspirations of the Government of Mexico?	Identification of contributions towards gender equality aspirations of the Government of Mexico?	ProDoc, PIRs, National policies and programmes, Project staff, UNDP Officers, Public Officers, NGOs, Communities and <i>Ejidos</i>	ProDoc, PIRs, Project staff, UNDP Officers, Public Officers, NGOs, Communities and <i>Ejidos</i>
How well does the GEF SGP project react to changing work environments and how well is the design able to adjust to changing external circumstances?	Identification of changing external circumstances and adjustments made to achieve project objectives	ProDoc, PIRs, Project staff, UNDP Officers, Public Officers, NGOs, Communities and <i>Ejidos</i>	ProDoc, PIRs, Project staff, UNDP Officers, Public Officers, NGOs, Communities and <i>Ejidos</i>
Criterion: Effectiveness and results			
Has the project been effective in achieving the expected outcomes and objectives?	Extent to which the project's actual outputs/outcomes and objectives were commensurate with what was planned.	ProDoc, Results Framework, Project staff, NGOs, Communities and <i>Ejidos</i>	ProDoc, PIRs, Project staff, NGOs, Communities and <i>Ejidos</i>

How is risk and risk mitigation being managed?	Identification of risks and efficacy of mitigation measures put in place	ProDoc, PIRs, Project staff, UNDP Officers, Public Officers, NGOs, Communities and <i>Ejidos</i>	ProDoc, PIRs, Project staff, UNDP Officers, Public Officers, NGOs, Communities and <i>Ejidos</i>
What lessons can be drawn regarding effectiveness for other similar projects in the future?	Identification of lessons learned	ProDoc, PIRs, National policies and programmes, Project staff, UNDP Officers, Public Officers, NGOs, Communities and <i>Ejidos</i>	ProDoc, PIRs, Project staff, UNDP Officers, Public Officers, NGOs, Communities and <i>Ejidos</i>
Criterion: Efficiency			
Was adaptive management used or needed to ensure efficient resource use?	Identification of changes to project's logical framework and work plan. Identification of needs for such changes	ProDoc, PIRs, Work Plans, Project staff	ProDoc, PIRs, Work Plans, Project staff
Did the project's logical framework and work plan and any changes made to them be used as management tools during implementation?			
Were the accounting and financial systems in place adequate for project management and producing accurate and timely financial information?	Extent to which accounting and financial systems were in place adequate for project management and producing accurate and timely financial information	ProDoc, PIRs, Work Plans, Budget, Project staff	ProDoc, PIRs, Work Plans, Budget, Project staff
Were progress reports produced accurately, timely and responded to reporting requirements including adaptive management changes?	Extent to which progress reports were accurate, timely and responding to reporting requirement, and identification of adaptive management changes if relevant	ProDoc, PIRs, Work Plans, Project staff	ProDoc, PIRs, Work Plans, Project staff
Was project implementation as cost effective as originally proposed (planned vs. actual)	Whether the project completed the planned activities and met or exceeded the expected outcomes in terms of achievement of global environmental and development objectives according to schedule, and as cost-effective as initially planned.	ProDoc, PIRs, Work Plans, MoA, Project staff	ProDoc, PIRs, Work Plans, MoA Project staff
Did the leveraging of funds (co-financing) happen as planned?	Evidence of co-financing	ProDoc, PIRs, Work Plans, Budget, Project staff, Public Officers	ProDoc, PIRs, Work Plans, Budget, Project staff
Were financial resources utilized efficiently? Could financial resources have been used more efficiently?	Extent to which project funds and activities were delivered in a timely and transparent manner	ProDoc, PIRs, Work Plans, Budget, Project staff, Public Officers	ProDoc, PIRs, Work Plans, Budget, Project staff, Public Officers
How was results-based management used during project implementation?	Evidence of the use of results-based management during project implementation	ProDoc, PIRs, National policies and programmes, Project staff, UNDP Officers, Public Officers, NGOs, Communities and <i>Ejidos</i>	ProDoc, PIRs, Project staff, UNDP Officers, Public Officers, NGOs, Communities and <i>Ejidos</i>
To what extent partnerships/linkages between institutions/ organizations were encouraged and supported?	Extent to which partnerships/linkages between institutions/ organizations were encouraged and supported	ProDoc, PIRs, Work Plans, Project staff, Public Officers	ProDoc, PIRs, Work Plans, Project staff, Public Officers

