United Nations Development Programme

United Nations Development Programme

Project Document for projects
financed by the various GEF Trust Funds

Project title: Seventh Operational Phase of the GEF Small Grants Programme in Mexico		
Country: Mexico	**Implementing Partner (GEF Executing Entity):** UNOPS	**Execution Modality**: Agency-implemented
Contributing Outcome (UNDAF/CPD, RPD, GPD): By 2025, the Mexican State implements policies, strategies, and programmes that allow moving towards a green economy that promotes the mitigation of climate change and the strengthening of the institutional framework, taking into consideration energy efficiency, promotion of clean and renewable energy, production, consumption, transportation, cities, and sustainable agriculture, with a focus on health, human rights, gender, interculturality, life cycle, and territory. CPD Output 6. Supported strategies focused on consolidating conservation policy and sustainable management of ecosystems and biodiversity from a perspective of green economy and inclusion.		
UNDP Social and Environmental Screening Category: Moderate risk	**UNDP Gender Marker:** GEN 2	
Atlas Award ID: 128385	**Atlas Project/Output ID:** 122398	
UNDP-GEF PIMS ID number: 6540	**GEF Project ID number:** 10504	
LPAC meeting date: Expected June 2021		
Latest possible date to submit to GEF: 3 December 2021		
Latest possible CEO endorsement date: 3 June 2022		
Project duration in months: 60 months		
Planned start date: September 2021	**Planned end date:** August 2026	
Expected date of Mid-Term Review: December 2023	**Expected date of Terminal evaluation:** May 2026	
Brief project description: The Seventh Phase of the GEF Small Grants Program in Mexico will enable communities and organizations in seven landscapes and seascapes in the South and Southeast regions of Mexico, in the states of Campeche, Chiapas, Oaxaca, Puebla, Quintana Roo, Tabasco, and Yucatan, to take collective action to enhance the socio-ecological resilience of their production landscapes through a participatory landscape planning and management approach that supports multi-functional land-use systems aimed		

at optimizing ecosystem services for local and global environmental benefits. SGP will support specific community-based actions in each landscape by financing small-scale projects implemented by local community organizations and coordinating them within the priority landscapes to achieve landscape-scale impacts. The project will work in the context of existing public policies to promote landscape sustainability and connectivity in identified priority areas for maintenance of ecosystem services and biodiversity conservation, by means of a program of small grants to communities and their organizations. The grants will support activities such as promotion of timber and non-timber forest products, agroecology, agroforestry, landscape restoration and mitigation of climate change, among others. Besides small grants, the project will also work in the broader context by providing training, capacity building and advocacy for individuals and organizations to improve their participation in new value chains, influence public policies and contribute to the advancement of human rights to land and territory.

FINANCING PLAN	**USD**
GEF Trust Fund	4,481,210
UNDP TRAC resources	0
Confirmed cash co-financing to be administered by UNDP	0
(1) Total budget administered by UNDP	**USD 4,481,210**
CONFIRMED CO-FINANCING (*all other co-financing that is not cash co-financing administered by UNDP*)	
UNDP (BIOFIN and Disaster Risk Reduction Support Program), cash (investment mobilized)	855,000
UNDP (BIOFIN and Disaster Risk Reduction Support Program), in-kind (recurrent expenditures)	26,000
Secretaría de Medio Ambiente y Recursos Naturales (SEMARNAT), and Comisión Nacional de Áreas Naturales Protegidas (CONANP), in-kind (recurrent expenditures)	740,000
Instituto Nacional de la Economía Social, Secretaría de Bienestar (INAES), in-kind (recurrent expenditures)	692,468
Quintana Roo State Government, public investment (investment mobilized)	1,310,319
Yucatán State Government, public investment (investment mobilized)	463,458
Yucatán State Government, in-kind (recurrent expenditures)	1,036,542
CSOs (grantees), grant (investment mobilized)	460,000
CSOs (grantees), in-kind (recurrent expenditures)	2,650,000
Conservation International Mexico, cash (investment mobilized)	500,000
Conservation International Mexico, in-kind (recurrent expenditures)	1,000,000
The Nature Conservancy, cash (investment mobilized)	1,250,000
The Nature Conservancy, in-kind (recurrent expenditures)	1,250,000
(2) Total confirmed co-financing	**USD 12,233,787**
(3) Grand-Total Project Financing (1)+(2)	**USD 16,714,997**

Signatures:

Signature: print name below	Agreed by Government Development	**Date/Month/Year:** within 25 days of GEF CEO endorsement

	Coordination Authority[1]	
Signature: print name below	Agreed by Implementing Partner[2]	**Date/Month/Year:** within 25 days of GEF CEO endorsement
Signature: print name below	Agreed by UNDP[3]	**Date/Month/Year:** within 25 days of GEF CEO endorsement
Key GEF Project Cycle Milestones: **Project document signature**: within 25 days of GEF CEO endorsement **First disbursement date**: within 40 days of GEF CEO endorsement **Inception workshop date**: within 60 days of GEF CEO endorsement **Operational closure:** within 3 months of posting of TE to UNDP ERC **Financial closure:** within 6 months of operational closure		

[1] Other evidence of government agreement may be accepted in lieu of a signature, unless the programme country government requires a signature.

[2] Not required when UNDP is the implementing partner (i.e., DIM implementation modality). If a UN Agency is the implementing partner, and has signed a SBEAA with UNDP, then the Government Development Coordination Authority, UNDP and UN Agency sign the project document.

[3] For NIM projects this is the Resident Representative. For DIM projects in a single country this is the Resident Representative. For global, regional DIM projects this is BPPS.

Annex 1. ACRONYMS

ADVC	Áreas destinadas voluntariamente a la conservación (Voluntary Conserved Areas)
CBD	Convention on Biological Diversity
CBO	Community-Based Organization
CFE	Comisión Federal de Electricidad (Federal Electricity Commission)
CFP	Call for Proposals
COMDEKS	Community Development and Knowledge Management for the Satoyama Initiative
CSO	Civil Society Organization
CPT	Country Programme Team
CONABIO	National Commission for Knowledge and Use of Biodiversity (Comisión Nacional para el Conocimiento y Uso de la Biodiversidad)
CONAFOR	National Forestry Commission (Comisión Nacional Forestal)
CONANP	National Commission of Protected Areas (Comisión Nacional de Areas Naturales Protegidas)
FSP	Full Sized Project
GEF	Global Environment Facility
GEFSEC	Global Environment Facility Secretariat
GHG	Greenhouse Gas
ICCA	Indigenous Peoples´ and Local Communities Conserved Territories and Areas
INMUJERES	National Institute of Women (Instituto Nacional de las Mujeres)
KM	Knowledge Management
M&E	Monitoring and Evaluation
MTR	Mid-term Review
NSC	National Steering Committee
OP6	Sixth Operational Phase of the GEF Small Grants Programme in Mexico
OP7	Seventh Operational Phase of the GEF Small Grants Programme in Mexico
PIF	Project Identification Form
PIR	GEF Project Implementation Report
POPP	Programme and Operations Policies and Procedures
PPG	Project Preparation Grant
ProDoc	Project Document
RTA	Regional Technical Advisor
SADER	Ministry of Agriculture and Rural Development (Secretaría de Agricultura y Desarrollo Rural)
SBAA	Standard Basic Assistance Agreement between the Government of Mexico and UNDP
SEMARNAT	Ministry of Environment & Natural Resources (Secretaría de Medio Ambiente y Recursos Naturales)
SESP	Social and Environmental Screening Procedure
SENER	Ministry of Energy (Secretaría de Energía)
SGP	Small Grants Programme
SGP Mexico	GEF Small Grants Programme in Mexico
SSTrC	South-South and Triangular Cooperation
STAP	GEF Scientific Technical Advisory Panel
TE	Terminal Evaluation
TICCA	Abbreviation for Territories and areas conserved by indigenous peoples and local communities
UAIM	Unidad Agrícola e Industrial de la Mujer (Women's Agricultural and Industrial Unit).
UNCBD	United Nations Convention on Biological Diversity
UNCCD	United Nations Convention to Combat Desertification
UNDP	United Nations Development Programme
UNDP-GEF	UNDP Global Environmental Finance Unit
UNFCCC	United Nations Framework Convention on Climate Change
UNOPS	United Nations Office for Project Services
WHO	World Health Organization

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II. DEVELOPMENT CHALLENGE

II.1. Overview

During its Sixth Operational Phase (OP6), the Small Grants Programme in Mexico (SGP Mexico) adopted a landscape approach, aiming at reconciling conservation objectives with economic activities across a given landscape. The landscape-level approach recognizes that diverse ecosystems coexist within the same landscape, together with production systems and other human activities and their institutions; it combines natural resource management with environmental and livelihood considerations.

Since this perspective was adopted, five landscapes and seascapes have been geographically defined, highlighting their specific socio-cultural, ecological-environmental, and production features, such as the spatial distribution of *milpa*,[4] agroforestry production, and forest management, surface runoff, and the distribution of mangroves and other coastal vegetation. *Ejidos* and indigenous community lands are the predominant forms of land tenure in each of the selected landscapes.[5] Two more landscapes will be added during OP7: the Mixteca Arid and Oaxaca Mountains Landscapes, in the states of Puebla and Oaxaca.

II.2. Intervention area

1. Agroforestry Landscape of Chiapas and Tabasco. During OP6, the extent of this landscape increased from 8,681.61 Km^2 to 51,217.22 Km^2 compared to the area defined in the ProDoc for that Operational Phase, so that it is now found in 11 municipalities in the state of Tabasco and 106 in the state of Chiapas. It covers a broad range of ecosystems and agroecosystems. It is a highly heterogeneous landscape, where agroforestry systems with coffee and cacao are very valuable production systems and are important carbon reservoirs, depending on the system's design and the tree species used. This landscape had an estimated population in 2010 of 3,669,841 inhabitants, according to Mexico´s Population and Housing Census; 23.14 % of the population is indigenous.

The cacao producing region goes from the Grijalva riverbed in Tabasco, towards the northern sierra in Chiapas and reaches the Gulf of Mexico. Cacao production is the third most important crop in the state of Tabasco[6], and as a crop, it dates back to pre-Hispanic times. Cacao agroforests greatly contribute to the conservation of biodiversity and provide an important source of food for the whole region.

[4] *Milpa* is an open-field polyculture centered on maize (*Zea mays*) that rotates with woodland vegetation in a cycle of 10 to 25 years and involves intensive individual plant management. If embedded in a forest environment, it can be characterized as successional agroforestry. According to Nigh and Diemont (2013), *milpa* is more than a system of cultivation: "by rotating annual crops with tropical secondary forest in a successional cycle, milpa moves beyond successful food production and becomes the central axis of a resource management system that upgrades woodlands with species useful to humans". (Nigh, R. and Diemont, S.A. 2013. The Maya milpa: fire and the legacy of living soil. *Frontiers in Ecology and the Environment*, 11: e45-e54. doi:10.1890/120344). This production system, developed more than 2,000 years ago, is based on the ancient agricultural methods of the Maya and other Mesoamerican peoples (Rodríguez Canto, A. *et al*. 2016. Milpas de las comunidades mayas y dinámica de uso del suelo en la Península de Yucatán. Centro Regional Universitario Península de Yucatán de la Universidad Autónoma Chapingo. USAID, Proyecto México para la Reducción de Emisiones por deforestación y degradación (M-REDD+), The Nature Conservancy, Rainforest Alliance, Woods Hole Research Center, Espacios Naturales y Desarrollo Sustentable AC. Mérida, Yucatán. Available at: https://pdf.usaid.gov/pdf_docs/PA00MW9J.pdf).

[5] *Ejidos* and communities are collective forms of land tenure created by the Mexican Revolution. The difference between both terms is that *ejidos* are land given to landless peasants after government expropriation, while a community refers to ancestral lands reclaimed by indigenous communities.

[6] Ramírez-Meneses, A., E. García-López, J. J. Obrador-Olán, O. Ruiz-Rosado & W. Camacho-Chiu. 2013. Diversidad florística en plantaciones agroforestales de cacao en Cárdenas, Tabasco, México. *Universidad y Ciencia*, 3:215-230.

Coffee production in agroforestry systems has aided subsistence for indigenous populations in southern Mexico since the 19th century. Presently, most coffee cultivation is concentrated in Chiapas, in small-sized plots (no more than two hectares per producer). Shade-grown coffee agroforestry systems provide diverse environmental services such as soil and biodiversity conservation, water purification, and carbon sequestration.

In Tabasco, agriculture and cattle-raising zones prevail, as well as grasslands and other types of herbaceous covers. In Chiapas, there are also large expanses with temperate forests and rainforests.[7]

In this landscape, there are 12 federal protected areas, four Ramsar sites, 15 state and municipal protected areas, and 11 areas which have been voluntarily set aside for conservation[8].

Key threats to this landscape include the high vulnerability of coffee and cacao agroforestry systems to pests and diseases, one of the reasons why they have been abandoned. Moreover, due to a fall in international prices and cornering of the market by large companies, these agroforestry systems tend to decline, changing towards monocultures or grazing lands.

Inequitable relationships prevail in the communities, which leads to low access to economic opportunities, especially for women and young people. In addition, this landscape has significant rates of poverty and marginalization, with the poorest municipalities being in the Highlands of Chiapas, the Lacandon rainforest, and the Southern Sierra of Chiapas.[9]

2. Coastal Seascape of the Yucatan Peninsula. This landscape is mainly in the Yucatan Peninsula's coastal zone and includes, in Campeche and Yucatan, the continental platform (200 meters deep), while in Quintana Roo, up to 1500 meters deep are included to cover the area where artisanal or coastal fisheries take place. The terrestrial zone is only 25.25% of the total land/seascape. In terms of land cover, rainforests prevail, as well as mangroves, petenes[10], and aquatic vegetation.[11] The landscape also incorporates the transition strip between periodically flooded rainforest and mangroves, followed by swamps, coastal dunes, beaches, inner lagoons, and barrier islands.

The value of fishing production in this landscape is close to 10% of the value of national production. Besides coastal fishing, other activities are tourism, sport fishing, handicraft production, beekeeping, salt exploitation, wildlife management (through UMA, Management Units for Wildlife Conservation), and agriculture, mainly the Mayan milpa. Estimates show that there are nearly 1,460,600 inhabitants in urban or rural communities throughout this landscape, and close to 19% are indigenous peoples[12].

[7] MadMex. 2015. Baseline information for the Monitoring Activity Data for the Mexican REDD+ program (MadMex); RapidEye images from 2015. SEMARNAT, CONABIO, CONAFOR, CONANP, FMCN, Integralidad GAMMA. Mexico.

[8] In 2003, Mexico formally established a program of certification of community and ejidal reserves, and in 2008 Mexico's General Environmental Law (Ley General del Equilibrio Ecológico y Protección al Ambiente, or LGEEPA) was reformed adopting the new federal protected area category of "Áreas destinadas voluntariamente a la conservación (ADVC)" (areas which have been voluntarily set aside for conservation, or Voluntary Conserved Areas). For more information, please see: https://advc.conanp.gob.mx/.

[9] PPD-FMAM-PNUD. 2019. "Estrategia 2020-2030. Programa de Pequeñas Donaciones México". Documento de trabajo. Programa de Pequeñas Donaciones (PPD), Fondo para el Medio Ambiente Mundial (FMAM), Programa de las Naciones Unidas para el Desarrollo (PNUD), Yucatán, México.

[10] Tree-covered islands immersed in tidal marshes.

[11] MadMex. 2015. *Op. cit.*

[12] According to Mexico´s 2010 Population and Housing Census.

There are 20 federally protected areas, 16 Ramsar sites, 12 state and municipal protected areas and three areas voluntarily set aside for conservation in this landscape.

This seascape has been subjected to enormous pressures and threats. Within this landscape there are strong contrasts concerning infrastructure: on the one hand, Campeche and Yucatan have basic infrastructure focused on primary activities, while in Quintana Roo and the Caribbean, large scale tourism infrastructure has been built, such as cruise ship ports, luxury hotels, high capacity roads, etc., which has had a great impact on the seascape's coastal vegetation and resources.[13] Coastal zone pollution due to offshore oil production activities and industrial and domestic wastewater discharge, inadequate fisheries management, and the presence of red tide blooms are other threats to this landscape.[14,15]

3. Grijalva-Usumacinta Lower Basin Landscape. This landscape includes 17 municipalities in Tabasco, 10 in Chiapas, and four in Campeche. Because of the close connection between the Usumacinta and the Grijalva Rivers, which combine and flow into the Gulf of Mexico in a single delta, they are often regarded as a single river basin and hydrological system. The Usumacinta River is the longest, most biodiverse free-flowing river in Central America and Mexico, with the largest water volume in Mexico, and its basin drains 30% of surface runoff at the national level.[16,17] The Usumacinta basin covers 77,226.55 km^2, and its lower basin encompasses 33.29% of this surface.[18] The Grijalva river watershed is a cross-border basin covering 60,256 km^2. The lower basin of both rivers includes about 450 permanent lagoons, 24% of which are in the Pantanos de Centla Biosphere Reserve. Laguna de Terminos in the state of Campeche, where the two rivers converge, is Mexico's most extensive coastal lagoon, with a little over 2,000 km^2.

In 2010, this landscape had an estimated population of 2,141,375 inhabitants, according to Mexico´s Population and Housing Census; 12% of the population is indigenous, and Chiapas' municipalities account for most of this population. The main economic activities are agriculture, cattle raising, fishing, and aquaculture. The main crops are sugar cane, cacao, and corn, while cattle raising activities include dairy and dual-purpose cattle breeds, as well as pigs; in fishing, oyster and tilapia are the most important species.[19]

In the Grijalva-Usumacinta Lower Basin Landscape, agriculture and livestock zones prevail, as well as aquatic vegetation.[20] This landscape includes three federally protected areas, five Ramsar sites, fourteen state, and municipal protected areas, and four areas that are voluntarily set aside for conservation.

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[13] PPD-FMAM-PNUD. 2019. *Op. cit.*

[14] Gutiérrez-Pérez, C. 2019. El contexto de vulnerabilidad social de pescadores ribereños en la península de Yucatán. *Sociedad y Ambiente* 2(1): 25-47.

[15] Campos-Flores, G. & J. M. Crespo. 2018. Organización espacial de la pesca comercial ribereña en el área de protección de flora y fauna Laguna de Términos, México. *Investigaciones Geográficas*. Instituto de Geografía, 96(0), 1–21. doi http://dx.doi.org/10.14350/rig.59558

[16] Grill, G., B. Lehner, M. Thieme, *et al*. 2019. Mapping the world's free-flowing rivers. *Nature* 569, 215–221. https://doi.org/10.1038/s41586-019-1111-9

[17] Soares, D. & A. García. 2017. La cuenca del Río Usumacinta desde la perspectiva del cambio climático. IMTA. México.

[18] Aguilar, A., J. M. Galeana, A. Guevara, A. D. Jiménez, J. A. Lara & J. M. Núñez. 2018. "Valoración económica de los servicios ecosistémicos en el complejo de Áreas Naturales Protegidas de la Sierra Madre de Chiapas". Informe final. Centro de Investigación en Ciencias de Información Geoespacial, AC (Centro GEO). México.

[19] Idem.

[20] MadMex. 2015. *Op. cit.*

This landscape has been greatly transformed due to habitat loss and fragmentation, loss of aquatic vegetation, water pollution from urban, agriculture, and livestock activities, among other drivers.[21] Despite the pressure and impacts on the lower basin of the Grijalva-Usumacinta hydrological system, it has moderate levels of degradation, so preventative measures should be taken to avoid further deterioration.

Threats to this landscape also include high vulnerability to extreme meteorological events, such as tropical storms and hurricanes, and unsustainable fishing practices that have led to the depletion of local fisheries, which have also been affected by exotic-invasive species.[22] Close to 64% of localities have high levels of marginalization and 25% have high social underdevelopment.[23,24]

4. Sustainable Forestry Landscape of Campeche, Quintana Roo, and Yucatan. This landscape includes eight municipalities of Campeche, 16 in Yucatan and 11 in Quintana Roo. Due to their extension, tropical rainforests in Quintana Roo are the ones that offer the greatest potential for sustainable forest management. In 2010, this landscape had an estimated population of 1,080,225 inhabitants, according to Mexico´s Population and Housing Census; 38.2% of the population is indigenous.

Although this landscape is mostly dedicated to forest management, ejidos have recently diversified their production activities. Communities from the three states have legal authorizations[25] for the management of a total of 11,009,759 m^3 of timber production (between 1994 and 2018); however, total production is much less than the authorized volume. In 2018, the volume produced in Quintana Roo was only 36.5% of the authorized volume[26], due to low profitability under prevailing market conditions.

The Sustainable Forestry Landscape contains high levels of biodiversity in the large extensions of tropical dry forests and rainforests that cover it; efforts towards conserving this biodiversity have materialized in nine federal protected areas, eight Ramsar sites, 12 state and municipal protected areas, and 16 areas that were voluntarily set aside for conservation. This landscape also includes patches dedicated to agriculture and livestock production.[27]

Although this landscape is known for its sustainable forestry management initiatives, it is still threatened by the expansion of the agricultural and livestock production frontier, real estate development and

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[21] Sánchez, A. J., M. A. Salcedo, R. Florido, J. D. Mendoza, V. Ruiz-Carrera & N. Álvarez-Pliego. 2015. Ciclos de inundación y conservación de servicios ambientales en la cuenca baja de los ríos Grijalva-Usumacinta. *ContactoS*, 97: 5-14.

[22] PPD-FMAM-PNUD. 2019. *Op. cit.*

[23] The index of social backwardness, originally developed by the National Council for the Evaluation of Social Development Policy (Consejo Nacional de Evaluación de la Política de Desarrollo Social, CONEVAL), is a measure that seeks to establish differences between geographical areas located in the same region.

[24] PPD-FMAM-PNUD-Cecropia. 2019. "Estrategia para la resiliencia del paisaje de la cuenca baja del Grijalva-Usumacinta 2020-2030". Programa de Pequeñas Donaciones (PPD), Fondo para el Medio Ambiente Mundial (FMAM), Programa de las Naciones Unidas para el Desarrollo (PNUD) y Cecropia Soluciones Locales a Retos Globales A.C. Yucatán, México.

[25] In Mexico, the management and use of timber and non-timber forest resources is carried out through permits and authorizations granted by the Federal Government to owners and holders of forests, forest plantations and other plant formations that meet the established requirements and applicable regulations. More information on Mexico's regulations for the issuance of forestry permits and authorizations available at: https://www.gob.mx/semarnat/acciones-y-programas/tramites-relacionados-al-tema-de-forestal-y-suelos, and https://www.ccmss.org.mx/acervo/legislacion-forestal-mexicana-leyes-y-normas-federales/

[26] PPD-FMAM-PNUD-ECODES. 2019. "Estrategia para la resiliencia del paisaje maderable y no maderable 2020-2030". Programa de Pequeñas Donaciones (PPD), Fondo para el Medio Ambiente Mundial (FMAM), Programa de las Naciones Unidas para el Desarrollo (PNUD) y Equilibrio en Conservación y Desarrollo A.C. (ECODES). México.

[27] MadMex. 2015. *Op. cit.*

tourism infrastructure projects, as well as illegal logging, and illegal charcoal extraction for the tourism sector [28]. It is estimated that only in the state of Yucatan, each year 20,000 hectares of rainforest are lost, and between 30 and 40% of the original rainforest has been lost. In the state of Quintana Roo, between 2014 and 2018, 82,300 hectares of rainforest were lost, which makes it one of the states, at the national level, with the greatest loss of forest cover. And in Campeche, there are estimates that during the last 10 years, a total of 235,000 hectares have been deforested.[29]

5. Forest and Milpa Landscape of Campeche, Quintana Roo, and Yucatan. This landscape includes four municipalities in Campeche, five in Quintana Roo and 55 in Yucatan, and, in 2010, had an estimated population of 975,582 inhabitants, according to Mexico´s Population and Housing Census; 48.2% of the population is indigenous.

With a strong emphasis on the milpa, [30] this landscape is characterized by a combination of vegetation and agriculture-livestock land-uses. Although agricultural lands cover only 6.38% of this landscape, its cultural importance makes it a relevant socio-production system linked to other traditional activities such as *traspatio* production,[31] beekeeping, and firewood extraction. This landscape is a bridge between agricultural production systems for self-consumption and market-oriented forest management; therefore, it is linked to family food safety and sovereignty.

The Forest and Milpa Landscape is home to more than 6,300 species of flora and fauna, distributed among tropical dry forests, rainforests, and agriculture-livestock lands. There are nine federal natural protected areas, ten Ramsar sites, eleven state and municipal natural protected areas and eight areas voluntarily set aside for conservation within this landscape.

Within this landscape, close to 45% of the population speaks an indigenous language, with Maya as the predominant language. 28 of its municipalities show a high or very high marginalization; 11 have high or very high social vulnerability, and educational underdevelopment affects 50% or more of the population of one of the municipalities.[32,33,34]

The milpa system has been losing stability due to rural-urban migration, excessive use of agrochemicals, and the effects of climate change, among other threats[35]. These changes not only affect the milpa system, but also cultural identity, social organization, and, evidently, food security.

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[28] Morcillo, F. 2019. Ilegal la sustracción de carbón. *Periódico Quintana Roo Hoy*. Available at: https://www.pressreader.com/mexico/quintana-roo-hoy/20191114/281633897063931.

[29] Secretaría de Desarrollo Sustentable de Yucatán. 2015. *Estrategia Regional de Reducción de Emisiones por Deforestación y Degradación Forestal (REDD+).* Secretaría de Desarrollo Sustentable del Gobierno del Estado de Yucatán. Available at: http://sds.yucatan.gob.mx/cambio-climatico/redd.php.

[30] Ibid., p. 7.

[31] The *traspatio* or backyard behind peasant and indigenous peoples' homes is considered an agroecosystem that contributes plant and animal products to their diet and income.

[32] CENAPRED 2011. Grado de vulnerabilidad social por municipio, 2010, 1:250,000. Centro Nacional de Prevención de Desastres. México.

[33] CONABIO. 2010. Grado de marginación municipal, 2010, 1:250,000. Comisión Nacional para el Conocimiento y Uso de la Biodiversidad. México.

[34] CONABIO. 2014. Población con rezago educativo por municipio, 2010, 1:250,000. Comisión Nacional para el Conocimiento y Uso de la Biodiversidad. México.

[35] PPD-FMAM-PNUD-CentroGeo. 2019. "Estrategia para la resiliencia del paisaje forestal milpero 2020-2030". Programa de Pequeñas Donaciones (PPD), Fondo para el Medio Ambiente Mundial (FMAM), Programa de las Naciones Unidas para el Desarrollo (PNUD) y Centro de Investigación en Ciencias de Información Geoespacial (CentroGeo). Yucatán, México.

6. Oaxaca Mountains Landscape. This is one of the two new landscapes selected for SGP Mexico's Seventh Operational Phase. This mountainous landscape includes the Southern Sierra Madre and the Northern Sierra regions. It extends over 130 municipalities of the state of Oaxaca According to Mexico´s Population and Housing Census, in 2010, this landscape had an estimated population of 398,777 inhabitants; 46.5% of the population is indigenous. It is one of the most biodiverse landscapes in Mexico, rich in flora and fauna, and with a high degree of endemic species. Vegetation types range from rainforests, cloud mountain forests, and pine, pine-oak, and oak forests depending on the altitudinal gradient.

10.5% of the total Oaxaca state population inhabit this landscape, and 46.5 % belong to the Zapotec, Mixtec, Chatino, Chontal, Amuzgo, Mixe, Chinanteco and Triquis indigenous groups. Socio-economic indicators are low: 53.9% of its inhabitants live in food poverty; 49.1% of its municipalities show very high levels of marginalization, and 25.2% have high marginalization indexes.[36]

The **Southern Sierra Madre region** of this landscape extends over the southeast of the state of Oaxaca. The Tlacolulita, Copala, Zapote, Miahuatlan, Putla, Sola de Vega, Sibichi, San Pedro Mixtepec, and San Antonio rivers shape this landscape, which is characterized by a gradient of hot humid, semi-hot humid, and temperate humid climates. Vegetation types include oak, oak-pine, pine and fir forests, and small cloud forests and coffee plantations, as well as tropical dry forests. Forestry and agriculture —mainly corn, beans, sugar cane, and coffee cultivation—are the dominant economic activities. The Southern Sierra has a large diversity of traditional corn varieties —36 varieties corresponding to 10 agronomic or land races. The production of organic certified coffee for the international market is also a strong economic activity.

The **Northern Sierra region** of this landscape covers the Central and South-eastern part of the Oaxaca Sierra Madre includes the Juarez Sierra, the Mixe Sierra, and parts of the Chinantla and Mazatecan Sierras. The Salado-Grande, Cajones, and Puxmecatan-Trinidad rivers, within the Papaloapan basin, drain this region. Within this region, conservation efforts are centered in La Sabana state ecological reserve and community protected areas.

This region is one of the most important forest producers in the country, with industrial production capacities, such as sawmills and furniture factories, in communities that are pioneers in the establishment of social forest companies, involving broad community participation.

Threats to the Oaxaca Mountains Landscape include deforestation for agricultural and cattle-raising activities and biodiversity loss due to subsistence hunting and illicit trafficking of wild fauna and flora. Since 2011, environmental degradation in the region has ranged from unstable-critical to unstable with deforestation as the main cause.[37]

7. Mixteca Arid Landscape. This is the second landscape included in SGP Mexico's Seventh Operational Phase. It includes the Mixteca Baja region, the southernmost desertic area of Mexico. It covers two municipalities in the state of Puebla (the Mixteca Poblana region) and 47 municipalities in the state of Oaxaca. In 2010, this landscape had an estimated population of 181,958 inhabitants, according to Mexico´s Population and Housing Census; 27.6% of the population is indigenous.

The vegetation in this landscape is mostly dry deciduous forests and shrublands, with the presence of cacti, agaves, native grasses, oak and pine forests, and other tree species such as mesquite, Mexican cypress, ash, poplar, and willow. The National Biosphere Reserve of Tehuacan-Cuicatlan protects 296,273 hectares in northern Oaxaca (60% of the Biosphere Reserve); the rest is in the state of Puebla.

[36] Gobierno del Estado de Oaxaca.2017. Diagnóstico Regional Sierra Sur. COPLADE. México. Available at: https://www.oaxaca.gob.mx/coplade/wp-content/uploads/sites/29/2017/04/DR-Sierra-Sur-21marzo17.pdf.

[37] Idem.

Agriculture is basically for subsistence, under a seasonal regime, and focused on wheat and milpa cultivation, including corn, beans, and squash, with low productivity levels.

Major threats include land degradation and desertification processes, which are becoming more intense due to the combined effects of high slopes, semiarid and arid climates, and deforestation, and which have resulted in more than 90% of the Mixteca landscape with high levels of erosion.

The Mixtec region has one of the highest levels of marginalization in Mexico. In the low Mixtec sub-region, 63.9% of the municipalities have high marginalization or very high marginalization indices. Due to the high poverty levels, it is classified as a labor exporting territory, where remittances from abroad are vital for family subsistence. Agrarian conflicts exist related to land boundaries between communities.

II.3. The problem to be addressed

In Mexico, the prevailing form of agriculture and forest land tenure is communal in the form of *ejidos* and communities. It is estimated that 15,584 'agrarian nuclei' of around 200 hectares each, possess some 62.6 million hectares of tropical and temperate forests, as well as other areas with arid-zone forest vegetation, corresponding to about 45% of the total national forest cover. Of these, 20.2 million hectares are within the territories of indigenous communities. Conservation of ecosystem services and resilience of production landscapes depends significantly on the ability of rural communities to implement sustainable production practices. On the other hand, rural communities, and in particular those living in forest areas, are among the most economically and socially disadvantaged in the country.

According to a World Bank report[38], progress towards poverty reduction and shared prosperity has been moderate. Although Mexico has made considerable progress since 1996, the Global Financial Crisis of 2008-2009 and other prior shocks in output, encumbered poverty reduction until 2014. Monetary poverty rates, also called wellbeing poverty, dropped from 53.2 percent in 2014 to 50.6 percent by 2016. And over the same period, monetary extreme poverty rates, also called minimum wellbeing poverty, declined from 20.6 percent to 17.5 percent. However, poverty rates in states with significant forest cover such as Chiapas are significantly higher than in the more prosperous states, where access to basic social services such as health and education continue to be inadequate, and adult illiteracy is still high. Due to the Covid-19 crisis, Coneval[39] estimates that income poverty in Mexico could grow from 48.0% in 2018 to between 56.0-56.7% in 2020, which is equivalent to an additional increase of 8.9 to 9.8 million people. Moreover, the population living in extreme income poverty could increase from 16.8% in 2018 to between 21.7-25.3% in 2020, representing an increase of 6.1 to 10.7 million additional people in this condition. The socioeconomic disruptions associated with the COVID-19 pandemic have also exacerbated inequalities in the labor market throughout the country.

Despite numerous efforts to stop land degradation and forest cover loss, these problems still prevail within the seven selected landscapes. The expansion of the agricultural and livestock production frontier, real estate development, and tourism infrastructure projects, as well as illegal logging, are the main drivers of deforestation[40]. It is estimated that only in the state of Yucatan, each year 20,000 hectares of rainforest are lost, and between 30 and 40% of the original rainforest has been deforested. In the state of

[38] World Bank. 2019. *Systematic Country Diagnostic Mexico.* Available at: http://documents.worldbank.org/curated/en/588351544812277321/pdf/Mexico-Systematic-Country-Diagnostic.pdf.

[39] Consejo Nacional de Evaluación de la Política de Desarrollo Social (Coneval). 2020 (May). La política social en el contexto de la pandemia por el virus SARS-CoV2 (Covid-19) en México. Available at: https://www.coneval.org.mx/Evaluacion/IEPSM/Paginas/Politica_Social_COVID-19.aspx

[40] Morcillo, F. 2019. *Op. cit*.

Quintana Roo, between 2014 and 2018, 82,300 hectares of rainforest were lost, which makes it one of the states, at the national level, with the greatest rate of loss of forest cover[41]. And in Campeche, a total of 235,000 hectares were deforested over the last 10 years.[42] In the state of Oaxaca, the situation is similar and each year close to 35,000 hectares of forest are lost.[43]

Moreover, there are increasing pressures on land tenure and natural resources by private agents seeking business opportunities associated with large-scale infrastructure projects —the Maya Train in Yucatan Peninsula and the Trans-Isthmus Train in Oaxaca— and mining in Chiapas and Oaxaca.

The drivers of environmental degradation are directly linked to unsustainable production practices in agriculture, fisheries, and forestry: inadequate fisheries management, the introduction of exotic and invasive species by aquaculture farms, and the transformation from tropical forest to crop and grazing lands that brings about substantial losses of soil fertility and soil erosion. Marine-coastal zones are also affected by the construction of large-scale tourism infrastructure and industrial and domestic wastewater discharge.

While communities own the land and the natural assets within ejidos and communities, they must overcome multiple barriers to be able to make effective use of natural resources and improve their livelihoods with sustainability considerations. Such barriers are organizational, technical, financial, and commercial. Rural communities lack sufficient means and/or knowledge to address the drivers of environmental degradation consistently and over the long-term through a strategic framework of integrated and sustainable landscape and seascape management, and there are no incentives for ejidos and communities within landscapes to invest time and resources to plan and implement integrated land-use management for increased ecosystem and socio-economic resilience.

Individual communities are generally constrained by local trade systems that make them depend on a few middlemen who control trade and hence the prices of their products in exchange for working capital and consumer credits. Ejidos lack access to financial markets, mostly because they cannot use the land as collateral for credit. This makes communities vulnerable and creates a dependency on those advancing cash against future production. In the absence of sufficient working capital, technical know-how, and business skills, communities are unable to innovate to change their production systems or achieve the quantity and quality that more sophisticated markets would require.

Communities are not willing to invest and adopt energy efficiency measures and renewable energy technologies for their productive activities and projects —which could increase their resilience and at the same time reduce their CO_2 emissions— due to many factors, including financial barriers such as high initial capital investment, and competition from traditional energy sources, as well as lack of knowledge, awareness, and trained personnel to demonstrate, maintain and operate these technologies.

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 coordination barriers to avoid unnecessary costs duplications, or contradictions. Generally, there is little communication among governmental institutions, and each

[41] Águila-Arreola, C. 2018. Quintana Roo, estado con mayor tasa de deforestación en México. *La Jornada Maya*. Available at: https://agua.org.mx/quintana-roo-estado-con-mayor-tasa-de-deforestacion-en-mexico-la-jornada-maya/.

[42] Secretaría de Desarrollo Sustentable de Yucatán. 2015. *Op. cit*.

[43] Torres-Mazuera, G. 2015. "Las consecuencias ocultas de la enajenación de tierras ejidales: proliferación de disonancias normativas". *Desacatos*, (49), pp. 150-167. Available at: http://www.scielo.org.mx/scielo.php?script=sci_arttext&pid=S1607-050X2015000300150&lng=es&tlng=es.

operates according to its priorities and programs. This barrier is especially relevant when attempting to deal with issues such as sustainable landscape management or climate change.

There are also policy and regulatory barriers. While the government has put in place policies, regulations, and programs 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. Inappropriate incentives, land tenure issues, and institutional policies have also played a role in deforestation, land degradation, and biodiversity loss.

II.4. The preferred solution

The solution to the problem is for communities in the seven selected landscapes/seascapes to develop and implement adaptive management, strengthen their governance schemes, improve their sustainable production capacities, and marketing strategies to build social, economic, and ecological resilience as well as productivity and sustainability.

Community organizations need to implement grant projects aligned with landscape and seascape sustainable management plans, with the technical and financial support of other stakeholders involving federal government entities, state and local government, private donors, and foundations as well as support organizations, producers' associations, academia, and other partners. These should be evaluated periodically and systematically as part of the broader collective process of adjusting management strategies to new information, knowledge, capacities, and conditions.

To be effective in achieving landscape resilience and connectivity through sustainable land-use systems, the landscape and seascape strategies must be adopted by both regional networks and local community-level organizations. Achieving ambitious goals for landscape management and restoration requires the collaboration of local communities and the recognition of their ancestral knowledge of the functioning of ecosystems and the behavior of plant and animal species. Community-driven grant projects will, in the vast majority of cases, focus on adoption or adaptation of production practices or systems that conserve biodiversity through sustainable use, maintain or enhance ecosystem services (e.g., pollination, community conservation), and/or improve soil fertility and protect water resources, for example by intensifying and diversifying agricultural production through agroforestry systems and other innovative agroecological approaches.

One of the key factors to be considered is that community organizations are empowered not only by exercising agency in determining priorities and measures for action, developing strategies and plans, carrying them out and reflecting on impacts and knowledge gained but also by increasing their economic influence, i.e., developing and improving value chains and increasing incomes and food security of their members. Ensuring landscape sustainability thus involves improving the productivity of existing, traditional agricultural systems through various appropriate technologies, along with improving farmers' access to markets through participation in cooperatives, as well as support for the processing of agricultural products and non-timber forest products and their value chains. This can increase family incomes and allow farmers to think and act on their long-term goals, including healthier ecosystem function.

In other words, collective action is required by communities to build ecological, social, and economic resilience of rural landscapes. This implies building community capacities, resources, knowledge, and motivation as critical factors in sustainably addressing the problems. The preferred solution, therefore, involves the empowerment of community organizations to develop and implement landscape strategies, building resilience and sustainability through the generation of global environmental, and sustainable

development benefits. Collective action is enhanced by bringing together community representatives and investing time and resources to plan and implement integrated land-use management for increased ecosystem and socio-economic resilience. Environment and development benefits can be scaled over larger geographic areas and several communities simultaneously, and these efforts can then be linked to national development and land use planning to magnify their effects.

To add value to local production systems, the Mexico SGP Country Programme will promote value chains within landscape approaches, recognizing how diverse interest groups interact in rural landscapes and integrating sustainable practices tailored to the landscape and its socio-economic and environmental characteristics. When sustainability is a priority, the focus goes beyond the level of individual production units and takes a landscape approach to support food production, bring more value and offer competitive products to the different markets, promote ecosystem conservation, and ensure rural livelihoods across entire landscapes in an integrated manner. Under sustainable management, landscapes are resilient and provide natural resources and ecosystem services that create long-term value for local communities.[44]

Community organizations build their capacities by implementing and coordinating concrete projects aimed at achieving and maintaining landscape-level outcomes affecting biodiversity and ecosystem services, agroecosystems and sustainable livelihoods, and climate change mitigation. These capacities include technical, planning, monitoring, and evaluation, innovation, experimentation and organizational capacities of community organizations through learning-by-doing (projects) framed within and supported by a landscape-level strategy and plan, in a continuous process of adaptive management and learning, to become effective agents for coordinated, long term development and maintenance of landscape resilience built on global environmental and local sustainable development outcomes.

Through strategic projects, allied community organizations will enhance their capacities to organize themselves at higher governance levels and become involved in developing, managing, and implementing advocacy and policy work to address problems related to land use, rural development, climate change, and environmental management at the landscape level. Alliances will acquire skills and receive assistance to build and maintain strong, constructive dialogues with high-level government officials to overcome institutional, policy, and regulatory barriers.