Which partnerships/linkages were facilitated?	Identification of partnerships/linkages facilitated by the Project	ProDoc, PIRs, Work Plans, Project staff, Public Officers	ProDoc, PIRs, Work Plans, Project staff, Public Officers
What was the level of efficiency of cooperation and collaboration arrangements?	Extent to which cooperation and collaboration arrangements were efficient in delivering results	ProDoc, PIRs, National policies and programmes, Project staff, UNDP Officers, Public Officers, NGOs, Communities and <i>Ejidos</i>	ProDoc, PIRs, Project staff, UNDP Officers, Public Officers, NGOs, Communities and <i>Ejidos</i>
Did the project efficiently utilize local capacity in implementation?	Extent to which local capacities were utilized in the implementation of the project	ProDoc, PIRs, Work Plans, MoA, Project staff, Public Officers, NGOs, Communities and <i>Ejidos</i>	ProDoc, PIRs, Project staff, UNDP Officers, Public Officers, NGOs, Communities and <i>Ejidos</i>
What lessons can be drawn regarding efficiency for other similar projects in the future?	Identification of lessons learned	ProDoc, PIRs, National policies and programmes, Project staff, UNDP Officers, Public Officers, NGOs, Communities and <i>Ejidos</i>	ProDoc, PIRs, Project staff, UNDP Officers, Public Officers, NGOs, Communities and <i>Ejidos</i>
Criterion: Coordination			
To what extent the project adopted a coordinated and participatory approach in mainstreaming gender into policies and programs?	Extent to which the project adopted a coordinated and participatory approach in mainstreaming gender into policies and programs	ProDoc, PIRs, National policies and programmes, Project staff, UNDP Officers, Public Officers, NGOs, Communities and <i>Ejidos</i>	ProDoc, PIRs, Project staff, UNDP Officers, Public Officers, NGOs, Communities and <i>Ejidos</i>
To what extent the project was effective in coordinating its activities with relevant development partners, donors, CSO, NGOs and academic institutions?	Extent of coordination with relevant partners, donors, CSO, NGOs and academic institutions and identification of its relative importance to achieve project's objectives	ProDoc, PIRs, National policies and programmes, Project staff, UNDP Officers, Public Officers, NGOs, Communities and <i>Ejidos</i>	ProDoc, PIRs, Project staff, UNDP Officers, Public Officers, NGOs, Communities and <i>Ejidos</i>
Criterion: Sustainability			
Were sustainability issues integrated into the design and implementation of the project?	Identification of sustainability issues integrated into the design and implementation of the Project	ProDoc, PIRs, National policies and programmes, Project staff, UNDP Officers, Public Officers, NGOs, Communities and <i>Ejidos</i>	ProDoc, PIRs, Project staff, UNDP Officers, Public Officers, NGOs, Communities and <i>Ejidos</i>
Did the project adequately address financial and economic sustainability issues?	Extent to which the project adequately addressed financial and economic sustainability issues	ProDoc, PIRs, National policies and programmes, Project staff, UNDP Officers, Public Officers, NGOs, Communities and <i>Ejidos</i>	ProDoc, PIRs, Project staff, UNDP Officers, Public Officers, NGOs, Communities and <i>Ejidos</i>
Are the recurrent costs after project completion sustainable?	Identification of recurrent costs	ProDoc, PIRs, National policies and programmes, Project staff, UNDP Officers, Public Officers, NGOs, Communities and <i>Ejidos</i>	ProDoc, PIRs, Project staff, UNDP Officers, Public Officers, NGOs, Communities and <i>Ejidos</i>
What are the main institutions / organizations in the country that will take the project efforts forward after project ends and what is the budget, they have assigned to this?	Identification of the main institutions / organizations in the country that will take the project efforts forward after project ends and what is the budget, they have assigned to this	ProDoc, PIRs, National policies and programmes, Project staff, UNDP Officers, Public Officers, NGOs, Communities and <i>Ejidos</i>	ProDoc, PIRs, Project staff, UNDP Officers, Public Officers, NGOs, Communities and <i>Ejidos</i>
Were the results of efforts made during the project implementation period well	Extent to which the organizations and their internal systems and procedures assimilated the results of efforts made during the project implementation period	ProDoc, PIRs, National policies and programmes, Project staff, UNDP Officers, Public Officers, NGOs, Communities and <i>Ejidos</i>	ProDoc, PIRs, Project staff, UNDP Officers, Public Officers, NGOs, Communities and <i>Ejidos</i>