Systematization of lessons learned, and knowledge management are key elements to reduce socio-economic risks to sustainability. Innovative and successful activities may materialize and often community members do not have the experience to effectively visualize the causality between actions and results. Sharing knowledge through brochures, printed and other communication materials, and the organization of exchange events, fairs, and the creation of communities of practice is key to allow landscape stakeholders to exchange and learn from experience and decide to scale up and/or replicate successful activities.

Supporting the adoption of energy efficiency measures and renewable energy generation technologies will promote public awareness and make these new technological solutions more accessible and contribute to increasing resilience and reducing CO_2 emissions in community production activities.

Landscape-level outcomes have been identified during OP6 by community organizations and other stakeholders through a participatory planning and strategy development process, yielding a typology of potentially eligible projects in each landscape corresponding to the outcomes. For the two new

[44] Kissinger, G., A. Brasser, and L. Gross. 2013. "Scoping study. Reducing Risk: Landscape Approaches to Sustainable Sourcing". Landscapes for People, Food and Nature Initiative. Washington, DC. Available at: https://static1.squarespace.com/static/58d6cc1e17bffcffb801edde/t/594bb41c9de4bbeab83d9b32/1498133592619/landscapes-for-people-food-and-nature.pdf

landscapes, new outcomes and a typology will be identified during the first months of Project implementation.

II.5. Barriers to achieving the solution

The barriers facing the project to increase the socio-environmental and economic resilience of the communities in the seven selected landscapes are numerous and common to other developing regions that possess high biocultural richness. Among the most important for the Mexico SGP Country Programme are the following:

1. Most communities lack access to information and training for conservation and restoration, sustainable production, and sustainable land and water management. The agricultural extension support received by communities is often conventional with technological packages unsuitable for landscape management and to local socioeconomic or environmental conditions. When adapted to local conditions, agroecological techniques can help these groups improve their food production methods, respecting ecosystem functions and increasing food security; however, information and training on these techniques are not readily available to these communities.
2. Community organizations lack sufficient means and/or knowledge to plan, manage, coordinate and evaluate their initiatives in landscapes and seascapes with an inclusive, biocultural, and 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 in equal conditions for men, women and vulnerable groups. Furthermore, there is only incipient intra- and inter-community organization for collective action in favor of landscape resilience outcomes built on global environmental benefits and the strengthening of social capital.
3. Most community organizations have insufficient capacities to form networks that allow men and women to share knowledge, lessons learned and innovations for the implementation of best management practices to sustainably produce goods and services, benefit from economies of scale, and link to value chains for sustainable products.
4. Most community organizations lack the financial resources to motivate and support sustainable land and resource management practices and to scale up successful experiences.
5. Inequality in social relations occurs within communities, with women and youth being among the most vulnerable sectors.
6. Lack of comprehensive public policies with a territorial approach and contradictory legal frameworks, particularly between public policies for production and development and those related to conservation. Moreover, most communities have insufficient capacities to influence and shape public policies more related to their needs and objectives.
7. Weak enforcement of the legal framework for the protection of forests and seas and the persistence of conflicts over ownership and use of land and natural resources.
8. Several economic, institutional, technical, and socio-cultural barriers hinder the adoption of energy-efficient and/or renewable energy technologies in rural communities. Some of these barriers are financial barriers, such as high initial capital investment and competition from traditional energy sources. Others barriers include lack of knowledge, awareness, and trained personnel to demonstrate, maintain, and operate these technologies.

II.6. Consistency with National Priorities and International Agreements

Addressing the barriers mentioned above in the seven selected landscapes is consistent with Mexico's national and sub-national strategies and plans, and its international commitments. Mexico is Party to multiple multilateral environmental agreements, including the Convention on Biological Diversity (CBD), ratified in December 1993; the United Nations Framework Convention on Climate Change (UNFCCC), ratified in December 1993, and the United Nations Convention to Combat Desertification (UNCCD), ratified in April 1995.

This project will contribute to the following Sustainable Development Goals: SDG 1 (No poverty); SDG 2 (Zero hunger); SDG 5: (Gender equality); SDG 7 (Affordable and clean energy); SDG 8 (Decent work and economic growth); SDG 10 (Reduce inequalities); SDG 12 (Responsible production and consumption); SDG 13 (Climate action); SDG 14 (Life below water); and SDG 15 (Life on land); SDG 17 (Partnerships).

Moreover, SGP Mexico is directly relevant to, supportive of, and consistent with Mexico's National Development Plan and its priorities, the National Biodiversity Strategy, the climate change legal and policy framework, and other policy instruments related to the environment, sustainable rural production and natural resources management, and well-being. It is also consistent with relevant state-level development plans and policy frameworks. Below is a brief review of the most important.

National Biodiversity Strategy and Action Plan 2016-2030. It contains six strategic components aimed at fulfilling Mexico's commitments under the CBD, particularly its 2011-2020 Strategic Plan and the Aichi Targets, the 2030 Agenda, and the Sustainable Development Goals. The Mexico SGP Country Programme contributes to ecosystem conservation and restoration, sustainable use and management of natural resources, environmental culture, education and communication, and governance and social participation.

National Climate Change Strategy 10-20-40.[45] Published in 2015, it defines milestones for the next 10, 20, and 40 years. It contains strategic lines that simultaneously promote actions to mitigate and adapt to climate change through an integrated territorial management approach to fulfill its commitments under the UNFCCC. One of the strategic action areas aims at promoting best practices in agriculture and forestry to increase and preserve natural carbon sinks, which include five lines of action directly supporting sustainable forest management, community forest management, and REDD+ in addition to forest ecosystem conservation and improved agricultural/livestock practices.

Nationally Determined Contributions (NDC). Mexico was the first developing country to present its National Planned and Determined Contributions to the UNFCCC. Mexico's NDC has two components: one dedicated to mitigation and the other related to adaptation. The mitigation portion includes two types of measures: unconditional and conditional. The goal is to unconditionally reduce GHG emissions by 22% with the country's own resources and conditionally by 36% if Mexico can obtain additional international support. The participation of the agricultural and forestry sector to meet the goals of Mexico's contribution includes meeting the 0% deforestation rate target by the year 2030, improving forestry management, driving the sustainable technification of the agriculture and livestock sectors, promoting the use of biodigesters on livestock farms and enhancing grassland rehabilitation.

In December 2020, Mexico presented its updated NDC Report, which expands the adaptation objectives into 27 lines of action in five areas: (1) prevention and attention to negative impacts on the human population and in the territory, (2) resilient production systems and food security, (3) conservation,

[45] SEMARNAT-INECC. 2016. *Mexico's Climate Change Mid-Century Strategy*. Ministry of Environment and Natural Resources (SEMARNAT) and National Institute of Ecology and Climate Change (INECC). Mexico City, Mexico. Available at: https://unfccc.int/files/focus/long-term_strategies/application/pdf/mexico_mcs_final_cop22nov16_red.pdf

restoration and sustainable use of biodiversity and ecosystem services, (4) integrated management of water resources with a climate change approach, and (5) protection of strategic infrastructure and tangible cultural heritage. One of the new multisectoral approaches is blue carbon (carbon dioxide removed from the atmosphere by coastal marine ecosystems).

National Land Management Strategy (2010).[46] It presents the Mexican Government's commitment to meet the targets established in the UNCCD. Its main goal is to promote sustainable land management through coordination and concurrence of actions, programs, and resources from the three levels of government, and the participation of various sectors of the society.

National Development Plan 2019-2024.[47] It states that the main national development objective is to construct a viable economic development model of political order and coexistence between social sectors to achieve progress with justice and growth with well-being. The Mexico SGP Country Programme is consistent with the NDP's primary objective.

Programa Sectorial de Medio Ambiente y Recursos Naturales 2020-2024 (PROMARNAT)[48] (Environment and Natural Resources Sectoral Programme 2020-2024). Under the Ministry of Environment and Natural Resources, the PROMARNAT is based on the principle of promoting sustainable development, considered one of the most critical factors for achieving the Mexican population's well-being. The Mexico SGP Country Programme is consistent with PROMARNAT's priority goals and contributes to their achievement.

Programa Nacional Forestal 2019-2024[49] **(National Forest Programme 2019-2024).** The objectives of this programme, under the National Forest Commission (CONAFOR), include, among others, fostering community forest management for the sustainable and diversified use of forest resources, as well as the integration and development of local value-creating networks that trigger local economies to improve the quality of life of the population living in forest areas; protecting forest ecosystems, through territorial management, from factors that deteriorate forest cover, maintain natural capital, and contribute to mitigating climate change; conserving and restoring the capacity to provide ecosystem services in strategic forest areas, through an inclusive and participatory approach, and promoting a new model of governance, plural, effective and inclusive, with citizen participation from the forestry sector. SGP Mexico's work on sustainable forest management is aligned with the main objectives of this programme.

Programa Nacional de Áreas Naturales Protegidas 2020-2024[50] **(National Programme on Natural Protected Areas)**. The priority objectives of this programme, under the National Commission on Natural Protected Areas (CONANP) comprise, among others, strengthening the effective management of protected areas and increasing the conservation area to maintain the representativeness of biodiversity, the connectivity and functionality of ecosystems and the provision of their environmental services to improve the quality of life of current and future generations; promoting community participation in the

[46] SEMARNAT. 2010. *Estrategia Nacional de Manejo Sustentable de Tierras.* Ministry of Environment and Natural Resources (SEMARNAT). Mexico City, Mexico. Available at: http://www.ccmss.org.mx/wp-content/uploads/2014/10/Estrategia_Nacional_de_Manejo_Sustentable_de_Tierras.pdf

[47] Diario Oficial de la Federación. 2019. Plan Nacional de Desarrollo 2019-2024. Mexico City, Mexico. Available at: https://www.dof.gob.mx/nota_detalle.php?codigo=5565599&fecha=12/07/2019.

[48] Diario Oficial de la Federación, 2020. Programa Sectorial de Medio Ambiente y Recursos Naturales 2020-2024. Available at: https://www.dof.gob.mx/nota_detalle.php?codigo=5596232&fecha=07/07/2020/.

[49] Comisión Nacional Forestal. Programa anual de trabajo 2020. Available at: https://www.conafor.gob.mx/transparencia/docs/PAT_2020_CONAFOR.pdf/.

[50] Comisión Nacional de Áreas Naturales Protegidas. Programa Nacional de Áreas Naturales Protegidas 2020-2024. Available at: https://www.conanp.gob.mx/datos_abiertos/DES/PNANP2020-2024.pdf/.

conservation and sustainable use of natural resources in protected areas to improve their livelihoods and reduce their vulnerability; and promoting the restoration of ecosystems, as well as protection and monitoring actions for the conservation and recovery of priority species and their habitats in protected areas. The Mexico SGP Country Programme goals are consistent with the priority objectives of this National Programme.

Programa Sectorial de Agricultura y Desarrollo Rural 2019-2024[51] (Agriculture and Rural Development Sector Programme 2019-2024). The objectives of this programme, under the Ministry of Agriculture and Rural Development (SADER), included achieving food self-sufficiency through increased production and productivity in agriculture, livestock, and fisheries; contributing to the well-being of the rural population by including producers who have historically been excluded from rural and coastal production activities, taking advantage of the potential of local territories and markets, and increasing sustainable production practices in the agricultural and aquacultural fishing sectors in the face of agroclimatic risks. This programme includes components related to the economic integration of production chains and strengthening of family production units through soil and biomass conservation activities, and investment in fixed assets to improve the units' production capacity, which are consistent with SGP Mexico's goals.

Programa Sectorial de Energía 2020-2024[52] (Energy Sectoral Programme 2020-2024). The relevant priority objectives of this programme, under the Ministry of Energy (SENER), are 1: To reach and maintain sustainable energy self-sufficiency to satisfy the energy demand of the population with national production; 4: To raise the level of efficiency and sustainability in the production and use of energy in the national territory, and 5: To ensure universal access to energy, so that it is available for the development of Mexican society. Collaboration with this programme is fundamental for SGP Mexico during the implementation of OP7 since it will encourage the use of renewable energy and energy efficiency technologies at the community level.

Programa Nacional para la Igualdad entre Mujeres y Hombres 2020-2024 (National Programme for Equality between Women and Men 2020-2024). This programme seeks to contribute decisively to the enforcement of Mexican women's rights to equality, non-discrimination, and to live a life free of violence. It establishes six priority objectives to close gender gaps in the rural, community, and territorial environments and sets concrete actions for government agencies such as the Ministry of Welfare, Ministry of Rural Development, and Ministry of Agrarian, Land, and Urban Development.

Programa Sembrando Vida[53] (Sowing Life Programme). Through this programme, the Ministry of Welfare seeks to improve producers' income and recover one million hectares of forest cover in Mexico by establishing agroforestry systems, where traditional crops and fruit and timber trees are combined, and to convert the traditional milpa system into milpa interspersed with fruit trees in 19 states including Campeche, Chiapas, Oaxaca, Puebla, Quintana Roo, Tabasco, and Yucatán. The Mexico SGP Country Programme will establish alliances with the Sowing Life Program beneficiaries to improve the sustainability and resilience of these production systems. Recently direct subsidies to beekeepers and small-scale cacao farmers were included as part of this programme.

[51] Diario Oficial de la Federación, 2020. Programa Sectorial de Agricultura y Desarrollo Rural 2019-2024. Available at: https://dof.gob.mx/nota_detalle.php?codigo=5595549&fecha=25/06/2020/.

[52] Diario Oficial de la Federación, 2020. Programa Sectorial de Energía 2020-2024. Available at: https://www.dof.gob.mx/nota_detalle.php?codigo=5596374&fecha=08/07/2020/.

[53] Secretaría de Bienestar. 2019. Programa Sembrando Vida. Available at: https://www.gob.mx/bienestar/acciones-y-programas/programa-sembrando-vida

Programa Jóvenes Construyendo el Futuro[54] (Youth Building the Future Programme). Mexico's Ministry of Labor and Social Welfare grants scholarships through this programme to train young people between 18 and 29 years of age with different education levels for a year in the work center of their choice. The Mexico SGP Country Programme will seek to involve young beneficiaries in targeted community projects that could benefit from this synergy.

Programa Producción para el Bienestar[55] (Production for Well-being Programme). The objective of this programme, under the Ministry of Agriculture and Rural Development (SADER), is to channel production support to agroecological and sustainable practices for soil water and agrobiodiversity conservation; encourage self-reliance in seed production and other inputs; provide funding for renewable energy systems and machinery and equipment suitable for small-scale agriculture. This programme also seeks to foster the establishment of micro, small, and medium private companies associated with the commercialization of food products. Collaboration with this programme is key to the Mexico SGP Country Programme since it also contributes to promoting agroecological practices, soil, water, and agrobiodiversity conservation, and the inclusion of communities in new sustainable value chains.

Sub-national programmes and strategies. The states governments of Campeche, Chiapas, Oaxaca, Puebla, Quintana Roo, and Yucatan have formulated their state-level Strategies for the Conservation and Use of Biodiversity to contribute to the objectives established in the Convention on Biological Diversity, following the National Strategy on Biodiversity (ENBioMex) and its 2016-2030 Action Plan[56]. These states also have their Climate Change Action Plans consistent with the National Climate Change Strategy and the Special National Climate Change Programme[57]. Campeche, Chiapas, Oaxaca, Quintana Roo, and Yucatan have also prepared their state-level Strategies for Reducing Emissions from Deforestation and Forest Degradation, aligned with the National Strategy for the Reduction of Emissions from Deforestation and Forest and Forest Degradation (ENAREDD+). These policy instruments provide a congruent framework that facilitates coordination and exchange of information with SGP Mexico and allows joint investment in community projects.

[54] Secretaría del Trabajo y Previsión Social. 2019. Programa Jóvenes Construyendo el Futuro. Available at: https://jovenesconstruyendoelfuturo.stps.gob.mx/

[55] Secretaría de Agricultura y Desarrollo Rural. 2019. Programa Producción para el Bienestar. Available at: https://www.gob.mx/agricultura%7Cyucatan/articulos/ventanillas-para-el-programa-produccion-para-el-bienestar-2019

[56] Comisión Nacional para el Conocimiento y Uso de la Biodiversidad. Estrategias. 2020. Available at: https://www.biodiversidad.gob.mx/region/EEB/estrategias/.

[57] Sistema Nacional de Cambio Climático. Entidades federativas y municipios. Available at: https://cambioclimatico.gob.mx/entidades-federativas-y-municipios/.

III. STRATEGY

The premise of the GEF Small Grants Programme is that communities, CBOs, and CSOs will adopt environmentally sustainable production practices that produce global environmental benefits if the financial risk of innovation can be lowered with a small grant and technical assistance from the SGP and its partners. These small grants will also support communities in the seven target landscapes to develop their capacities and to build synergies and collaboration as per their comparative advantages. In particular, during OP7, SGP Mexico will support communities, CBOs, and CSOs to take collective action to enhance the socio-ecological resilience of their production landscapes through a participatory landscape planning and management approach. To ensure that all voices are considered, efforts will be made to reach out to women, youth, indigenous peoples, and other vulnerable groups such as people with disabilities and migrants, in each one of the landscapes.

In addition to the landscape approach fostered by the COMDEKS Initiative [58], the project will include the following as part of its methodology for implementation:

- ***Participatory approach***: From the consultations for the SGP Mexico 2020-2030 planning process, during the last semester of 2019, which consisted of a series of in-person workshops, individual meetings, and interviews with a large group of stakeholders in each target landscape, the process has been and will continue to be participatory in nature (please see Annex 8 for the Stakeholder Engagement Plan). SGP Mexico has been able to convene a variety of stakeholders and can create synergies and links with national, state, and local governments and the private sector. The thrust of OP7 is to give organizations a sense of agency over their environmental and sustainable development problems while facilitating partnerships, and multi-stakeholder collaboration, and sharing of resources and knowledge.
- ***Gender and human rights***: OP7 and its grants will ensure that the project does not discriminate against socioeconomically disenfranchised women, youth, indigenous peoples, and other vulnerable groups such as people with disabilities and migrants. OP7 will support smaller civil society groups that may not have the capacity to develop sophisticated proposals, by providing support and follow-up in each landscape, and through the NSC's ongoing support. Efforts will be taken to ensure that OP7 is well-understood at a deep level within a landscape, so that there is local-level commitment and buy-in, and that the project reflects their needs at the landscape level, in all of their dimensions (social, political, economic, and environmental) without discrimination. The different opportunities that men and women have as well as the impediments faced by women are considered in the Project Results Framework and the proposed activities.
- ***Iterative Learning and Knowledge Management***: The entire implementation process during OP7 will be iterative in nature and will promote both the generation of knowledge and its incorporation into other activities. There will be numerous knowledge development prospects and cross-landscape peer learning opportunities such as communities of practice. The process of developing proposals, articulating landscape strategies, and sharing lessons learned among community groups will all be done with a strategy to both build capacities and increase knowledge. This phase will also actively involve women in peer-to-peer exchanges, especially in the process of replicating innovations (technological and otherwise). For instance, if one

[58] SGP implements the Community Development and Knowledge Management for the Satoyama Initiative Programme (COMDEKS) in 20 countries around the world; it focuses on community-based landscape planning and management for socio-ecological resilience. For more information, please see https://comdeksproject.files.wordpress.com/2014/10/communities-in-action-comdeks-web-v2.pdf.

landscape is far more advanced in energy-efficient technologies, SGP Mexico will facilitate sharing their experiences with communities in other landscapes where uptake has been low. The knowledge management approach will ensure that the Project is able to recover key experiences and generate replicable lessons. During OP7, SGP Mexico will also foster community and citizen science initiatives and new technologies to help collect and analyze data and improve landscape monitoring. COVID-19 related risks and issues will be incorporated into communication and knowledge management strategies.

- ***Theory of change principle***: The Project's chain of results is projected to be mutually reinforcing. It is understood that landscapes will not be completely sustainable at the end of the five-year project duration. For example, due to the complexity of land or marine restoration (mangroves or reefs), most of the target area might not be fully restored by the end of OP7, and there is always the risk that the restoration process might not be completely successful. Therefore, the strategy is that as local organizations implement small grants, with a landscape strategy cohering the work, these discrete interventions will aggregate, and generate landscape-level changes, while facilitating new knowledge, partnerships, and experience. These partnerships will be reinforced through second- or third-level networks and alliances to increase their capacity to influence environmental governance. Links (i.e., ecosystem continuity, migration fluxes) and synergies (i.e., effective governance; concrete funding opportunities) will be promoted among organizations that have been supported for years, and new ones will be established to ensure integrated support. This approach will now be extended to two new landscapes, the Mixteca Arid Landscape, and the Oaxaca Mountains Landscape, with an eye to upscale successes.

  A critical aspect of this Project's design is to further systematize this process of change by identifying activities that can be synergized, mutually benefit one another, and cross-pollinate different initiatives and landscapes. See more on this Project's Theory of Change in section III.4.

III.1. Baseline scenario

In Mexico, SGP has evolved conceptually, focusing first on micro-regional strategies, then on large ecosystems, and, as an Upgraded Country Programme (UCP), during OP6, SGP Mexico adopted a community-based landscape approach as its core programming framework, building on the experience of UNDP's COMDEKS landscape planning approach.

Using participatory methodologies and the Community Development and Knowledge Management for the Satoyama Initiative Programme (COMDEKS) framework, five selected landscapes established a baseline, evaluated socio-ecological resilience indicators, and defined a strategic vision, goals, milestones, expected results, and strategies to guide the selection of projects to be financed according to its specificities. Seven cross-cutting strategic axes were identified linked to the Sustainable Development Goals (SDGs) of the United Nations Development Program (UNDP) and the Aichi targets of the CBD's Strategic Plan for Biodiversity 2011-2020.

The results were five landscape strategies and the Mexican Small Grant Programme 2020-2030 Strategic Plan[59]. The 10-year vision that underpins landscape-level planning for the Seventh Operational Phase (OP7) of SGP Mexico is to develop innovative, inclusive, and equitable projects that promote the management and conservation of agriculture and biodiversity and adaptation to global changes, generating economic, social, organizational, and health benefits to local communities in the biocultural

[59] Mexican SGP 2020-2030 Strategic Plan. PPD-FMAM-PNUD. 2019. "Estrategia 2020-2030. Programa de Pequeñas Donaciones México". Documento de trabajo. Programa de Pequeñas Donaciones (PPD), Fondo para el Medio Ambiente Mundial (FMAM), Programa de las Naciones Unidas para el Desarrollo (PNUD), Yucatán, México.

landscapes of southern Mexico, including vulnerable groups such as women, youth, people with disabilities, and indigenous groups.

Throughout its 26 years of operation, SGP Mexico has continuously fostered the development of capacities and strengthened local organizations to identify and use intelligent alternatives to promote conservation, manage biodiversity and natural resources sustainably to obtain food and raw materials, satisfy their needs, or produce environmentally-friendly goods and services, while building social, economic, and ecological resilience and improving the wellbeing of rural communities.

So far SGP Mexico has funded 666 projects, including those of the Sixth Small Grants Programme in México Operational Phase (OP6), for a total amount of USD 16.8 million of GEF financing. These have benefited around 14,000 people, of which approximately 6,000 are women. Projects funded have generated over 5,000 direct jobs and 13,000 indirectly. These projects addressed most GEF Focal Areas (BD, CC, LD, IW, POPs), with the majority (70%) of projects in the biodiversity focal area (465 projects).

The main results over the combined lifetime of SGP Mexico are summarized below:

- 666 funded projects.
- More than 14,000 beneficiaries. During GEF-6: 2,095 (910 women; 1,185 men) direct beneficiaries, and 8,380 (3,640 women; 4,740 men) indirect beneficiaries.
- 1,167,693 hectares under community management.
- 221,773 hectares protected through community conservation projects.
- 485 hectares of coastal, lagoon, or pluvial surface in aquaculture projects.
- 133,000 hectares under improved practices during GEF-6.
- 252 plant and 137 animal species managed and/or conserved.
- 5,400 “sustainable” jobs created.
- 5,798,500 tCO_2e of emissions avoided in the AFOLU sector during GEF-6.

The number of community projects supported by the Small Grants Programme in Mexico (SGP Mexico) has grown over time. Large extensions of tropical and mountain forests and coastal and marine lagoon areas have been protected through different conservation instruments and practices and contribute to maintaining the continuity of ecological and evolutionary processes of flora and fauna populations. In the first five phases of the SGP, habitat conservation focused on establishing and strengthening natural protected areas, biological corridors, and their surroundings. In OP6, the strategy was diversified by supporting the creation of two voluntary conservation areas and two no-take zones (or fish refuges, as they are called in Mexico). In response to the Terminal Evaluation of the Fifth Operational Phase [60], community protection of forest areas was strengthened through twelve initiatives and ten projects that include FSC certification for timber exports. This comprehensive conservation strategy contributes to maintaining connectivity between forest areas, increasing communities’ capacities and motivation to avoid land-use change, and apply ecosystem management and conservation practices. It also promotes agrobiodiversity conservation, mainly rescuing native flora species traditionally used in agricultural production systems (agricultural parcels, milpa, and *traspatios*[61]).

Efforts in community-based tourism have made significant progress, moving from supporting family initiatives to endorsing a regional tourism network (Alianza Peninsular para el Turismo Comunitario). This

[60] Imbach, A. C. 2014. Terminal Evaluation of the Fifth Operational Phase of the GEF Small Grants Programme in Mexico (June 2014). 89 pp.

[61] Refer to footnote 31.

network provides direct support to 24 community cooperatives, which are now profitable enterprises that share their landscapes and culture with national and international tourism. Benefits derived from tourism are reaching a greater number of families, and communities are taking ownership of local conservation initiatives and increasing their appreciation of and attachment to their locality. However, these alternative tourism initiatives need further investment to improve their marketing strategies beyond promoting existing destinations.

A similar story can be told about freshwater aquaculture based on native fish species (i.e., *pejelagarto* [tropical gar]) where the alliance with academic organizations allowed the development of the scientific research required to establish aquaculture farms managed by small cooperatives and groups in the Usumacinta delta and neighboring areas in Tabasco. The technical and financial involvement of governmental, private, academic, and civil organizations in the operation of this value chain (aquaculture with native fish species) has been key to its success and its extension beyond the state of Tabasco to access other markets with fresh products and also different industrial processing alternatives. During OP6, SGP Mexico supported two aquaponics projects, one mariculture project with Mayan octopus and twelve aquaculture projects with native species in Tabasco and Chiapas, including a project for the production of fish food based on insect biomass, thus consolidating the aquaculture strategy with native species. It is necessary to continue these efforts to reduce the risk posed by introducing exotic species, particularly aquatic species, through productive reconversion in aquaculture projects.

The development of organic apiculture with value chains going from individual small farmer production to the export of certified organic honey to very demanding markets such as Germany and other European countries is another area of great success. This has been possible by articulating different actions such as identifying market opportunities and forging alliances between governmental, academic, civil, and private organizations to weave networks of interacting and complementing CBOs and CSOs.

So far, SGP Mexico contributes to addressing climate change priorities through fostering community projects for forest land cover conservation, forest fire-prevention, agrobiodiversity restoration, diversification of sustainable production activities, and promoting agroforestry practices for forest recovery.

Considering that organization is the basis for long-term sustainability, SGP Mexico strengthens community organizations' capacities to establish community businesses with high social impact. According to a study carried out in 2019 on the situation of CSOs and CBOs, and the state of cooperativism in the Yucatan Peninsula[62], collective organization increases resilience in the face of socio-environmental crisis, promotes financial self-management, generates self-employment, reduces transaction costs, fosters win-win relationships, and advances human values (solidarity, equity, equality, democracy, responsibility, and mutual aid).

Opportunities for improvement identified include promoting soil conservation practices, supporting initiatives to transfer sustainable technologies to the communities, and encouraging the diversification of funding sources. It is also essential to increase the number of species harvested by the different community projects, as in sustainable fisheries and sustainable aquaculture, with a small number of commercial species. The number of wildlife species managed and used in non-timber forest harvesting

[62] Corrales Ferrayola, E.I. & R. Orozco Martínez. 2019. "Análisis situacional y de capacidades de las organizaciones comunitarias y organizaciones de la sociedad civil de la Península de Yucatán". Programa de Pequeñas Donaciones (PPD), Fondo para el Medio Ambiente Mundial (FMAM), Programa de las Naciones Unidas para el Desarrollo (PNUD). Campeche, México. Available at: http://ppdmexico.org/AnalisisdeorganizacionescomycivilesPY.html/.

projects can also be increased. Moreover, the diversification of productive activities in forest communities could add value to the timber harvested and increase employment opportunities.

In various community-based groups, there is a lack of information and conviction about the effectiveness of sustainable resource use and the risk that climate change represents for their productive activities, safety, health, and assets. It is advisable to increase efforts to disseminate biodiversity conservation and sustainable management principles, so that food production is not perceived in opposition to natural resource conservation. Instead, they could be reconciled to aspire to sustainable development.

While lessons learned allowed SGP Mexico to upscale successful experiences in each of the four large ecosystems previously identified and today guide an instrumental use of resources to consolidate support to communities grouped within different landscapes/seascapes, the main problem remains the prevalent weakness of rural communities in the Southeast of Mexico to address the drivers of global environmental degradation (biodiversity loss, land degradation, and greenhouse gas emissions) in a strategic, integrated and sustainable way at landscape/seascape level. Community organizations in the targeted states are experiencing the landscape approach for the first time, with 75% of organizations receiving grants for the first time, and only 25% supported previously; work in Chiapas and Tabasco is incipient. The CBOs and CSOs funded to date only represent a fraction of the potential number of communities that could benefit from SGP Mexico. Moreover, community organizations where SGP Mexico has been long present need to be strengthened to participate in multi-level organizations and diversify their economic strategies to effectively act strategically and collectively in building and maintaining social and ecological resilience.

III.2. Associated baseline projects

The primary baseline investments and activities in the seven target landscapes in Mexico relevant to the OP7 include the development of five landscape strategies. During OP6, using participatory methodologies and the COMDEKS landscape planning approach, stakeholders participated in each of the five target landscapes to determine a baseline and evaluate socio-ecological resilience indicators. They also defined goals, milestones, expected results, and a vision for each landscape.

Moreover, three strategic projects, based on the alliance of communities, were awarded during OP6: (i) community tourism (finding common approaches to manage data and information, policymaking, capacity building, and collective marketing); (ii) sustainable forest management (sustaining the processes for wood certification and market access), and (iii) organic beekeeping (establishing a beekeeping agenda around which donors may coordinate investments). Allied communities now have new skills to have direct dialogue with high-level government officials and share their agenda. Market access is also increasing through these alliances. These projects also generated accurate baseline data and a needs assessment for these three sectors and have served as the basis for developing partnerships with co-financing agents to continue strengthening local capacities.

- Tourist sector: There is an accurate diagnosis of the current situation of the cooperatives dedicated to community tourism and the steps to be taken to support this sector.
- Forestry sector: With partners such as The Nature Conservancy (TNC) and Rainforest Alliance (RA), SGP Mexico has worked on the value chain approach and generated data on the sector's main challenges.
- Apiculture sector: There is data on production and the number of families that have been benefited, as well as on public policies that need to be improved to strengthen the sector.

Also, SGP Mexico sponsored a governance analysis of CBOs and CSOs in the Yucatan Peninsula, published in 2020,[63] that provides an analysis of the state of community governance and identifies opportunities for improvement; it also includes a tool to assess the evolution of the level of governance of these organizations.

Regarding energy efficiency and renewable energy technologies, during OP6, at least seven projects with energy-related activities were financed, which include photovoltaic systems interconnected to the grid for the constant generation of electric energy —given the deficient and intermittent nature of the current service— and reduction of both energy consumption and payments, as well as the replacement of motorized equipment with more efficient units to reduce fuel consumption. These actions have been linked to community tourism projects, so in addition to their direct contribution to their objectives, they also serve as demonstrations for visitors and local inhabitants.

Concerning COVID-19, SGP Mexico and UNDP jointly prepared an assessment of impacts and needs, making it possible to have updated data on economic impact and steps to recover livelihoods. This methodology allowed working with the multiple sectors in the landscapes and managing co-financing to promote recovery strategies by sector, formulated in a participatory manner through virtual workshops. A COVID-19 Analysis and Action Framework (see Annex 14) was prepared to provide more detailed guidance on managing the COVID-19 pandemic.

III.3. Alignment with GEF Focal Areas and/or Impact Programme Strategies

This project is aligned with GEF-7 Programming Directions and strategic priorities. In accordance with GEF-7 strategic directions, it will focus on promoting and supporting innovative and scalable initiatives at the local level to protect the global environment in priority landscapes and seascapes and becoming an incubator and facilitator of innovation, with the potential for broader replication of successful approaches through alliances with other GEF-funded projects and other partners.

The project proposed here is in full conformity with the policy for the upgrading of SGP Country Programmes, as first described in *GEF/C.36/4 Small Grants Programme Execution Arrangements and Upgrading Policy for GEF-5* and then in *GEF/C.46/13 GEF Small Grants Programme: Implementation Arrangements for GEF-6*, and GEF/C.54/05/Rev.01 *GEF Small Grants Programme: Implementation Arrangements for GEF-7*, approved by GEF Council. This GEF SGP Upgraded Country Programme will continue to follow the SGP's Operational Guidelines to ensure compliance with longstanding best practices and GEF policy for the SGP.

The Mexico SGP Country Programme will work in seven (7) selected landscapes/seascapes and continue to seek synergies, by implementing multi-sectoral approaches involving communities at the landscapes/seascapes level and facilitating communities' innovative actions to effectively manage their complex biocultural landscapes/seascapes.

The Mexico SGP Country Programme is aligned with the Biodiversity Focal Area Strategy as it engages communities in landscape strategies that (i) "mainstream biodiversity across sectors as well as landscapes and seascapes through biodiversity mainstreaming in priority sectors", (ii) "reduce direct drivers to protect habitats and species", and (iii) "mainstream biodiversity across sectors as well as landscapes and seascapes through inclusive conservation".

[63] Corrales Ferrayola, E.I. & R. Orozco Martínez. 2019. "Análisis situacional y de capacidades de las organizaciones comunitarias y organizaciones de la sociedad civil de la península de Yucatán", Programa de Pequeñas Donaciones (PPD), Fondo para el Medio Ambiente Mundial (FMAM), Programa de las Naciones Unidas para el Desarrollo (PNUD), Yucatán, México. Available at: http://ppdmexico.org/AnalisisdeorganizacionescomycivilesPY.html/.

During OP7, the Mexico SGP Country Programme will also be aligned with the GEF-7 Climate Change Focal Area objective by (i) “promoting innovation and technology transfer for sustainable energy breakthroughs for decentralized power with energy usage”, since it will encourage the use of renewable energy and energy efficiency technologies in community productive infrastructure to improve resilience and reduce CO2 emissions (through solar water pumps and gasification of biomass and waste, for example).

The Country Programme is also aligned with the GEF 7 Land Degradation Focal Area with a view to (i) “maintain or improve flow of agro-ecosystem services to sustain food production and livelihoods through Sustainable Land Management (SLM)”, (ii) “maintain or improve the flow of ecosystem services, including sustaining livelihoods of forest-dependent people through Sustainable Forest Management (SFM)” and (iii) “reduce pressures on natural resources from competing land uses and increase resilience in the wider landscape”. SGP Mexico will support efforts to secure livelihoods of smallholders; build capacity at local and landscape levels to restore and maintain functional landscapes while conserving biodiversity, and promote lessons learning and knowledge exchange and South-South cooperation. The programme focuses on enhancing resilient livelihoods and food security in local communities through promoting sustainable agriculture, participatory land-use planning, and forest conservation-based livelihoods.

During project preparation, SGP Mexico has liaised with the agencies in charge of implementing the GEF project portfolio in Mexico, thanks to the support of the UNDP Country Office and the GEF Focal Point, to align itself with relevant programs and projects, particularly with those concerning local community-driven initiatives in the seven selected landscapes. The partnerships with other stakeholders and organizations, as well as the linkages with other GEF projects and initiatives, are described in section IV. Results and Partnerships, of this document.

III.4. Theory of change

One of the key assumptions outlined in the project theory of change for advancing from project-level outcomes to longer-term outcomes (intermediate states) and ultimately to durable long-term impacts is that the landscape approach, reinforced through multi-stakeholder collaboration, will help achieve a cohesive and coherent vision, under which development actors and local partners will execute synergistic and complementary activities to reach a tipping point towards sustainability in each of the seven selected landscapes and seascapes in Mexico. By focusing on targeted communities in these landscapes, the project seeks cost-effective delivery of community-level investments, processes, and tools within a measurable, limited geographic scope.

Another assumption is that there is market demand for products differentiated by their sustainable production. The project aims to strengthen value chains' economic sustainability to produce goods and services that comply with verifiable fair trade and sustainable standards and certifications. This will be achieved by offering technical training to improve production and transformation, including appropriate technologies, assisted development of marketing strategies, and access to financial services.

The barriers to overcome are mainly related to the communities' capacity for planning the use of natural resources with a long-term sustainability vision and the technical and financial resources to initiate agroecological transition processes and promote value chains. Addressing socioeconomic well-being, including livelihood benefits, is fundamental to ensure local communities' genuine participation in conservation and restoration initiatives. The proposed solution based on GEF funding will address the barriers faced by communities in these seven landscapes to develop and implement adaptive management, production, and marketing strategies that are sustainable and foster social, economic, and ecological resilience.

The project will seek to empower and support local community organizations, CBOs and CSOs, to pilot and carry out sustainable interventions that support livelihoods and reverse biodiversity loss, control land degradation and implement mitigative activities against climate change. Therefore, local organizations will implement small grants, with a landscape strategy cohering the work. These discrete interventions will aggregate and generate landscape-level changes while promoting social cohesion and facilitating new knowledge, partnerships, and experience.

These partnerships will be reinforced through second- or third-level networks and alliances to increase their capacity to influence environmental governance. Links (i.e., ecosystem continuity, migration fluxes) and synergies (i.e., effective governance; concrete funding opportunities) will be promoted among organizations that have been supported for years, and new ones will be established to ensure integrated support.

Organized second-tier producer organizations will be eligible for training in themes such as marketing, advertising, contract negotiation, access to credit/financial support, feasibility studies, business planning, logistics, and retail, etc. By forming alliances, the groups will achieve the economies of scale needed to enter and successfully compete in markets.

Achieving durable changes in attitudes and practices depends on ensuring CBOs and CSOs attain and keep abreast of knowledge and best practices/models. The project will facilitate capacity building, sharing technical expertise, and networking and knowledge-sharing opportunities, including women and marginalized groups. The project will also foster the establishment of learning communities or communities of practice to exchange knowledge, and experiences on specific topics such as renewable energy and gender leadership, among others. The lessons learned from this project will enable upscaling of best practices, inform policy development, improve baseline data in the country, and provide models to be replicated elsewhere.

Sustaining and upscaling innovative renewable and energy-efficient technologies at the community level are similarly a function of having local capacities developed for adopting, operating, and maintaining the systems. Landscape-to-landscape exchanges and peer-to-peer learning on new sources of energy and energy efficiency will promote public awareness and make these new technological solutions more accessible and contribute to increasing resilience and reducing CO2 emissions in community production activities.