assimilated by organizations and their internal systems and procedures?			
Is there evidence that project partners will continue their activities beyond project support?	Identification of evidence that project partners will continue their activities beyond project support	ProDoc, PIRs, National policies and programmes, Project staff, UNDP Officers, Public Officers, NGOs, Communities and <i>Ejidos</i>	ProDoc, PIRs, Project staff, UNDP Officers, Public Officers, NGOs, Communities and <i>Ejidos</i>
What degree is there of local ownership of initiatives and results?	Degree of local ownership of initiatives and results	ProDoc, PIRs, National policies and programmes, Project staff, UNDP Officers, Public Officers, NGOs, Communities and <i>Ejidos</i>	ProDoc, PIRs, Project staff, UNDP Officers, Public Officers, NGOs, Communities and <i>Ejidos</i>
Were laws, policies and frameworks addressed through the project, in order to address sustainability of key initiatives and reforms?	Identification of laws, policies and frameworks addressed through the project, in order to address sustainability of key initiatives and reforms	ProDoc, PIRs, National policies and programmes, Project staff, UNDP Officers, Public Officers, NGOs, Communities and <i>Ejidos</i>	ProDoc, PIRs, Project staff, UNDP Officers, Public Officers, NGOs, Communities and <i>Ejidos</i>
What is the level of political commitment to build on the results of the project?	Identification of political commitment to build on the results of the project	ProDoc, PIRs, National policies and programmes, Project staff, UNDP Officers, Public Officers, NGOs, Communities and <i>Ejidos</i>	ProDoc, PIRs, Project staff, UNDP Officers, Public Officers, NGOs, Communities and <i>Ejidos</i>
Are there policies or practices in place that create perverse incentives that would negatively affect long-term benefits?	Identification of policies or practices in place that create perverse incentives that would negatively affect long-term benefits?	ProDoc, PIRs, National policies and programmes, Project staff, UNDP Officers, Public Officers, NGOs, Communities and <i>Ejidos</i>	ProDoc, PIRs, Project staff, UNDP Officers, Public Officers, NGOs, Communities and <i>Ejidos</i>
Are there adequate incentives to ensure sustained benefits achieved through the project?	Identification of adequate incentives to ensure sustained benefits achieved through the project	ProDoc, PIRs, National policies and programmes, Project staff, UNDP Officers, Public Officers, NGOs, Communities and <i>Ejidos</i>	ProDoc, PIRs, Project staff, UNDP Officers, Public Officers, NGOs, Communities and <i>Ejidos</i>
Are there risks to the environmental benefits that were created or that are expected to occur?	Identification of risks to the environmental benefits that were created or that are expected to occur	ProDoc, PIRs, National policies and programmes, Project staff, UNDP Officers, Public Officers, NGOs, Communities and <i>Ejidos</i>	ProDoc, PIRs, Project staff, UNDP Officers, Public Officers, NGOs, Communities and <i>Ejidos</i>
Are there long-term environmental threats that have not been addressed by the project?	Identification of environmental threats that have not been addressed by the project	ProDoc, PIRs, National policies and programmes, Project staff, UNDP Officers, Public Officers, NGOs, Communities and <i>Ejidos</i>	ProDoc, PIRs, Project staff, UNDP Officers, Public Officers, NGOs, Communities and <i>Ejidos</i>
Have any new environmental threats emerged in the project's lifetime?	Identification of environmental threats emerged in the project's lifetime	ProDoc, PIRs, National policies and programmes, Project staff, UNDP Officers, Public Officers, NGOs, Communities and <i>Ejidos</i>	ProDoc, PIRs, Project staff, UNDP Officers, Public Officers, NGOs, Communities and <i>Ejidos</i>
Is the capacity in place at the regional, national and local levels adequate to ensure sustainability of the results achieved to date?	Extent to which capacity is in place at the regional, national and local levels adequate to ensure sustainability of the results achieved to date	ProDoc, PIRs, National policies and programmes, Project staff, UNDP Officers, Public Officers, NGOs, Communities and <i>Ejidos</i>	ProDoc, PIRs, Project staff, UNDP Officers, Public Officers, NGOs, Communities and <i>Ejidos</i>
Is there potential to scale up or replicate project activities?	Identification of potential to scale up or replicate project activities	ProDoc, PIRs, National policies and programmes, Project staff, UNDP Officers, Public Officers, NGOs, Communities and <i>Ejidos</i>	ProDoc, PIRs, Project staff, UNDP Officers, Public Officers, NGOs, Communities and <i>Ejidos</i>