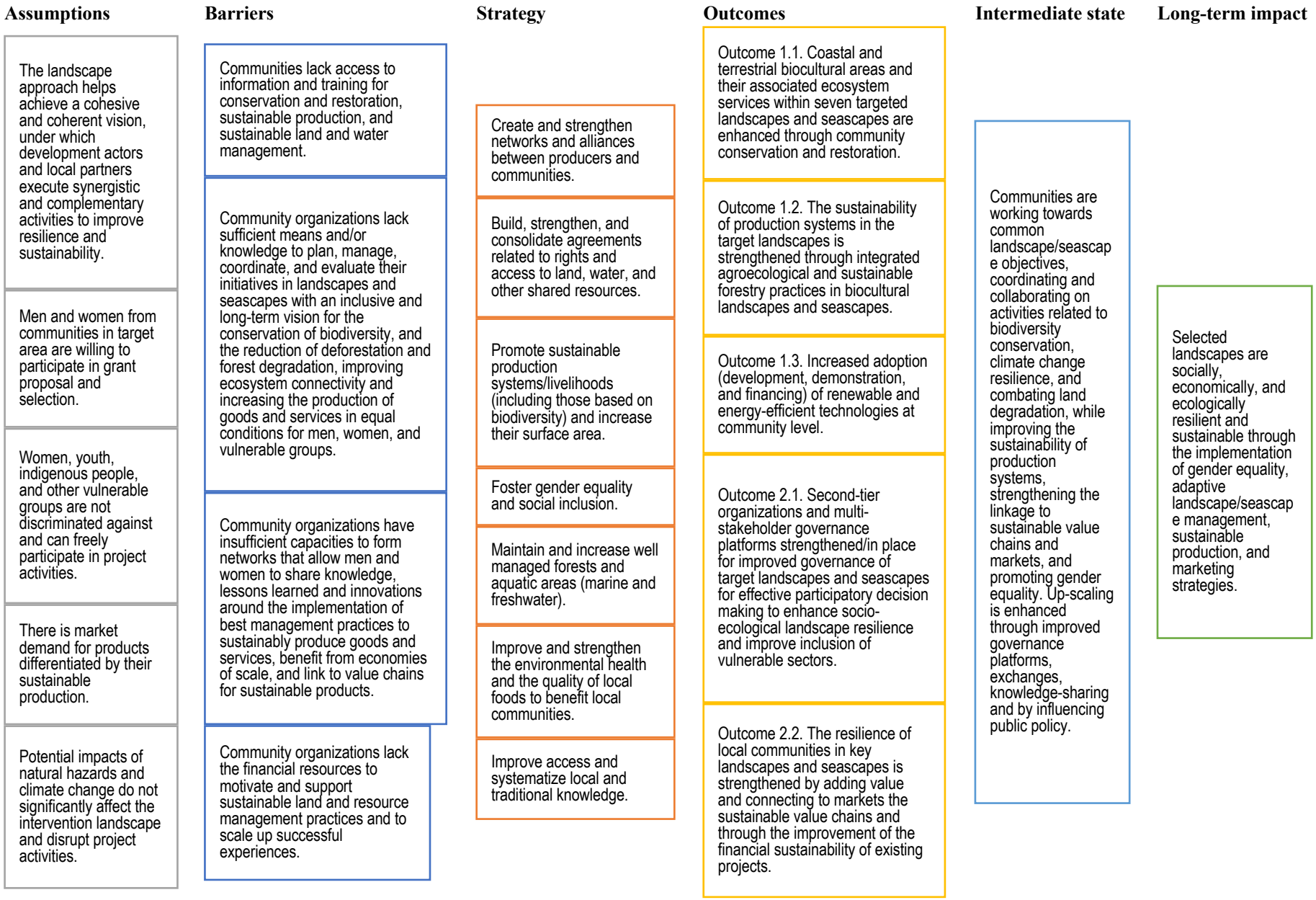
Incorporating the gender perspective and the empowerment of women is a priority and fundamental to reducing the barriers that women face on the road to sustainable rural development. Moreover, inclusion of youth, and other vulnerable groups, such as people with disabilities and migrants, will be promoted.

Nine strategic projects are planned during project implementation to facilitate durable impacts and upscale results. Thematic-based strategic grants are envisaged to be awarded to second and third-level organizations and alliances for enhancing their capacities to organize themselves at these higher governance levels, delivering technical and strategic capacity building, providing technical guidance during the implementation of the small grants projects, and linking CBOs with other enabling partners to enhance the durability of the results achieved. The indicative thematic strategic grants will cover the following subjects:

- One on biodiversity management and conservation, and traditional ecological knowledge linked to community forest management, sustainable tourism, or agroecological milpa system.
- Two on community-level renewable energy and energy efficiency.
- Two to strengthen second and third-level organizations or alliances to upscale successful SGP project experiences.

- One to encourage mainstreaming risk management within projects, in partnership with UNDP's Disaster Risk Management Programme in Mexico.
- One in support of gender mainstreaming within projects.
- One to foster the establishment of learning communities or communities of practice.
- One to foster community-based communication within projects to encourage community organizations to produce their own materials and share lessons learned.

Figure 1: Theory of change



IV. RESULTS AND PARTNERSHIPS

IV.1. Expected Results

The Seventh Operational Phase of the GEF Small Grants Program in Mexico will enable communities and organizations in seven landscapes and seascapes in the South and Southeast regions of Mexico, in the states of Campeche, Chiapas, Oaxaca, Puebla, Tabasco, Quintana Roo, and Yucatan, to take collective action to enhance the socio-ecological resilience of their production landscapes through a participatory landscape planning and management approach that supports multi-functional land-use systems aimed at optimizing ecosystem services and strengthening biodiversity for local and global environmental benefits. SGP will support specific community-based actions in each landscape by financing small-scale projects implemented by local community organizations and coordinating them within the priority landscapes to achieve landscape-scale impacts.

The project will promote landscape sustainability and connectivity in identified priority areas for the maintenance of ecosystem services and biodiversity conservation through a small grants programme for communities and their organizations. The grants will support activities such as promoting timber and non-timber forest products, agroecology, agroforestry, landscape restoration and mitigation of climate change, adopting renewable energy and energy efficiency technologies to improve resilience and reduce CO_2 emissions, among others. Besides small grants, the project will also work in the broader context by providing training, capacity building, and advocacy for individuals and organizations to improve their participation in new value chains, influence public policies, and contribute to the advancement of human rights to land and territory.

Global Environmental Benefits: The project is aligned with the following GEF-7 focal area objectives:

- **BD-1-1**: Mainstream biodiversity across sectors as well as landscapes and seascapes through biodiversity mainstreaming in priority sectors.
- **CCM-1-1**: Promote innovation and technology transfer for sustainable energy breakthroughs for decentralized power with energy usage.
- **LD-1-1**: Maintain or improve flow of agroecosystem services to sustain food production and livelihoods through Sustainable Land Management (SLM).

With respect to **biodiversity**, the project will seek to promote the conservation and sustainable use of globally significant biodiversity and promote biodiversity-based livelihoods. Indicative types of community projects include the following:

- Conservation of globally significant biocultural resources, including traditional medicine in terrestrial areas through areas voluntarily designated for conservation (ADVC) and territories and areas conserved by indigenous peoples and local communities (TICCA[64]).
- Improved marine habitat conservation practices through the establishment of no-take zones (6,000 hectares) and enhancing fishers' capacities to prevent environmental impacts on islands and reefs in marine-coastal areas crucial to biodiversity conservation.

[64] A TICCA is a specific indigenous people or local community associated with a specific territory, area, or body of natural resources, combined with effective local governance and conservation of nature (https://www.iccaconsortium.org/index.php/discover/).

- Agrobiodiversity conservation through preservation and promotion of native seeds and plant species, and community germplasm conservation actions.
- Conservation and restoration of mangroves, reefs, and coastal dunes.
- Strengthening community participation and coordination among stakeholders in formal watershed governance bodies and testing innovative solutions to improve water quality.
- Capacity building/training initiatives for engaging women and youth in projects that benefit connectivity and biodiversity and promote inclusive conservation.
- Conservation of forest areas through promoting sustainable forest management and livelihood-based restoration activities.

With respect to **land degradation**, the project will address erosion, damaged agricultural land, desertification, and deforestation through:

- Promoting sustainable and resilient production systems such as sustainable community tourism, sustainable forest management, agrosilvopastoral systems, agroforestry systems (such as coffee and cocoa), and community germplasm conservation actions (Seed Guardians).
- Community-managed natural regeneration of degraded lands and marine-coastal ecosystems., including mangroves, dunes, and reefs.
- Conservation and sustainable use of biodiversity in productive landscapes and within buffer zones of protected areas (i.e., sustainable utilization of non-forest timber products).
- Encouraging responsible and sustainable fishing practices and strengthening the value chain for native species (lobster, sea bass, grouper fish, among others).

With respect to **climate change**, indicative community projects include the following:

- Mitigating GHG emissions, i.e., through energy efficient solutions introduced, adapted, piloted, and disseminated.
- Expanding the application of renewable and clean energy solutions for productive uses, such as solar pumps, hydropower (micro-hydro), biogas, efficient biomass use, wood stoves, etc.
- Increasing use of renewable energy, including alternatives to fuelwood and coal.
- Improving energy efficiency, i.e., for productive infrastructure, household use and community lighting.

The global environmental benefits generated by the SGP Mexico Upgraded Country Programme (UCP) are estimated based on the expected number of grants awarded and experiences on earlier operational phases of the SGP in the country. Aggregated benefits over the longer term will be a function of the synergies created between projects through programmatic approaches, such as the landscape/seascape management approach proposed here. GEF support will be catalytic in mobilizing action at local levels to innovate new strategies and technologies to improve the management of vulnerable natural resources and ecosystems. More importantly, the programme will enhance stakeholders' capacities in different sectors and at different levels (CSOs, CBOs, etc.) to promote participatory resource management and clean energy access. The lessons learned from the community and landscape-level initiatives will be analyzed by multi-stakeholder groups at landscape and regional levels for potential policy inputs and disseminated to other landscapes and communities where they will be up-scaled, mainstreamed, and replicated, as well as integrated into other local and national level programs.

The expected project results with respect to the GEF Core Indicators are outlined in the table below and recorded in the Core Indicator Worksheet in Annex 16.

Description of end-of-project targets for GEF Core Indicators	
GEF Core Indicators	**Proposed end-of-project targets and descriptions**
Core indicator 3: Area of land restored (hectares)	End-of-project target: 2,500 ha Based on the focal area breakdown of the GEF grant, there are about 10 BD and 15 LD projects envisaged among the total of 88. Restoration-rehabilitation projects are expected in all 7 land/seascapes. A total of 25 restoration-rehabilitation (BD+LD) projects are envisaged. The target of 2,500 ha is split across sub-indicator 3.1 (silvopastoral systems and agroecology) with 2,300 ha, and sub-indicator 3.4 (mangrove and coastal dune restoration) with 200 hectares.
Core indicator 4: Area of landscapes under improved practices (hectares; excluding protected areas) (hectares)	End-of-project target: 100,000 ha An estimated 9 projects are envisaged to entail improved landscape management practices. These projects are distinguished from the ones on restoration-rehabilitation. Under sub-indicator 4.1 (10,000 ha), the types of envisaged projects include watershed management, under sub-indicator 4.2 (40,000 ha) are projects under certification (FSC certification, areas voluntarily designated for conservation (ADVC) and TICCA, organic certification and other similar standards), and under sub-indicator 4.3 (50,000 ha) on sustainable forest management, etc.
Core indicator 5: Area of marine habitat under improved practices to benefit biodiversity (hectares)	End-of-project target: 6,000 ha The Coastal Seascape of the Yucatan Peninsula is one of the seven target sea/landscapes, located in the states of Campeche, Quintana Roo, and Yucatan. Interventions contributing towards this core indicator include no-take zones to protect coastal and marine biodiversity and safeguard livelihoods of small-scale fishers, certification of sustainable fisheries. Four projects are estimated under this indicator.
Core indicator 6: Greenhouse gas emission mitigated (metric tons CO_2e)	**End-of-project target: 15,000 tCO_2e** Considering the resources available and the possible costs of the technologies, it has been estimated that about 25 projects will be supported, benefiting at least 15 communities, and report an emissions reduction of 15,000 tCO_2e (sub-indicator 6.2), and to increase the 3.25 MW in installed renewable energy capacity, considering the 20 years of the average useful life of each technology (sub-indicator 6.4). See detailed calculations in Annex 13. GHG emissions avoided through interventions in the agriculture, forestry, and land use sector (AFOLU) are not included in the Core Indicator 6 estimations but are considered as project co-benefits. Based on the information summarized in Annex 13, almost 282,000 tCO_2e over an average 15-year lifetime are approximated to be avoided through the 2,500 ha of restoration interventions under Core Indicator 3.
Core indicator 11: Number of direct beneficiaries disaggregated by gender as co-benefit of GEF investment (number)	**End-of-project target: 4,000 (of whom 2,000 are female and 2,000 are male)** A total of 80 community projects are envisaged under OP7. Based on experience during earlier operational phases, an average of 50 beneficiaries per project have been reported. The project's gender mainstreaming target is 50% female to 50% male.

This SGP Mexico is expected to leverage additional funds from other sources, such as government schemes and programs and private sector initiatives, leading to the subsequent increase in the number of beneficiaries. The project is strongly aligned with government priorities, which will facilitate synergies with government programs. Another aspect of the project will be to strengthen CSOs and CBOs' pursuit for co-financing and collaboration, including access to sustainable finance. A significant focus will be to help projects and beneficiaries make their products marketable through value addition, labeling, and certification and facilitate markets for those products.

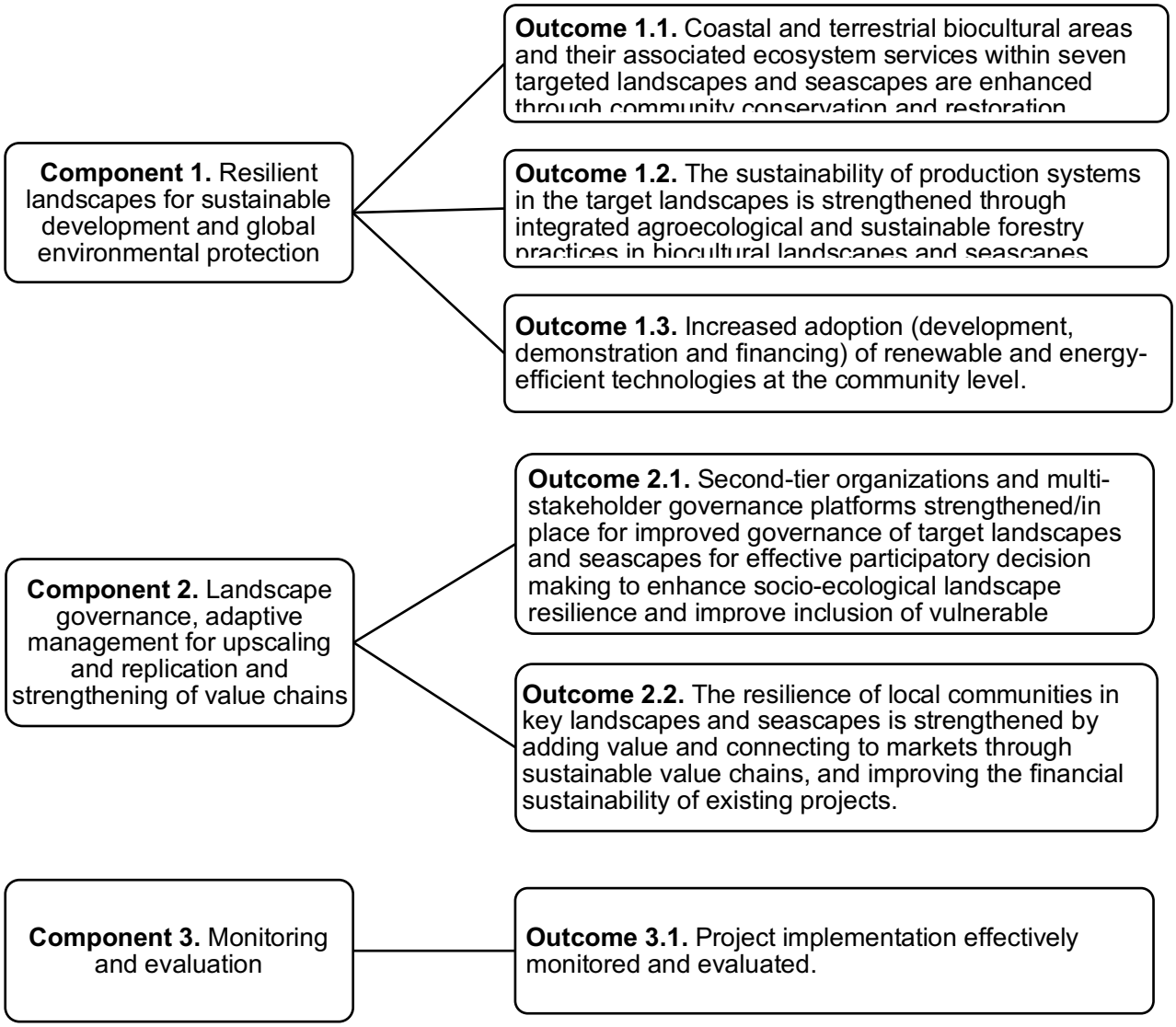
Sustainable practices based on agroecology will have the co-benefits of increasing plant genetic resources for food and agriculture. Communities' adaptive capacities will be strengthened through alternate livelihood options, increased access to markets and sustainable financing, establishment and access to clean and cost-effective alternative energy solutions, and improved ecological conditions. It is expected that greater food security and/or generation of employment and income for resource-dependent communities from sustainable management of ecosystems and marketing of biodiversity products and other goods and services will provide the primary economic incentive to these communities, individually and collectively, to conserve biodiversity and optimize ecosystem services. Community organizations will build their capacities to plan and manage resources adaptively and in synergy with each other.

IV.2. Project Objective

To strengthen socio-ecological and economic resilience in seven (7) landscapes and seascapes in Mexico —(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, (6) Oaxaca Mountains Landscape, (7) Mixteca Arid Landscape— through community-based activities contributing to global environmental benefits and sustainable development.

IV.3. Project Components, Outcomes, Outputs and Activities

The GEF-funded alternative will be delivered through three Components:



Component 1. Resilient landscapes for sustainable development and global environmental protection

Outcome 1.1. Coastal and terrestrial biocultural areas and their associated ecosystem services within seven targeted landscapes and seascapes are enhanced through community conservation and restoration.

Under **Outcome 1.1**, the Project recognizes that one of the effective means of engaging various levels of community and government is through sustainable management of landscapes and seascapes while ensuring connectivity and preserving significant biodiversity and ecosystems. This involves strategies for restoring degraded ecosystems; promoting inclusive conservation, with the participation of women, youth, indigenous peoples, and other vulnerable groups; fostering a shared understanding of the importance of ecosystem services and how best to manage them; and contributing to the improved and sustainable management of community resources, including no-take zones to promote sustainable fisheries, agrobiodiversity conservation, support to traditional medicine, improved cooperative management of underwater ecosystems, better approaches to watershed governance, wetland and reef restoration, among others. Interventions under this outcome will require restoration actions as well as a shared vision of how to rehabilitate and maintain natural resources.

This outcome will be delivered by **Output 1.1.1** Community level small grant projects in the selected landscapes and seascapes that improve connectivity, support innovation in biodiversity conservation and optimization of ecosystem services (including no-take zones to promote sustainable fisheries; agrobiodiversity conservation; support to traditional medicine; improved cooperative management of underwater ecosystems; wetland and reef restoration; establishment of new community conservation areas and territories; and promotion of inclusive conservation)**.** In line with the COVID-19 green recovery efforts, the Project will be in a good position to promote sustainable natural resource management, thereby safeguarding and restoring critical habitats. Moreover, supporting sustainable use of medicinal plants and gathering traditional knowledge related to health and epidemic response will help strengthen the coping capacities of local communities.

The activities carried out under this output will include:

- Definition and establishment of no-take zones (or fish refuges, as they are called in Mexico) in marine-coastal areas key to biodiversity conservation.
- Enhancing fishers' capacities to prevent environmental impacts of fishing practices on islands and reefs in the Gulf of Mexico.
- Conservation and restoration of mangroves, reefs, and coastal dunes.
- Conservation of biodiversity and traditional medicine in terrestrial areas voluntarily designated for conservation (ADVC) and territories and areas conserved by indigenous peoples and local communities (TICCA).
- Strengthening community participation and coordination among stakeholders in formal watershed governance bodies and testing innovative solutions to improve water quality.
- Capacity building/training initiatives for engaging women and youth in projects that benefit connectivity and biodiversity and promote inclusive conservation[65].

[65] Inclusive conservation supports indigenous peoples and local communities, their regional and local organizations, governments, NGOs, civil society, and others, to further strengthen their capacity to conserve globally significant biodiversity and ecosystems (https://www.inclusiveconservationinitiative.org/).

Outcome 1.2. The sustainability of production systems in the target landscapes is strengthened through integrated agroecological and sustainable forestry practices in biocultural landscapes and seascapes.

Under **Outcome 1.2**, the Project acknowledges that agroecological practices and systems contribute to the transition of food and agricultural systems that are environmentally sustainable, economically fair, viable, and socially equitable. Given that the project primarily targets rural communities, agriculture, fishing, and community tourism, adoption of agroecological practices and systems by farmers, fishers, and other users of terrestrial, coastal, and marine resources will contribute directly to several development objectives, including ensuring secure and safe food supplies, achieving gender equality, increasing water-use efficiency, ensuring sustainable consumption and production, building climate resilience and halting the loss of biodiversity.

Within rural communities, baseline assessments have shown that the inclusion of vulnerable groups, including women, youth, and indigenous peoples, plays a critical role in the transition to more sustainable management systems, leading to introducing innovations in techniques and procedures.

This outcome will be delivered by **Output 1.2.1** Targeted community projects and alliances enhancing the sustainability and resilience of production systems, including silvopastoral and agroforestry systems, agroecological practices, sustainable forest management, and responsible fisheries. The project interventions under this output will contribute towards the COVID-19 recovery efforts, i.e., building communities' capacities to enable aggregation of produce and linkages to market opportunities.