Did the project's Exit Strategy actively promote replication?	Identification of project's Exit Strategy actively and how it promoted replication	ProDoc, PIRs, National policies and programmes, Project staff, UNDP Officers, Public Officers, NGOs, Communities and <i>Ejidors</i>	ProDoc, PIRs, Project staff, UNDP Officers, Public Officers, NGOs, Communities and <i>Ejidors</i>
Which areas/arrangements under the project show the strongest potential for lasting long-term results?	Identification of areas/arrangements under the project show the strongest potential for lasting long-term results?	ProDoc, PIRs, National policies and programmes, Project staff, UNDP Officers, Public Officers, NGOs, Communities and <i>Ejidors</i>	ProDoc, PIRs, Project staff, UNDP Officers, Public Officers, NGOs, Communities and <i>Ejidors</i>
What are the key challenges and obstacles to the sustainability of results of the project initiatives that must be directly and quickly addressed?	Identification of key challenges and obstacles to the sustainability of results of the project initiatives that must be directly and quickly addressed	ProDoc, PIRs, National policies and programmes, Project staff, UNDP Officers, Public Officers, NGOs, Communities and <i>Ejidors</i>	ProDoc, PIRs, Project staff, UNDP Officers, Public Officers, NGOs, Communities and <i>Ejidors</i>
Criterion: Gender equality and women's empowerment			
What factors contributed or influenced GEF SGP Mexico project's ability to positively contribute to policy change from a gender perspective and women's economic empowerment?	Identification of factors contributed or influenced GEF SGP Mexico project's ability to positively contribute to policy change from a gender perspective and women's economic empowerment	ProDoc, PIRs, National policies and programmes, Project staff, UNDP Officers, Public Officers, NGOs, Communities and <i>Ejidors</i>	ProDoc, PIRs, Project staff, UNDP Officers, Public Officers, NGOs, Communities and <i>Ejidors</i>

Annex 6 - TE Rating scale

Ratings for M&E, IA & EA Execution and Assessment of Outcomes (Relevance, Effectiveness, Efficiency and Overall Project Outcome Rating)	Rating for Sustainability
<p>6= Highly Satisfactory (HS): exceeds expectations and/or no shortcomings</p> <p>5= Satisfactory (S): meets expectations and/or no or minor shortcomings</p> <p>4= Moderately Satisfactory (MS): more or less meets expectations and/or some shortcomings</p> <p>3= Moderately Unsatisfactory (MU): somewhat below expectations and/or significant shortcomings</p> <p>2= Unsatisfactory (U): substantially below expectations and/o major shortcomings</p> <p>1= Highly Unsatisfactory (HU):severe shortcomings</p> <p>Unable to Assess (U/A): available information does not allow an assessment</p>	<p>4= Likely (L): negligible risks to sustainability</p> <p>3= Moderately Likely (ML): moderate risks to sustainability</p> <p>2= Moderately Unlikely (MU): significant risks to sustainability</p> <p>1= Unlikely (U): severe risks to sustainability</p> <p>Unable to Assess (U/A): Unable to assess the expected incidence and magnitude of risks to sustainability</p>

The ratings will be derived from the findings described in the relevant section of the final TE report. Instead, The Overall Project Outcome rating will be calculated. Such calculation will be based on the ratings for relevance, effectiveness, and efficiency, of which relevance and effectiveness are critical.

The rating on relevance will determine whether the overall outcome rating will be in the unsatisfactory range (MU to HU = unsatisfactory range). If the relevance rating is in the unsatisfactory range then the overall outcome will be in the unsatisfactory range as well. However, where the relevance rating is in the satisfactory range (HS to MS), the overall outcome rating could, depending on its effectiveness and efficiency rating, be either in the satisfactory range or in the unsatisfactory range. The overall outcome achievement rating cannot be higher than the effectiveness rating. The overall outcome rating cannot be higher than the average score of effectiveness and efficiency criteria.

In cases where a project's result framework has been modified and approved, and if the modifications in the project impact, outcomes and outputs have not scaled down their overall scope, the TE team should assess outcome achievements based on the revised results framework. In instances where the scope of the project objectives and outcomes has been scaled down, the magnitude of and necessity for downscaling is taken into account and despite achievement of results as per the revised results framework, where appropriate, a lower outcome effectiveness rating may be given.

Annex 7 - Core Indicator Worksheet at TE

Core Indicator 1		Terrestrial protected areas created or under improved management for conservation and sustainable use				(Hectares)			
		Hectares (1.1+1.2)							
		Expected			Achieved				
		PIF stage	Endorsement	MTR	TE				
Indicator 1.1		Terrestrial protected areas newly created							
Name of Protected Area	WDP A ID	IUCN category	Hectares						
			Expected			Achieved			
			PIF stage	Endorsement	MTR	TE			
		(select)							
		(select)							
		Sum							
Indicator 1.2		Terrestrial protected areas under improved management effectiveness							
Name of Protected Area	WDP A ID	IUCN category	Hectares	METT Score					
				Baseline		Achieved			
					Endorsement	MTR	TE		
		(select)							
		(select)							
		Sum							
Core Indicator 2		Marine protected areas created or under improved management for conservation and sustainable use				(Hectares)			
		Hectares (2.1+2.2)							
		Expected			Achieved				
		PIF stage	Endorsement	MTR	TE				
Indicator 2.1		Marine protected areas newly created							
Name of Protected Area	WDP A ID	IUCN category	Hectares						
			Expected			Achieved			
			PIF stage	Endorsement	MTR	TE			
		(select)							
		(select)							
		Sum							
Indicator 2.2		Marine protected areas under improved management effectiveness							
Name of Protected Area	WDP A ID	IUCN category	Hectares	METT Score					
				Baseline		Achieved			
				PIF stage	Endorsement	MTR	TE		
		(select)							
		(select)							
		Sum							
Core Indicator 3		Area of land restored				(Hectares)			
		Hectares (3.1+3.2+3.3+3.4)							
		Expected			Achieved				
		PIF stage	Endorsement	MTR	TE				
			42,000	6,669	136,006				
Indicator 3.1		Area of degraded agricultural land restored							
			Hectares						
			Expected			Achieved			
			PIF stage	Endorsement	MTR	TE			
		14 projects in the Milpa Landscape in Campeche, Quintana		N/A	170	702			

		Roo and in the Usumacinta watershed Landscape in Tabasco. 2 projects of restauration for beekeeping, 2 agroforestry projects, and 10 agrecological. Those projects include restoration practices to enhance soil and water conservation, erosion control, groundwater recharge, and improved vegetative cover.				
Indicator 3.2	Area of forest and forest land restored					
			Hectares			
			Expected		Achieved	
			PIF stage	Endorsement	MTR	TE
		1 strategic project of 5 forest communities sin Quintana Roo. 3 Non-Timber projects (palm and Nut tree) in Quintana Roo and Campeche. 4 ejidos with sustainable forest management in Quintana Roo and Yucatán. This forest land is undergoing ecological restauration.		N/A	6,479	135,143
Indicator 3.3	Area of natural grass and shrublands restored					
			Hectares			
			Expected		Achieved	
			PIF stage	Endorsement	MTR	TE
Indicator 3.4	Area of wetlands (including estuaries, mangroves) restored					
			Hectares			
			Expected		Achieved	
			PIF stage	Endorsement	MTR	TE
		2 projects of mangrove restauration in Yucatán		N/A	20	161
Core Indicator 4	Area of landscapes under improved practices (hectares; excluding protected areas)					(Hectares)
			Hectares (4.1+4.2+4.3+4.4)			
			Expected		Achieved	
			PIF stage	Endorsement	MTR	TE
			n/a	49,940	83,499	189,967
Indicator 4.1	Area of landscapes under improved management to benefit biodiversity					
			Hectares			
			Expected		Achieved	
			PIF stage	Endorsement	MTR	TE
		<i>One new certification by CONANP of "Area destinada voluntariamente a la conservación" in Laguna Om community, State of</i>			35,000	45,407