The activities carried out under this output will include:

- Encouraging responsible and sustainable fishing practices and strengthening the value chain for native species (lobster, sea bass, grouper fish, among others).
- Promoting sustainable and resilient production systems such as sustainable community tourism, sustainable forest management, agrosilvopastoral systems, agroforestry systems (such as coffee and cocoa), and community germplasm conservation actions (Seed Guardians[66]).
- Supporting cross-cutting projects that target access to and management of natural resources by women, youth, indigenous peoples and/or other vulnerable groups.
- Sponsoring citizen science and community-based monitoring initiatives and new technologies to help collect and analyze data and improve landscape, biodiversity, and climate change monitoring.

Outcome 1.3. Increased adoption (development, demonstration, and financing) of renewable and energy-efficient technologies at the community level.

Under **Outcome 1.3**, the Project will foster the use of renewable and energy-efficient technologies in each landscape. There is both an interest and an opportunity in the selected landscapes for piloting innovative and energy-efficient technologies at the community level. There is also an opportunity for landscape-to-landscape exchanges and peer-to-peer learning by supporting discussion and reflection on new sources of energy and energy efficiency, as well as on energy and the gender gap. Project interventions will be aligned with the COVID-19 recovery efforts in the project landscapes, e.g., exploring renewable energy options for local facilities and enhancing energy access, etcetera.

[66] Seed Guardians (Guardianes de las Semillas) are local organizations dedicated to promoting, conserving, and using traditional seeds (germplasm) and developing knowledge about them.

There is one output foreseen under this outcome:

Output 1.3.1. Targeted community projects implementing renewable and energy-efficient technologies in each landscape, including solar and wind energy applications, micro-hydro power generation systems, biodigestors, efficient biomass use, and wood stoves.

The activities carried out under this output will include training, planning and design, investment, and innovation (technology development) and will focus mainly on generating changes at household level through strategic projects with rural cooperatives:

- Local energy efficiency projects through bio-construction, eco-techniques and reduction of electricity and fuel consumption for lighting, transportation, productive equipment, irrigation, and heating and cooling processes.
- Local projects for clean energy generation from alternative sources such as solar energy, hydropower (micro-hydro), wind, biogas, and biomass.
- Local microgrid and interconnection projects.

Component 2. Landscape governance, adaptive management for upscaling and replication and strengthening of value chains

Outcome 2.1. Second-tier organizations and multi-stakeholder governance platforms strengthened/in place for improved governance of target landscapes and seascapes for effective participatory decision making to enhance socio-ecological landscape resilience and improve inclusion of vulnerable sectors.

Under **Outcome 2.1**, the Project will focus on strengthening landscape-based planning and effective and inclusive participatory decision making in the seven target landscapes and seascapes by developing a comprehensive strategy to protect valuable natural resources while ensuring livelihoods; improve administrative and management capacities, social equity, gender mainstreaming, and inclusion; promote effective participation, enhance citizenship, and preserve traditional knowledge.

Two more participatory strategies will be developed in Oaxaca and Puebla. Developing these landscape strategies will require various local organizations to work together to determine their landscape priorities, objectives, and strategies so that they may yield collective benefits. In each landscape all voices will considered: youth, women, and vulnerable groups, such as people with disabilities and migrants. The landscape strategies will also reflect local development priorities, including COVID-19 response and recovery.

All seven landscape strategies will be disseminated, and their implementation will be revised and evaluated through adaptive management methodologies.

Resources will also be made available for projects focused on integrating networks and strengthening second-tier producer organizations to scale-up production and marketing of sustainably produced goods and services by facilitating access to financial resources for sustainable production activities, specific product development, certification, and marketing. Implementation of the knowledge management and communication strategy will continue through the integration of second-tier organizations, emphasizing community inclusion, gender perspectives, intergenerational dialogue, storytelling, knowledge sharing, and horizontal communication[67], as well as systematization and dissemination of lessons learned among

[67] Horizontal communication methods utilize a mix of channels and emphasize the importance of dialogue in facilitating trust and mutual understanding, amplify the voice of poor people and enable them to identify ways of overcoming problems in order to improve their own well-being. UNDP. 2011. *Communication for Development. Strengthening the effectiveness of the United*

local stakeholders in user-friendly language and form. The Project will also support the establishment of training programs and communities of practice on cross-cutting subjects such as community sustainable forest management and ecotourism to exchange knowledge and experiences between communities. Activities under this outcome can also help leverage other funds and support South-South partnerships.

There are three outputs planned under this outcome:

Output 2.1.1. Two additional landscape strategies developed, and the five strategies developed during GEF-06 disseminated and revised participatorily.

During the PPG phase, important issues and concerns were identified for each new landscape, as well as key institutional stakeholders. The key activities under this output will include:

The activities carried out under output 2.1.1. will include:

- Identifying landscape-level priorities according to the points of view of different stakeholders, and specifically including the perspectives of women, youth, and indigenous peoples.
- Planning and undertaking a baseline assessment in each new landscape against which results can be measured.
- Mainstreaming gender considerations in the baseline assessment.
- Establishing timelines for activities.
- Clarifying the roles and responsibilities of the various stakeholders in contributing to landscape resilience.
- Reviewing and updating the five landscape/seascape strategies developed during OP6.
- Disseminating and promoting the adoption of landscape strategies and collaboration between organized community groups and communities within the landscapes.

Output 2.1.2. Second-tier organizations and community networks implement strategic initiatives to upscale successful SGP project experiences and practices, including community-CSO-government policy dialogues (for example, Beekeepers Alliance, Ecotourism Alliance, Native Seed Guardians Alliance, and Forestry Alliance).

The activities carried out under output 2.1.2. will include:

- Identifying second-tier organizations and alliances within the seven landscapes and promoting capacity building, horizontal training, gender perspective, and continuing education on cooperative entrepreneurship (cooperativism).
- Encouraging second-tier organization and alliances between organized women dedicated to rural production, resource management, improving access to land, and ensuring property rights, including strengthening or reactivating Women's Agricultural and Industrial Units (UAIM).
- Supporting training and knowledge exchange between cooperatives to strengthen their governance and thus bring long-term sustainability to their actions and impact.
- Promoting inclusive policy dialogues and multi-stakeholder dialogues, as part of SGP Mexico's knowledge management and communication strategy.

Nations. United Nations Development Programme, New York. Available at: http://www.unesco.org/new/fileadmin/MULTIMEDIA/HQ/CI/CI/pdf/communication_form_development_oslo_c4d_pda_en.pdf/.

- Implementing strategic projects with second and third-tier organizations, encouraging mainstreaming risk management, supporting gender mainstreaming, and fostering the establishment of learning communities or communities of practice.
- Supporting cross-cutting projects on climate change resilience.

Output 2.1.3. Knowledge from community project innovations shared through communities of practice (for example, renewable energy, agroecology, sustainable forestry, and fisheries) and regional South-South exchanges with Latin American and Caribbean countries.

The activities carried out under output 2.1.3. will include:

- Facilitating the exchange of experiences between networks (community-community, landscape-landscape, and alliance-alliance levels) to promote innovation, including exchanges between women.
- Establishing communities of practice on cross-cutting subjects and learning communities for exchanging knowledge, experiences, and lessons learned.
- Develop a training program for community organizations and civil society —in coordination with other GEF projects—, aimed at raising their knowledge and analytical capacity on socio-environmental issues and strengthening their abilities to promote territorial alliances and improve their capacity for dialogue with governmental and non-governmental entities.
- Supporting South-South cooperation partnerships.
- Encouraging cross-cutting projects on gender and women's empowerment.
- Establish partnerships with similarly oriented projects to promote the cross-pollination of innovations.

Outcome 2.2. The resilience of local communities in key landscapes and seascapes is strengthened by adding value and connecting to markets through sustainable value chains, and improving the financial sustainability of existing projects.

Under **Outcome 2.2**, the project aims at community livelihoods in the target landscapes becoming more resilient by enhancing value creation for sustainable products and its connection with new markets and sustainable consumption through strengthening the capacities of organized second-tier producer organizations. One of the main issues identified in landscape strategies is the need to strengthen the economic sustainability of value chains[68] to produce goods and services that comply with verifiable fair trade and sustainable standards and certifications. This will be achieved by offering technical training to improve production and transformation, including appropriate technologies, assisted development of marketing strategies, and access to financial services. Organized second-tier producer organizations will be eligible for training in themes such as marketing, advertising, contract negotiation, access to credit/financial support, feasibility studies, business planning, logistics, and retail, etc. By forming alliances, the groups will be able to achieve the economies of scale needed to enter and successfully compete in markets. Inclusion of youth, women, and other vulnerable groups, such as people with disabilities and migrants, will be promoted. The project interventions under this outcome will contribute towards the COVID-19 recovery efforts, e.g., building capacities of producer organizations to enable linkages to market opportunities and improving their access to sustainable finance.

[68] Value chains describe the work processes and actors involved in the production, processing, trade, and end use or consumption of a product. They offer opportunities to improve the living and production conditions of the people involved and to conserve biological diversity for food and agriculture.

There are two outputs planned under this outcome.

Output 2.2.1. Targeted community projects and second-tier organizations increase their participation in new links (inputs, transformation, logistics, and retail) within the value chain (including fair and sustainable standards and certifications for fisheries, timber, cocoa, coffee, honey, mezcal, and agroecological production).

The core activities under this output include:

- Supporting associations/second-tier organizations to bring stakeholders together around value chains.
- Improving value chains and removing barriers to entry into markets.
- Facilitating the strengthening of value chains, from supply and product logistics to local markets and patterns of distribution and responsible consumption.
- Promoting access to market mechanisms to add value to sustainable production, such as environmental seals, fair and sustainable standards and certifications, and other differentiation schemes.
- Promoting bioeconomy and innovation pilots.
- Supporting in key regions traditional independent local economies (short circuits) capable of supplying communities the goods and services they need.

Output 2.2.2. Targeted community projects and second-tier organizations improve their access to sustainable finance (fair credits, work capital, community savings banks, impact investment, natural capital assets).

The core activities under this output are:

- Capacity building and training for organizations and alliances to understand and access financing mechanisms and channels.
- Strengthening capacities for business plan development.
- Facilitating contact with alternative fair and sustainable financial sources that improve the financial resilience of community organizations.
- Facilitating access to working capital to community organizations and second-tier organizations and promoting fair and equitable profit allocation within the value chain.
- Exploring options for establishing payments for ecosystem services (PES), for water supply, for example.
- Strengthening community-based savings groups and local savings banks (cajas de ahorro) at community and regional levels.

Component 3. Monitoring and Evaluation

Outcome 3.1. Project implementation effectively monitored and evaluated.

Under **Outcome 3.1**, the project will focus on putting in place effective project monitoring and evaluation procedures for ensuring efficient use of resources, inclusive participation and achievement of the project objective and outcomes.

Output 3.1.1. Sustainability of project results enhanced through participatory monitoring and evaluation. The activities under this output are designed to put in place enabling procedures and protocols to facilitate effective monitoring & evaluation.

The project inception workshop, to be held within 60 days of CEO endorsement, is a critical milestone on the implementation timeline, providing an opportunity to validate the project document, including the environmental and social management framework; confirming governance implementation arrangements, including agreements with responsible parties; assessing changes in relevant circumstances and making adjustments to the project and program results framework accordingly; verifying stakeholder roles and responsibilities; updating the project risks and agreeing to mitigation measures and responsibilities; and agreeing to the multi-year work plan. An inception workshop report will be prepared and disseminated among the NSC members. The National Steering Committee (NSC) will be the main platform for high-level and strategic decisions. Monitoring indicators in the project results framework, project risks, implementation of the stakeholder engagement plan and implementation of the gender action plan will be carried out by the Country Programme Management Unit. According to GEF requirements, two independent evaluations will be carried out of the project, a mid-term review, and a terminal evaluation.

The core activities under this output are:

- Organizing the project inception workshop, including review of multi-year work plan, project results framework, Gender Analysis and Gender Action Plan, Stakeholder Engagement Plan, social and environmental screening procedure, etc., and prepare an inception report to provide guidance for initiating the implementation of the project.
- Organizing periodical NSC meetings, providing strategic guidance to the country programme management unit and approving project grants.
- Monitoring, using the Mon-ALISA System[69], and evaluating the project progress, risks, and results, facilitating adaptive management, ensuring gender mainstreaming objectives are achieved, and preparing project progress reports,
- Training communities to monitor and measure the impacts achieved by their projects.
- Monitoring the impact of restoration and conservation practices through new technologies for the collection and analysis of data (i.e., the SGP territorial monitoring cell phone app).
- Monitoring the implementation of the Stakeholder Engagement Plan.
- Monitoring the implementation of the gender action plan, with the support of a gender specialist.
- Assessing mid-term achievement of GEF core indicator targets.
- Procuring and supporting an independent mid-term review of the project, according to UNDP and GEF guidelines.
- Assessing end-of-project achievement of GEF core indicator targets.
- Procuring and supporting an independent terminal evaluation of the project, according to UNDP and GEF guidelines.

[69] Sistema Mon-ALISA: Sistema de Monitoreo de Acuerdos, Línea Base, Impacto, Seguimiento y Administración (Agreements, Baseline, Impacts, Follow-up and Administration Monitoring System)

IV.4. Partnerships

IV.4.1. Partnerships with other stakeholders and organizations

he GEF Small Grants Programme is predicated on the need for partnerships at all levels: between community members, organizations, the GEF and co-financiers of community grants, the institutions, and members of the National Steering Committee. This programme builds on this history of partnership in seeking more purposeful and systematic participation in SGP strategies and plans of key potential allies and stakeholders, particularly regarding upscaling of successful production practices. It is also supported by UNDP Country Office's extensive collaborative relationships with different counterparts at the national and sub-national levels, as well as with civil society organizations, the private sector, and academia.

Upscaling is based on analyses of current value chains —strong multi-stakeholder partnerships are critical to overcoming financial, technical, and capacity barriers to realizing value chain development and the ensuing benefits to producers and the global environment. Dialogues in each landscape, and the establishment of broad partnerships for value chain development, involve public and private entities who will provide financing, technical assistance, or other forms of support. Government institutions and other donors have committed significant co-financing. Finally, the development of value chains by second-tier organizations and networks of community organizations exemplifies the importance of partnership development to the success of this project.

Collaboration with government institutions occurs especially working towards agroecological transitions, strengthening the economic sustainability of value chains, and promoting sustainable forest management. At the federal government level, the agencies in charge of implementing the GEF project portfolio in Mexico are coordinated, thanks to the support of the GEF Focal Point. SGP Mexico collaborates with the National Institute of Social Economy (Instituto Nacional de la Economía Social, INAES), National Forestry Commission (Comisión Nacional Forestal, CONAFOR), National Commission of Natural Protected Areas (Comisión Nacional de Áreas Naturales Protegidas, CONANP), Ministry of the Environment and Natural Resources (Secretaría del Medio Ambiente y Recursos Naturales, SEMARNAT) and Ministry of Agriculture and Rural Development (Secretaría de Agricultura y Desarrollo Rural, SADER), among others. At the subnational level, there is communication and coordination with the state governments' environmental ministries to provide technical support, promote territorial planning, facilitate dialogue between local communities and municipal governments and contribute to compliance with the regulatory framework.

Regarding energy efficiency and renewable energy, additional financing will be sought from the Ministry of Energy's Fund for the Energy Transition and Sustainable Use of Energy (FOTEASE) that could offer multi-year financing. UNDP Mexico and SGP Mexico maintain close collaboration with international environmental non-governmental organizations, such as Conservation International (CI), The Nature Conservancy (TNC), and Rainforest Alliance (RA), as well as with Mexican civil society organizations, such as the Mexican Fund for the Conservation of Nature (FMCN), the Climate Change Fund of the Yucatan Peninsula (FCCPY) and the El Triunfo Conservation Fund (FONCET), which have a presence in the seven target landscapes and with whom joint planning is done to improve the impact.

IV.4.2. Linkages and Synergies with other Projects and Initiatives

Following UNDP Mexico Country Office's standard practice, SGP Mexico has consistently reached out and coordinated with other relevant GEF initiatives in the geographic areas of the Programme. For example, the SGP Country Programme collaborated with the GEF-financed Mesoamerican Biological Corridor (MBC) Project and continued doing so after the initiative was mainstreamed into the work of CONABIO.

The Government of Mexico, through the SHCP (Ministry of Finance), Political and Operational Focal Point, and SEMARNAT (Ministry of Environment and Natural Resources), as the leader of the environmental sector, has established a constant communication channel to promote interaction between GEF project proponents, including SGP, to promote synergies and avoid overlaps.

SEMARNAT has promoted specific meetings between SGP's National Coordinator and the high-level officials in charge of designing and implementing the projects included in the National GEF-7 portfolio. Information has been exchanged to guarantee that projects are complementary and avoid double counting of the co-financing resources.

In summary, strategic partnerships have been promoted at the highest level to enhance the impact of concurrent projects in different regions, consistent with the Federal decision to support vulnerable areas and groups to enhance sustainable development in the southeast of the country. Likewise, both SHCP and SEMARNAT are part of the SGP Mexico's National Steering Committee, hence complementarity actions will be determined to avoid duplication of investments and secure the most efficient application of GEF resources.

Supported by the UNDP Country Office, SGP Mexico has also identified potential opportunities to work with other projects and initiatives which are listed below. Moreover, the private sector will be involved as appropriate, participating in multi-stakeholder partnerships in the landscapes, but particularly through the development of links with other value-chain stakeholders to improve value chains for timber, honey, mezcal, ecotourism, coffee, cacao, mezcal, and fisheries products. Consultations with stakeholders during the design of landscape strategies indicate a strong need to improve access to fair and local markets, especially national markets.

Encouraging partnerships with the private sector will be key to increasing the use of energy-efficient and renewable energy technologies; diversifying production activities; adding value to sustainable products through its production, transformation, and marketing, as well as establishing value chain relationships that improve the profitability of local production.

Another potential collaboration with the public sector will be for leveraging sustainable finance for community-based activities with support from UNDP's Biodiversity Finance Initiative (BIOFIN).

GEF Projects

During the preparation of this project, eight GEF projects were identified as potentially relevant to the SGP activities. These projects, which are at different stages of planning and implementation (in the pipeline, approved, or under implementation), were identified as potentially relevant to SGP because they are either national projects relevant to the work in South-Southeast Mexico or projects with direct interventions in the geographic areas in which SGP will intervene. The projects identified address sustainable forest management, land degradation, biodiversity planning, and conservation, sustainable use in coastal and terrestrial ecosystems, and land use/land-use change and forestry climate change mitigation initiatives, as well as climate change adaptation initiatives or other enabling activities.

Connecting Watershed Health with Livestock Production (CONECTA) (Full-Sized Child Project, Food Systems, Land Use, and Restoration (FOLUR) Impact Program. Implementing Agency: The World Bank. Period: GEF-7). This project has the objective of improving integrated landscape management in selected livestock and agroforestry basins. The project seeks to promote integrated watershed and land management to restore ecological connectivity, conserve environmental services, increase resilience to climate change, and promote better livestock practices in 4 states of Mexico, including Chiapas. There is an opportunity for collaboration with this project on the promotion of the watershed management approach.

ID: 10540-From bait to plate: strengthening sustainable fisheries to safeguard marine biodiversity and food security (Focal Areas: Biodiversity. Implementing Agency: Food and Agriculture Organization. Period: GEF-7). From bait to plate summarizes its project objective to ensure the conservation of marine ecosystems and biodiversity and secure the sustainable livelihoods of fishing communities through innovative fisheries co-management approaches in three priority seascapes. Since SGP Mexico also works on promoting sustainable fishing practices and no-take zones, synergies are expected with this project in the state of Quintana Roo.

ID: 10574-Mainstreaming Biodiversity in Rural Landscapes of Mexico (Focal Areas: Biodiversity, Land Degradation. Implementing Agency: Conservation International. Period: GEF-7). This project has the objective of mainstreaming biodiversity in rural landscapes by implementing sustainable policies and practices in the agriculture sector. SGP Mexico looks forward to working jointly on promoting the National Strategy for the Conservation and Sustainable Use of Pollinators in the Yucatan Peninsula.

ID: 9380-Securing the Future of Global Agriculture in the Face of Climate Change by Conserving the Genetic Diversity of the Traditional Agro-ecosystems of Mexico (Focal Area: Biodiversity. Implementing Agency: Food and Agriculture Organization. Period: GEF-6). The objective of this project is to develop policies and mechanisms that support agrobiodiversity conservation, sustainable use, and resilience by promoting the knowledge of traditional agro-ecosystems and the cultural methods that maintain that agrobiodiversity in Mexico. During OP6, SGP Mexico collaborated on the use of native seeds, and jointly organized a fair of eco-techniques towards the agroecological transition. Prior collaboration has been in the three states of the Yucatan Peninsula and will be extended to Chiapas and Oaxaca during OP7.