		<i>Quintanan Roo, 3 Community conservation area in Halacho, and 1 "Area destinada voluntariamente a la conservación" in Sacalum, both in state of Yucatán. 3 new forest management plan in Othon P Blanco, Quintana Roo. Those area are managed by communities to benefit biodiversity.</i>				
Indicator 4.2	Area of landscapes that meet national or international third-party certification that incorporates biodiversity considerations					
Third party certification(s): <i>FSC</i>		Hectares				
<i>Forest Stewardship Council Certification in 9 communities of Quintana Roo and Campeche state.</i>		Expected		Achieved		
		PIF stage	Endorsement	MTR	TE	
				48,000	143,801	
Indicator 4.3	Area of landscapes under sustainable land management in production systems					
			Hectares			
			Expected		Achieved	
			PIF stage	Endorsement	MTR	TE
		<i>Mixed activities (agroforestry, agroecology, new forest management) 5 cacao projects in Tabasco and Chiapas, 5 coffee projects in Chiapas, where soil, air, and water are managed in a sustainable manner</i>			499	759
Indicator 4.4	Area of High Conservation Value Forest (HCVF) loss avoided					
Include documentation that justifies HCVF		Hectares				
		Expected		Achieved		
		PIF stage	Endorsement	MTR	TE	
Core Indicator 5	Area of marine habitat under improved practices to benefit biodiversity				<i>(Hectares)</i>	
	1 new marine no take zone in Campeche (80 hectares), 3 lobster fishing cooperatives in Quintana Roo with improved management (4,421 hectares), 2 projects of invasive species management (19,000), 11 cooperatives with coastal ecotourism (12,368 hectares)				Endorsement: 18,000;	
					MTR: 16,071	
					TE: 35,790	
Indicator 5.1	Number of fisheries that meet national or international third-party certification that incorporates biodiversity considerations					
Third party certification(s):		Number				
		Expected		Achieved		
		PIF stage	Endorsement	MTR	TE	

Indicator 5.2		Number of large marine ecosystems (LMEs) with reduced pollution and hypoxial					
		Number					
		Expected			Achieved		
		PIF stage	Endorsement	MTR	TE		
Indicator 5.3		Amount of Marine Litter Avoided					
		Metric Tons					
		Expected			Achieved		
		PIF stage	Endorsement	MTR	TE		
Core Indicator 6		Greenhouse gas emission mitigated				(Metric tons of CO ₂ e)	
		Expected metric tons of CO ₂ e (6.1+6.2)					
		PIF stage	Endorsement	MTR	TE		
	Expected CO ₂ e (direct) 1 agroforestry - cacao project in Chiapas, 9 forestry projects in Quintana Roo, Campeche and Yucatán, 1 of community tourism in Yucatán		212,000 metric tons Error: the prodoc mentions 2,874,564	n/a			5,798,515 metric tons
	Expected CO ₂ e (indirect)						
Indicator 6.1		Carbon sequestered or emissions avoided in the AFOLU sector					
		Expected metric tons of CO ₂ e					
		PIF stage	Endorsement	MTR	TE		
	Expected CO ₂ e (direct)						
	Expected CO ₂ e (indirect)						
	Anticipated start year of accounting						
	Duration of accounting						
Indicator 6.2		Emissions avoided Outside AFOLU					
		Expected metric tons of CO ₂ e					
		Expected			Achieved		
		PIF stage	Endorsement	MTR	TE		
	Expected CO ₂ e (direct)						
	Expected CO ₂ e (indirect)						
	Anticipated start year of accounting						
	Duration of accounting						
Indicator 6.3		Energy saved					
		MJ					
		Expected			Achieved		
		PIF stage	Endorsement	MTR	TE		
Indicator 6.4		Increase in installed renewable energy capacity per technology					
		Capacity (MW)					
		Expected			Achieved		
		PIF stage	Endorsement	MTR	TE		
	Technology						
	(select)						
	(select)						
Core Indicator 7		Number of shared water ecosystems (fresh or marine) under new or improved cooperative management				(Number)	
Indicator 7.1		Level of Transboundary Diagnostic Analysis and Strategic Action Program (TDA/SAP) formulation and implementation					
		Rating (scale 1-4)					