ID: 9445-Conservation and Sustainable Use of Biological Diversity in Priority Landscapes of Oaxaca and Chiapas (Focal Area: Biodiversity. Implementing Agency: Conservation International. Period: GEF-6). With the project objective of strengthening the conservation of globally significant biodiversity in the National System of Protected Areas and corridors, through integrated management of priority coastal, marine, and terrestrial landscapes of Oaxaca and Chiapas, Mexico, this project is making good progress in applying safeguards in productive activities with a landscape approach and testing market-driven value chains for sustainably produced products with mainstream and niche buyers. Inputs from this project have been used in designing this OP7 proposal, and information from Oaxaca has been useful in defining the two new target landscapes.

ID: 9555-Sustainable Productive Landscapes (Focal Areas: Biodiversity, Land Degradation, Climate Change. Implementing Agency: The World Bank. Period: GEF-6). This project has the objective of strengthening sustainable management of productive landscapes and increasing economic opportunities for rural producers in priority areas of Mexico. It has taken a step further by incorporating the private sector and blended finance in sustainable rural production with a landscape approach. SGP Mexico expects collaboration with this project on accessing sustainable finance at the community level.

ID: 9613-Mainstreaming Biodiversity Conservation Criteria in Mexico's Tourism Sector with Emphasis on Biodiversity-rich Coastal Ecosystems (Focal Areas: Biodiversity. Implementing Agency: United Nations

Development Programme. Period: GEF-6). For short, this project has been called “Kuxatur”, a Mayan word that means "living tourism". Its objective is to promote biodiversity conservation with emphasis on biodiversity-rich coastal ecosystems through the design and implementation of innovative policies and models of sustainable tourism in Mexico at the national and local levels. SGP Mexico intends to work jointly with this project on upscaling community tourism in the Yucatan Peninsula.

ID: 5765 Integrated Transboundary Ridges-to-Reef Management of the Mesoamerican Reef (Focal Areas: International Waters. Implementing Agency: World Wildlife Fund. Period: GEF-5). This project has the objective of supporting regional collaboration for the integrated ridge to reef management of the transboundary Mesoamerican Reef (MAR) ecoregion by demonstrating its advantages and improving regional, national, and local capacities for the integrated management and governance of its freshwater, coastal, and marine resources. The project aims to create the enabling conditions necessary to bring the key regional, national, and local actors along the ridge to reef continuum to collaborate and manage the freshwater, coastal and marine resources of the MAR. Synergies will be sought with this project in promoting better approaches to watershed governance in Rio Hondo and Bacalar basins.

Non-GEF Initiatives

Sustainable Landscape Ventures (USAID-Conservation International Mexico). The purpose of this project is to develop sustainable and inclusive value chains at scale, that are market-driven and investor-ready in four landscapes in Campeche, Chiapas, Jalisco, and Oaxaca. The Activity aims to consolidate long-term partnerships among small producers, investors, and buyers in sustainable and inclusive value chains to avoid deforestation. Synergies will be sought with this project within the landscapes where SGP Mexico works.

Reducing vulnerability to climate change in the coastal communities of the Yucatan Peninsula and their livelihoods through ecosystem-based adaptation measures/Reducir la vulnerabilidad al cambio climático de las comunidades costeras de la Península de Yucatán y sus medios de vida a través de medidas de adaptación basadas en ecosistemas. (Initiative presented by the Fondo Mexicano para la Conservación de la Naturaleza, FMCN, to the Green Climate Fund). With this project there is potential for working jointly on strengthening the adaptive capacity of local communities for the management of coastal and marine ecosystems; the improvement of community enterprises; access to private funds to support ecosystem-based adaptation solutions; and the management of knowledge and the promotion of coordination with existing public policies.

Sustainable Development Project for Rural Communities in Semi-arid Zones (PRODEZSA). This project is implemented by the National Forestry Commission (CONAFOR) in collaboration with the National Institute for Social Economy (INAES) with financing from the International Fund for Agricultural Development (FIDA) and the Spanish Trust Fund for Food Security (FFESA). It promotes business opportunities with timber or non-timber forest harvesting without damaging ecosystems, encouraging people to stay on their lands. SGP Mexico and CONAFOR have identified opportunities for collaboration in municipalities in Puebla and Oaxaca.

Yucatan Peninsula's Mayan Milpa System as a Globally Important Agricultural Heritage System (GIAHS). In 2002, FAO created a comprehensive program for the conservation and adaptive management of Globally Important Agricultural Heritage Systems (GIAHS). This initiative promotes understanding, awareness, and national and international recognition of agricultural heritage sites. It proposes to achieve the safeguarding of the social, cultural, economic, and environmental goods and services that these systems provide to family farmers, small producers, indigenous peoples, and local communities, through an integrated approach to sustainable agriculture and rural development. In 2018, the process to

recognize the Yucatan Peninsula's Mayan Milpa System as a GIAHS was initiated, and its approval has been recently announced.

The Biodiversity Finance Initiative (BIOFIN) is a UNDP-managed global collaborative partnership to develop and implement an evidence-based methodology to reach national biodiversity targets using finance and economics. It promotes national platforms, regional and global dialogues, enabling countries to accelerate the reduction of their financial needs to the point where the systemic lack of investment no longer hampers these biodiversity targets. Biodiversity finance is not only about mobilizing new resources. It is concerned with delivering better on what is available, reallocating resources from where they harm to where they help and acting today to reduce the need for future investments.

Other potential collaborations with the rest of the UNDP Mexico Programmatic portfolio will be explored to promote synergies and improve the impact of the SGP.

IV.5. Risks

The key risks that could threaten the achievement of results through the chosen strategy are described in the UNDP Risk Register (Annex 6), along with proposed mitigation measures and recommended risk owners who would be responsible for managing the risks during the project implementation phase. The key social and environmental risks to project results have been identified as low to moderate in the Social and Environmental Screening Procedure (SESP), included in Annex 5, and the Gender Action Plan (Annex 10).

The overall Project's risk was categorized as Moderate. There is a high degree of confidence that these risks can be successfully mitigated because the Project is built on more than 26 years of SGP experience in Mexico and the established programming, governance, and operational mechanisms of the Country Program. All grant project proposals are community-driven, and their design is aided by the National Coordinator and the SGP Mexico team. The NSC will continue supporting the project selection process based on initial risk assessments to prevent socio-ecological negative impacts. No proposals are accepted or approved without consultations and participation of the communities. Technical experts are available to review proposals for quality and assess potential negative impacts. The National Coordinator will continue to follow a robust programme of monitoring and participatory evaluation with stakeholders.

The social risks identified are mainly linked to the probability of excluding vulnerable groups, women, youth, migrants, indigenous groups, and people with different capacities. In the case of women, the Gender Action Plan (in Annex 10) contains targets, indicators, and activities to be developed during project implementation to address the inequality gaps faced by women in their communities. The mitigation measures are designed to promote the Sustainable Development Goals with a human rights-based approach and ensure the engagement of and reduce discrimination against vulnerable groups such as women, youth, indigenous groups, people with disabilities, and climate migrants[70].

Environmental risks are linked to poor site selection within or adjacent to critical habitats and/or environmentally sensitive areas, such as public protected areas and private reserves; climate unpredictability and worst-case climate change scenarios that can undermine efforts to halt biodiversity loss; land degradation that may adversely affect people's livelihoods; and waste production due to the adoption of clean energy technologies.

[70] "Climate migrants" are people who leave their homes because of climate stressors, such as unpredictable rainfall patterns (droughts) and extreme weather events (hurricanes, tropical storms, heavy flooding). Frequently, places that experience climate stressors are also affected by conflict, political instability, low levels of economic development, and human rights abuses. More information available at: https://ehs.unu.edu/news/news/5-facts-on-climate-migrants.html

A health-related risk was identified due to the COVID-19 pandemic and the risk of contagion during the execution of SGP Mexico activities. The risk was classified as Moderate since SGP Mexico has developed an internal protocol to provide safety measures for essential face-to-face activities. Remote communication via WhatsApp, Signal, mobile phones, and other remote platforms increases information exchange among project beneficiaries. Collaboration with smaller organizations may happen through institutions in proximity and have access to technology/communication tools. Site-specific COVID-19 protocols are followed and registered. A COVID-19 Analysis and Action Framework (see Annex 14) was prepared to provide more detailed guidance on managing the risks associated with COVID-19.

IV.6. Stakeholder Engagement

The Stakeholder Engagement Plan (SEP) for OP7 responds to the recommendations raised in the Social and Environmental Screening Procedure (SESP), the UNDP Risk Assessment, and the Gender Action Plan developed during project preparation. It focuses on promoting inclusive and meaningful consultations that include the participation of women, youth, migrants, people with disabilities; foster culturally appropriate dialogues with indigenous peoples (IP); and forge stronger partnerships, particularly with civil society, governmental institutions, private sector, academia, productive associations, and producers. The SEP seeks to promote the participation of community-based organizations, collectives, producers' associations, and other organizational schemes. Currently, SGP Mexico supports 65% of community-based organizations and 35% of local nonprofit organizations and is interested in increasing the number of community-based organizations supported. See Annex 8 for the Stakeholder Engagement Plan.

The SEP seeks to stimulate broad and inclusive dialogues where the different voices within each landscape may participate. It is linked to the SPG Mexico monitoring and evaluation system and involves three key phases: consultation, project preparation, and implementation.

As part of the consultations, in 2019, SGP Mexico undertook a strategic and participatory planning process to develop five landscape strategies, which were used to integrate the Mexico SGP 2020-2030 Strategic Plan. The process involved interviewing 212 people plus the participation of about 500 people (25% women) in 23 community workshops and the development of a strategy for each of the five selected landscapes.

During project preparation, from August 2020 to February 2021, consultation activities were organized to ensure the participation of relevant and diverse stakeholders. These activities are listed below and are explained in more detail in Annexes 8 and 9:

- Consultation in the new landscapes and a scouting field mission to Oaxaca and Puebla
- Thematic forums
- Individual dialogues
- Validation workshops

Lastly, the participation of various stakeholders will be key to the success of project implementation. Stakeholders range from organizations that will provide co-financing or technical assistance to potential beneficiaries that can participate in the open calls for proposals.

Key activities during this phase are:

- Inception workshop
- Dissemination of the call for proposals
- Development of new landscape strategies in Oaxaca and Puebla
- Participatory and inclusive forums for knowledge exchange

Finally, the SEP includes lists of potential beneficiaries for each landscape. Their participation will depend on their interest in the calls for proposals, and on complying with the requirements for SGP grant recipients[71] stated in each call for proposals.

IV.7. South-South and Triangular Cooperation (SSTrC)

The GEF funding provides an opportunity to share experiences and learn from other countries with similar geopolitical, social, and environmental contexts through South-South cooperation arrangements. For example, SGP Mexico will explore opportunities for lessons learning and knowledge exchange on innovative renewable energy technologies with the SGP Country Programme in the Dominican Republic and community tourism with the SGP Country Programmes in Costa Rica and Ecuador. Other South-South exchanges could focus on community sustainable forest management with Colombia, and disease management (reef bleaching) treatment with Belize and Honduras, and treatment for frosty pod rot of cocoa (*Moniliophthora roreri*) with cocoa producer countries in Latin America.

As much as possible, SGP Mexico will continue linking with other initiatives to disseminate and receive feedback on SGP's experience and lessons. It will link up with the South-South Community Innovation Exchange Platform launched by SGP Global during its Sixth Operational Phase (OP6). During OP7, this tool will be used to share information and replicate the knowledge and innovation created, promoted, and/or tested by civil society and communities on the ground to fill critical gaps in national action plans and produce timely and significant results. The goal of the South-South cooperation initiative is to support communities in mobilizing and taking advantage of development solutions and technical expertise available in the South. In this regard, learning opportunities and technology transfer from peer countries will be further explored during project implementation.

To present replication opportunities in other countries, the Project will systematize best practices and facilitate dissemination through ongoing global South-South cooperation platforms, such as the UN South-South Galaxy knowledge-sharing platform (https://www.unsouthsouth.org/south-south-galaxy/) and PANORAMA (https://panorama.solutions/). Also, SGP Mexico will continue facilitating CBO representatives' participation in global and regional forums organized by third parties to share their community knowledge and gain more current information. It will also explore opportunities for meaningful participation in specific events where UNDP could support engagement with the global development discourse on socio-ecological resilience at the landscape level. in events.

The Project will further explore regional and triangular cooperation opportunities with countries implementing initiatives on sustainable landscape management, conservation, and sustainable use, sustainable and community-level clean energy solutions, marketing of sustainably produced goods and services, among others, in geopolitical, social, and environmental contexts relevant to the proposed Project in Mexico.

IV.8. Gender Equality and Women's Empowerment

At the global level, SGP advocates incorporating the gender perspective and the empowerment of women as a priority and fundamental issue for reducing the barriers that women face on the road to sustainable rural development. In Mexico, all states have legislation supporting gender equality, and 31 states possess legislation on non-discrimination. However, the National Human Rights Commission (Comisión Nacional

[71] United Nations Development Programme. 2017. *The A to Z of the SGP: A Guide to the GEF Small Grants Programme*. UNDP, New York. Available at: https://www.thegef.org/sites/default/files/publications/SGP-Manual_Digital-%20FINAL.pdf

de los Derechos Humanos, CNDH)[72] recognizes that much is needed to ensure equality between women and men and eradicate discrimination. It argues that violations of women's human rights are intertwined with a wide variety of factors such as poverty, lack of access to basic services, or the defense of their natural resources and territory. Therefore, it is vitally important to ensure that such legislation adapts to changing contexts and new challenges since non-compliance with national policy maintains high inequality gaps between men and women.

Mexican women belong to several priority care groups (indigenous, rural, migrant, disabled, deprived of their liberty, Afro-descendants, sexual diversity, etc.). Women may suffer from unequal conditions, such as limited access to education (educational gap of 6.5 percentage points between both sexes) and social security (inequitable labor inclusion); healthcare gaps (dependence on family members to access free health services); unpaid domestic work and responsibilities as head of the household (female-headed households usually have a greater burden), among others. Moreover, the CNDH recognizes the high level of violence against women in the country; according to a national survey, 7 out of 10 women over 15 have suffered some type of violence (emotional, sexual, physical, economic, patrimonial, or discrimination).

The COVID-19 pandemic is likely to affect women more adversely than men. While the COVID-19 disease appears to affect men more than women, the adverse economic impacts will potentially be more significant on women and girls. They are more likely to lose jobs and generally earn less, save less, and hold insecure jobs. A disproportionate increase in the burden on women of household and care work can also be anticipated. Unpaid care work that is generally high for women is likely to increase, with children out-of-school, heightened care needs of older persons, and overwhelmed health services.

To address this situation, the inclusion of a gender approach is a priority for the Mexico SGP Country Programme. During OP6, the National Steering Committee (NSC) developed *The Recommendations for the Inclusion of the Gender Approach* to prioritize the participation and empowerment of women as SGP beneficiaries, and implemented the following actions:

- Women's participation became a project selection criterion.
- Six projects targeted at all-women groups were designed and financed, considering their particular needs.
- 46 projects with more than 50% of female participants were implemented.
- Two strategic projects to provide training and guidance on mainstreaming the gender perspective in organizations responsible for project execution (grantees) were developed.
- Seven training and awareness workshops on gender issues were offered to organizations responsible for project execution (grantees).
- Four landscape strategies included gender indicators related to the knowledge and participation of women.

Gender has been considered extensively throughout the project preparation phase, and a Gender Analysis and Gender Action Plan were developed. The Gender Analysis provides an assessment of the actions implemented by SGP Mexico to reduce the gender gap in women's participation in SGP-funded projects. This document offers a series of recommendations to strengthen gender equity in three priority areas: program execution, gender mainstreaming and women's empowerment, and access to and management of natural resources (for the full report in Spanish, click on this link).

[72]Comisión Nacional de Derechos Humanos. 2016. "La violencia contra las mujeres: tipos y modalidades. Principales resultados del monitoreo". Comisión Nacional de Derechos Humanos, México. Available at: https://www.cndh.org.mx/sites/all/doc/Informes/Especiales/Diagnostico-Violencia-_20161212.pdf

Based on the results of the Gender Analysis, a detailed and progressive Gender Action Plan, with key indicators and targets was established, which defines a gender-related objective for each of the Project outcomes. The OP7 Gender Action Plan, included in Annex 10, recommends the following actions, among others:

- Amending various project management tools to incorporate gender requirements and ensure the reporting of affirmative gender actions.
- Including gender-sensitive indicators for program and project monitoring.
- Developing a training process so that projects establish gender-sensitive goals.
- Participation of women in development activities and strengthening their technical capacities as required.
- Initiatives promoted by women receive business, financial, and management support and follow-up to enhance their economic empowerment.
- Promoting and supporting female leadership in projects and within their communities.

IV.9. Innovativeness, Sustainability and Potential for Scaling Up

Innovation: One of the most relevant innovative aspects of the Seventh Operational Phase (OP7) of SGP Mexico is the full implementation of the landscape approach focused on people and their aspirations to address development needs while restoring and protecting natural resources.[73]

During the Sixth Operational Phase (OP6), SGP Mexico initiated the process of adopting a landscape approach and five landscapes and seascapes were geographically defined, highlighting their specific socio-cultural, ecological-environmental, and production features. Moreover, using participatory methodologies and the COMDEKS landscape planning approach, stakeholders participated in each of the five target landscapes to determine a baseline and evaluate socio-ecological resilience indicators. They also defined goals, milestones, expected results, and a vision for each landscape.

The SGP Mexico's 2020-2030 Strategic Plan results from integrating the five Landscape/Seascape Strategies developed during OP6 and it is the basis for OP7. This Strategic Plan identifies several innovations for each selected landscape; some relate specifically to livelihoods, while others refer to governance or socio-cultural processes. Some of the innovations identified are based on encouraging the use of renewable energy sources and energy efficiency technologies; diversifying production activities; promoting market diversification and de-commoditization of farm products to increase resilience against international market changes; adding value to sustainable products by improving provision, production, transformation and marketing practices, as well as encouraging agreements between producer groups and other economic stakeholders, companies and service providers to establish value chain relationships that increase the profitability of local production and enhance sustainable consumption through social solidarity economic practices.

Other innovations relate to organizational aspects such as promoting ownership of and responsibility for collective coastal resources to benefit local economies and fostering the existence of integrators[74], processors, and product collection centers under alliances and community networks to standardize production and marketing practices.

[73] FAO. 2017. Landscapes for life. Approaches to landscape management for sustainable food and agriculture. Available at: http://www.fao.org/3/i8324en/i8324en.pdf.

[74] Integrators collect products from many individual producers into a central processing plant.

To promote capacity development, the Project will establish community training and demonstration centers and field schools to advance sustainable natural resource use, exchange experiences, disseminate success stories, and foster partnerships with organizations that can provide training and technical assistance in decision-making technologies, participatory mapping, and geographic information systems and visualization platforms.

In addition, the Project proposes to implement strategic projects to pilot renewable and energy-efficient technologies, creating a portfolio of potential solutions for uptake at the regional and landscape levels.

SGP Mexico is aware of the need to embrace technological advances. It will encourage innovation and knowledge-exchange platforms —digital (i.e., web pages, chats, social networks) or face-to-face (i.e., events and fora, experience exchanges with "innovation laboratories," and communities of practice)— to strengthen relations between communities and develop a shared landscape vision.

Sustainability: To ensure the sustainability of community-based landscape management initiatives, SGP Mexico, with the support of the UNDP Country Office, will actively promote cross-cutting interventions to overcome regulatory, governance, technical, communications, and policy barriers and transition from a grant-making approach concerned primarily with local issues to a process-oriented approach in which planning, implementation, and evaluation increasingly address a larger geographic scale with longer time-horizons.

The sustainability of landscape management processes and community initiatives is predicated on the principle —based on SGP Mexico's experience— that global environmental benefits can be produced and maintained through community-based sustainable development projects. Previous phases of the Mexico SGP Country Programme have identified and promoted clear win-win opportunities with community initiatives and clusters of initiatives in areas such as sustainable use of biodiversity (organic apiculture, ecotourism, aquaculture, and mariculture), and crop genetic resources, agroecological production practices and systems (sustainable silvopastoral systems, agroforestry systems, low input agriculture), sustainable land management (sustainable community forestry), renewable energy (micro-hydro power and solar), and value addition to crops through sustainable practices (organic, sustainable certification schemes).

Strengthening associativity and access to financing will help improve profitability and sustainability conditions for community projects. Resources will be made available for projects focused on building the capacities of rural cooperatives, integrating networks and alliances, and consolidating second-tier producer organizations to scale-up production and marketing of sustainably produced goods and services by facilitating access to financial resources for sustainable production activities, specific product development, certification, and marketing.