		Shared water ecosystem	PIF stage	Endorsement	MTR	TE
Indicator 7.2	Level of Regional Legal Agreements and Regional Management Institutions to support its implementation					
		Shared water ecosystem	Rating (scale 1-4)			
			PIF stage	Endorsement	MTR	TE
Indicator 7.3	Level of National/Local reforms and active participation of Inter-Ministerial Committees					
		Shared water ecosystem	Rating (scale 1-4)			
			PIF stage	Endorsement	MTR	TE
Indicator 7.4	Level of engagement in IWLEARN through participation and delivery of key products					
		Shared water ecosystem	Rating (scale 1-4)			
			Rating		Rating	
			PIF stage	Endorsement	MTR	TE
Core Indicator 8	Globally over-exploited marine fisheries Moved to more sustainable levels					<i>(Metric Tons)</i>
Fishery Details			Metric Tons			
			PIF stage	Endorsement	MTR	TE
Core Indicator 9	Reduction, disposal/destruction, phase out, elimination and avoidance of chemicals of global concern and their waste in the environment and in processes, materials and products					<i>(Metric Tons)</i>
			Metric Tons (9.1+9.2+9.3)			
			Expected		Achieved	
			PIF stage	PIF stage	MTR	TE
Indicator 9.1	Solid and liquid Persistent Organic Pollutants (POPs) removed or disposed (POPs type)					
POPs type			Metric Tons			
			Expected		Achieved	
			PIF stage	Endorsement	MTR	TE
	(select)	(select)	(select)			
	(select)	(select)	(select)			
	(select)	(select)	(select)			
Indicator 9.2	Quantity of mercury reduced					
			Metric Tons			
			Expected		Achieved	
			PIF stage	Endorsement	MTR	TE
Indicator 9.3	Hydrochlorofluorocarbons (HCFC) Reduced/Phased out					
			Metric Tons			
			Expected		Achieved	
			PIF stage	Endorsement	MTR	TE
Indicator 9.4	Number of countries with legislation and policy implemented to control chemicals and waste					
			Number of Countries			
			Expected		Achieved	
			PIF stage	Endorsement	MTR	TE
Indicator 9.5	Number of low-chemical/non-chemical systems implemented particularly in food production, manufacturing and cities					
		Technology	Number			
			Expected		Achieved	
			PIF stage	Endorsement	MTR	TE

Indicator 9.6	Quantity of POPs/Mercury containing materials and products directly avoided					
	Metric Tons					
	Expected			Achieved		
	PIF stage	Endorsement	PIF stage	Endorsement		
Core Indicator 10	Reduction, avoidance of emissions of POPs to air from point and non-point sources					<i>(grams of toxic equivalent gTEQ)</i>
Indicator 10.1	Number of countries with legislation and policy implemented to control emissions of POPs to air					
	Number of Countries					
	Expected			Achieved		
	PIF stage	Endorsement	MTR	TE		
Indicator 10.2	Number of emission control technologies/practices implemented					
	Number					
	Expected			Achieved		
	PIF stage	Endorsement	MTR	TE		
Core Indicator 11	Number of direct beneficiaries disaggregated by gender as co-benefit of GEF investment					<i>(Number)</i>
	Number					
	Expected			Achieved		
	PIF stage	Endorsement	MTR	TE		
		Female	<i>n/a</i>	<i>n/a</i>	<i>910</i>	<i>1,991</i>
		Male	<i>n/a</i>	<i>n/a</i>	<i>1,185</i>	<i>3,013</i>
		<i>Total</i>	<i>n/a</i>	<i>n/a</i>	<i>2,095</i>	<i>5,004</i>