Also, sustainability of landscape planning and management processes will be enhanced through the involvement of local government, national agencies and institutions, CBOs and CSOs, the private sector, and others at the landscape level to pursue specific landscape-level outcomes. CSO networks will be called upon to support community projects and landscape planning processes, and technical assistance will be engaged through government, CSOs, universities, academic institutes, and other institutions.

At the community level, SGP Mexico will strengthen community organizational capacities to understand legal and regulatory frameworks and in order to respond to pressures on land tenure (i.e., support to legal education and training for communal or ejido authorities), since the alienation of communal lands contravenes the principle of the social function associated with agrarian commons embodied in current

legislation[75] and erodes the foundations of ejidos and agrarian communities, as collective land organizations, whose main authority is the assembly.[76] Securing communal land tenure enables communal and ejido authorities to assign lands to inclusive and voluntary conservation initiatives (such as TICCAs and ADVC), as well as to sustainable production, delivering global environmental benefits for sustainable development within the biocultural landscapes.

To strengthen governance mechanisms, SGP Mexico will promote the active engagement of community organizations in participatory processes to develop watershed and water resource management plans, territorial planning, and sustainable resource use; foster the participation of young people by encouraging innovative uses of natural resources; establish coordination between community committees and authorities to inspect, monitor, and report on extractive activities in forestry and fishing areas; and organize landscape-level events for sharing, and recovering different biocultural traditions.

Potential for scaling up: Scaling up of successful initiatives is an essential output of this Project and builds on the scaling up done successfully during previous operational phases of SGP Mexico. The principle of scaling up is that the communities adopt, or replicate lessons learned in their own initiatives from other successful experiences. For this reason, the SGP strategic grant modality will be maintained and upscaled to foster interventions capable of generating both global environmental and community benefits and involving second and third-tier organizations (associations, thematic networks, and network alliances).

An essential output of this project is replicating and enhancing previous experiences of community-based "on the ground" initiatives in the selected landscapes in South and Southeastern Mexico. Building on the training of trainers experience for organic apiculture that has been successfully upscaled over the past years, the projesct will support upscaling other initiatives that have been piloted successfully during previous phases of the Mexico SGP Country Programme. These include aquaculture using native fish species in the deltaic-estuarine landscape of the Grijalva-Usumacinta river system, community forestry (Yucatan and Chiapas forest landscapes), and ecotourism (coastal lagoons and marine interface of northern Yucatan). In this context, the premise of upscaling is that the aggregate of community adopters of successful SGP-supported technologies, practices, and systems from previous SGP Mexico phases have been slowly acquiring critical mass to reach a tipping point of adoption more broadly by rural constituencies of adaptive practice and innovation. SGP Mexico has facilitated this aggregation process by accompanying community organizations over the years, building networks of rural producers, establishing vertical linkages from producer to market, and advocating policy support from local, state, and federal governments. Also, SGP Mexico seeks to transfer its approach to other donors and promote donor alliances to provide incentives for sustainable rural production with a joint framework of performance indicators.

[75] Article 59 of Mexico's Agrarian Law states that the allocation of plots in forests or rainforests shall be null and void.

[76] Torres-Mazuera, G. 2015. *Op. cit*.

V. PROJECT RESULTS FRAMEWORK

This project will contribute to the following Sustainable Development Goals: SDG 1 (No poverty); SDG 2 (Zero hunger); SDG 5: (Gender equality); SDG 7 (Affordable and clean energy); SDG 8 (Decent work and economic growth); SDG 10 (Reduce inequalities); SDG 12 (Responsible production and consumption); SDG 13 (Climate action); SDG 14 (Life below water); and SDG 15 (Life on land); SDG 17 (Partnerships).				
This project will contribute to the following country outcome (UNDAF/CPD, RPD, GPD): By 2025, the Mexican State implements policies, strategies, and programmes that allow moving towards a green economy that promotes the mitigation of climate change and the strengthening of the institutional framework, taking into consideration energy efficiency, promotion of clean and renewable energy, production, consumption, transportation, cities, and sustainable agriculture, with a focus on health, human rights, gender, interculturality, life cycle, and territory.				
	Objective and Outcome Indicators (no more than 20)	**Baseline**	**Mid-term Target**	**End of Project Target**
Project Objective: To strengthen socio-ecological and economic resilience in seven (7) landscapes and seascapes in Mexico —(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, (6) Oaxaca Mountains Landscape, (7) Mixteca Arid Landscape— through community-based activities contributing to global environmental benefits and sustainable development.	**Mandatory Indicator 1** ***(GEF-7 Core Indicator 11)*****:** Number of direct project beneficiaries disaggregated by gender (individuals)	There were 2,095 (910 women; 1,185 men) direct beneficiaries during GEF-6.	2,000 beneficiaries of which 50% are women	4,000 beneficiaries of which 50% are women
	Mandatory Indicator 2: Number of indirect project beneficiaries disaggregated by gender (individuals)	There were 8,380 (3,640 women; 4,740 men) indirect beneficiaries during GEF-6.	8,000 indirect beneficiaries of which 50% are women	16,000 indirect beneficiaries of which 50% are women
	Mandatory Indicator 3 ***(GEF-7 Core Indicator 3)*****:** Area of land restored (hectares)	1,449 hectares restored during GEF-6.	1,250 hectares of land restored	2,500 hectares of land restored
	Mandatory Indicator 4 ***(GEF-7 Core Indicator 4)*****:** Area of landscapes under improved practices (hectares; excluding protected areas)	133,000 hectares under improved practices during GEF-6.	50,000 hectares under improved practices	100,000 hectares under improved practices
	Mandatory Indicator 5 ***(GEF-7 Core Indicator 5)*****:** Area of marine habitat under improved practices to benefit biodiversity (hectares; excluding protected areas)	0 hectares during GEF-6.	3,000 hectares under improved practices to benefit biodiversity (excluding protected areas)	6,000 hectares under improved practices to benefit biodiversity (excluding protected areas)

	Mandatory Indicator 6: Greenhouse Gas Emissions Mitigated (metric tons of carbon dioxide equivalent)	5,798,500 tCO_2e of emissions avoided in the AFOLU sector during GEF-6.	7,000 tCO_2e mitigated	15,000 tCO_2e mitigated
Project component 1 Resilient landscapes for sustainable development and global environmental protection				
Outcome 1.1. Coastal and terrestrial biocultural areas and their associated ecosystem services within seven targeted landscapes and seascapes are enhanced through community conservation and restoration.	**Project Specific Indicator 7:** Number of communities Implementing small-scale projects that promote sustainable management in marine-coastal ecosystems	7 communities during GEF-6.	5 communities	11 communities
	Project Specific Indicator 8: Number of communities with projects that benefit connectivity and biodiversity, and promote inclusive conservation (with participation of women, youth, indigenous peoples and/or other vulnerable groups)	13 communities during GEF-6.	2 communities	5 communities
	Project Specific Indicator 9: Number of sub-basins with improved community participation and implementation of demonstrative solutions to improve water quality.	0 during GEF-6.	1 sub-basin with improved community participation and implementation of demonstrative solutions to improve water quality	3 sub-basins with improved community participation and implementation of demonstrative solutions to improve water quality
Outputs to achieve Outcome 1.1	**Output 1.1.1.** Community level small grant projects in the selected landscapes and seascapes that improve connectivity, support innovation in biodiversity conservation and optimization of ecosystem services (including no-take zones to promote sustainable fisheries; agrobiodiversity conservation; support to traditional medicine; improved cooperative management of underwater ecosystems; wetland and reef restoration; establishment of new community conservation areas and territories and promotion of inclusive conservation).			
Outcome 1.2. The sustainability of production systems in the target landscapes is strengthened through integrated agroecological and sustainable forestry practices in biocultural landscapes and seascapes.	**Project Specific Indicator 10:** Number of households (disaggregated by female-led or male-led) adopting responsible and sustainable fishing or tourism practices in marine-coastal areas	Not measured during GEF-6.	250 households (disaggregated by female-led or male-led).	500 households (disaggregated female-led or male-led).
	Project Specific Indicator 11: Number of households (disaggregated by female-led or male-led) adopting sustainable production or responsible tourism practices in terrestrial areas	Not measured during GEF-6.	1,250 households (disaggregated by female-led or male-led).	2,500 households (disaggregated by female-led or male-led).

	Project Specific Indicator 12: Percentage of community projects that target access to and management of natural resources by women, youth, indigenous peoples and/or other vulnerable groups	30% of community projects during GEF-6.	20% of community projects	40% of community projects
	Project Specific Indicator 13: Percentage of community projects led by women that improve women's participation in leadership and decision making and/or target socio-economic benefits and services for them	30% of community projects during GEF-6.	15% of community projects	30% of community projects
Outputs to achieve Outcome 1.2	**Output 1.2.1.** Targeted community projects and alliances enhancing the sustainability and resilience of production systems, including silvopastoral and agroforestry systems, agroecological practices, sustainable forest management, and responsible fisheries and tourism.			
Outcome 1.3. Increased adoption (development, demonstration, and financing) of renewable and energy-efficient technologies at the community level.	**Project Specific Indicator 14:** Number of community projects implementing renewable and energy-efficient technologies (with at least 40% of the projects with women's participation)	4 community projects implementing renewable and energy-efficient technologies during GEF-6.	7 community projects implementing renewable and energy-efficient technologies, with at least 40% of the projects with women's participation (2.5 MW increase in installed renewable energies and energy-saving technologies)	15 community projects implementing renewable and energy-efficient technologies, with at least 40% of the projects with women's participation (5 MW increase in installed renewable energies and energy saving technologies)
Outputs to achieve Outcome 1.3	**Output 1.3.1.** Targeted community projects implementing renewable and energy-efficient technologies in each landscape, including solar and wind energy applications, micro-hydro power generation systems, biodigestors, efficient biomass use and wood stoves.			
Project component 2. Landscape governance, adaptive management for upscaling and replication and strengthening of value chains				
Outcome 2.1. Second-tier organizations and multi-stakeholder governance platforms strengthened/in place for improved governance of target landscapes and seascapes for effective participatory decision making to enhance socio-ecological landscape resilience and improve inclusion of vulnerable sectors.	**Project Specific Indicator 15:** Number of adaptive and participatory land/seascape management strategies developed.	5 strategies during GEF-6.	2 new strategies	2 new strategies
	Project Specific Indicator 16: Number of communities targeted and informed through dissemination activities (workshops, infographics, or videos) promoting the adoption of landscape strategies and collaboration	0 during GEF-6.	25 communities targeted and informed through dissemination activities (workshops, infographics, or videos) promoting the	50 communities targeted and informed through dissemination activities (workshops, infographics, or videos) promoting the adoption

	between organized community groups and communities within the landscapes		adoption of landscape strategies and collaboration within the landscapes	of landscape strategies and collaboration within the landscapes
	Project specific indicator 17: Number of second-tier organizations or alliances formed and/or consolidated that implement strategic initiatives to upscale successful SGP project experiences (at a sub-regional or regional scale), and favor dialogue for the implementation of more inclusive public policies	3 second-tier organizations or alliances formed and/or consolidated during GEF-6.	3 second-tier organizations or alliances formed and/or consolidated	7 second-tier organizations or alliances formed and/or consolidated (at least one to address gender mainstreaming, one dedicated to community-based communications and another one to risk management)
	Project Specific Indicator 18: Number of initiatives to exchange experiences between networks to promote innovation (local, regional and/or international), including exchanges between women	0 during GEF-6.	4 initiatives to exchange experiences between networks (at least 1 to share women experiences)	10 initiatives to exchange experiences between networks (at least 3 to share women experiences)
Outputs to achieve Outcome 2.1	**Output 2.1.1.** Two additional landscape strategies developed, and the five strategies developed during GEF-6 disseminated and revised participatorily. **Output 2.1.2.** Second-tier organizations and community networks implement strategic initiatives to upscale successful SGP project experiences and practices, including community-CSO-government policy dialogues (for example, Beekeepers Alliance, Ecotourism Alliance, Native Seed Guardians Alliance, and Forestry Alliance). **Output 2.1.3.** Knowledge from community project innovations shared through communities of practice (for example, renewable energy, agroecology, sustainable forestry, and fisheries) and regional South-South exchanges with Latin American and Caribbean countries.			
Outcome 2.2. The resilience of local communities in key landscapes and seascapes is strengthened by adding value and connecting to markets through sustainable value chains, and improving the financial sustainability of existing projects.	**Project Specific Indicator 19:** Number of community associations/second-tier organizations that improve participation in various links within sustainable value chains (including community associations with 50% female membership)	20 community associations/second-tier organizations that improved their links to sustainable value chains during GEF-6.	6 community associations/second-tier organizations that improve their links to sustainable value chains (including at least 2 community associations with 50% female membership)	15 community associations/second-tier organizations that improve their links to sustainable value chains (including at least 5 community associations with 50% female membership)

	<u>Project Specific Indicator 20:</u> Number of communities with projects that access fair and sustainable financial options that improve the financial resilience of their livelihoods.	3 communities with projects that improve their financial resilience during GEF-6.	5 communities with projects that improve their financial resilience	10 communities with projects that improve their financial resilience
Outputs to achieve Outcome 2.2	**Output 2.2.1.** Targeted community projects and second-tier organizations increase their participation in new links (inputs, transformation, logistics and retail) within the value chain (including fair and sustainable standards and certifications for fisheries, timber, cocoa, coffee, honey, mezcal, and agroecological production). **Output 2.2.2.** Targeted community projects and second-tier organizations improve their access to sustainable finance (fair credits, work capital, community savings banks, impact investment, natural capital assets).			

VI. MONITORING AND EVALUATION (M&E) PLAN

The project results, corresponding indicators and mid-term and end-of-project targets in the project results framework will be monitored annually and evaluated periodically during project implementation. If baseline data for some of the results indicators is not yet available, it will be collected during the first year of project implementation. The Monitoring Plan included in Annex 4 details the roles, responsibilities, and frequency of monitoring project results.

Project-level monitoring and evaluation will be undertaken in compliance with UNDP requirements as outlined in the UNDP POPP and UNDP Evaluation Policy. The UNDP Country Office is responsible for ensuring full compliance with all UNDP project monitoring, quality assurance, risk management, and evaluation requirements.

Additional mandatory GEF-specific M&E requirements will be undertaken in accordance with the GEF Monitoring Policy and the GEF Evaluation Policy and other relevant GEF policies[77]. The costed M&E plan included below, and the Monitoring Plan in Annex 4, will guide the GEF-specific M&E activities to be undertaken by this project.

In addition to these mandatory UNDP and GEF M&E requirements, other M&E activities deemed necessary to support project-level adaptive management will be agreed during the Project Inception Workshop and will be detailed in the Inception Report.

Additional GEF monitoring and reporting requirements:

Inception Workshop and Report: A project inception workshop will be held within 60 days of project CEO endorsement, with the aim to:

- Familiarize key stakeholders with the detailed project strategy and discuss any changes that may have taken place in the overall context since the project idea was initially conceptualized that may influence its strategy and implementation.
- Discuss the roles and responsibilities of the project team, including reporting lines, stakeholder engagement strategies and conflict resolution mechanisms.
- Review the results framework and monitoring plan.
- Discuss reporting, monitoring and evaluation roles and responsibilities and finalize the M&E budget; identify national/regional institutes to be involved in project-level M&E; discuss the role of the GEF OFP and other stakeholders in project-level M&E.
- Update and review responsibilities for monitoring project strategies, including the risk log; SESP report, Social and Environmental Management Framework and other safeguard requirements; project grievance mechanisms; gender strategy; knowledge management strategy, and other relevant management strategies.
- Review financial reporting procedures and budget monitoring and other mandatory requirements and agree on the arrangements for the annual audit.
- Plan and schedule Project Board meetings and finalize the first-year annual work plan.
- Formally launch the Project.

[77] See https://www.thegef.org/gef/policies_guidelines

GEF Project Implementation Report (PIR):

The annual GEF PIR covering the reporting period July (previous year) to June (current year) will be completed for each year of project implementation. Any environmental and social risks and related management plans will be monitored regularly, and progress will be reported in the PIR. The PIR submitted to the GEF will be shared with the Project Board. The quality rating of the previous year's PIR will be used to inform the preparation of the subsequent PIR.

GEF Core Indicators:

The GEF Core indicators Worksheet included as Annex 16 will be used to monitor global environmental benefits and will be updated for reporting to the GEF prior to MTR and TE. Note that the project team is responsible for updating the indicator status. The updated monitoring data should be shared with MTR/TE consultants prior to required evaluation missions, so these can be used for subsequent ground truthing. The methodologies to be used in data collection have been defined by the GEF and are available on the GEF website.

Independent Mid-term Review (MTR):

The terms of reference, the review process and the final MTR report will follow the standard templates and guidance for GEF-financed projects available on the UNDP Evaluation Resource Center (ERC).

The evaluation will be 'independent, impartial and rigorous'. The evaluators that will be hired to undertake the assignment will be independent from organizations that were involved in designing, executing, or advising on the project to be evaluated. Equally, the evaluators should not be in a position where there may be the possibility of future contracts regarding the project under review.

The GEF Operational Focal Point and other stakeholders will be actively involved and consulted during the evaluation process. Additional quality assurance support is available from the BPPS/GEF Directorate.

The final MTR report and MTR TOR will be publicly available in English and will be posted on the UNDP ERC by December 2023. A management response to MTR recommendations will be posted in the ERC within six weeks of the MTR report's completion.

Terminal Evaluation (TE):

An independent terminal evaluation (TE) will take place upon completion of all major project outputs and activities. The terms of reference, the evaluation process and the final TE report will follow the standard templates and guidance for GEF-financed projects available on the UNDP Evaluation Resource Center.

The evaluation will be 'independent, impartial and rigorous'. The evaluators that will be hired to undertake the assignment will be independent from organizations that were involved in designing, executing, or advising on the project to be evaluated. Equally, the evaluators should not be in a position where there may be the possibility of future contracts regarding the project being evaluated.

The GEF Operational Focal Point and other stakeholders will be actively involved and consulted during the terminal evaluation process. Additional quality assurance support is available from the BPPS/GEF Directorate.

The final TE report and TE TOR will be publicly available in English and posted on the UNDP ERC by May 2026. A management response to the TE recommendations will be posted to the ERC within six weeks of the TE report's completion.

Final Report:

The project's terminal GEF PIR along with the terminal evaluation (TE) report and corresponding management response will serve as the final project report package. The final project report package shall be discussed with the Project Board during an end-of-project review meeting to discuss lesson learned and opportunities for scaling up.

Agreement on intellectual property rights and use of logo on the project's deliverables and disclosure of information**:** To accord proper acknowledgement to the GEF for providing grant funding, the GEF logo will appear together with the UNDP logo on all promotional materials, other written materials like publications developed by the project, and project hardware. Any citation on publications regarding projects funded by the GEF will also accord proper acknowledgement to the GEF. Information will be disclosed in accordance with relevant policies notably the UNDP Disclosure Policy[78] and the GEF policy on public involvement[79].

Monitoring and Evaluation Plan and Budget:
This M&E plan and budget provides a breakdown of costs for M&E activities to be led by the Project Management Unit during project implementation. These costs are included in Component 4 of the Results Framework and TBWP.

GEF M&E requirements	**Indicative costs (US$)**	**Time frame**
Inception Workshop	29,362	Within 60 days of CEO endorsement of this project.
Inception Report	None	Within 90 days of CEO endorsement of this project.
M&E of GEF core indicators and project results framework	19,080	Annually and at mid-point and closure.
NSC Meetings	27,560	Annually
GEF Project Implementation Report (PIR)	None	Annually typically between June-August.
Monitoring all risks (UNDP Risk Register)	None	On-going
Supervision missions	None	Annually
Independent Mid-term Review (MTR)	31,800	December 2023
Independent Terminal Evaluation (TE)	31,800	May 2026
TOTAL indicative COST	**139,602**	

[78] See http://www.undp.org/content/undp/en/home/operations/transparency/information_disclosurepolicy/

[79] See https://www.thegef.org/gef/policies_guidelines

VII. GOVERNANCE AND MANAGEMENT ARRANGEMENTS

Roles and responsibilities of the project's governance mechanism:

Implementing Partner: The Implementing Partner for this project is the UN Office for Project Services (UNOPS).

The Implementing Partner is the entity to which the UNDP Administrator has entrusted the implementation of UNDP assistance specified in this signed project document along with the assumption of full responsibility and accountability for the effective use of UNDP resources and the delivery of outputs, as set forth in this document.

The Implementing Partner is responsible for executing this project. Specific tasks include:

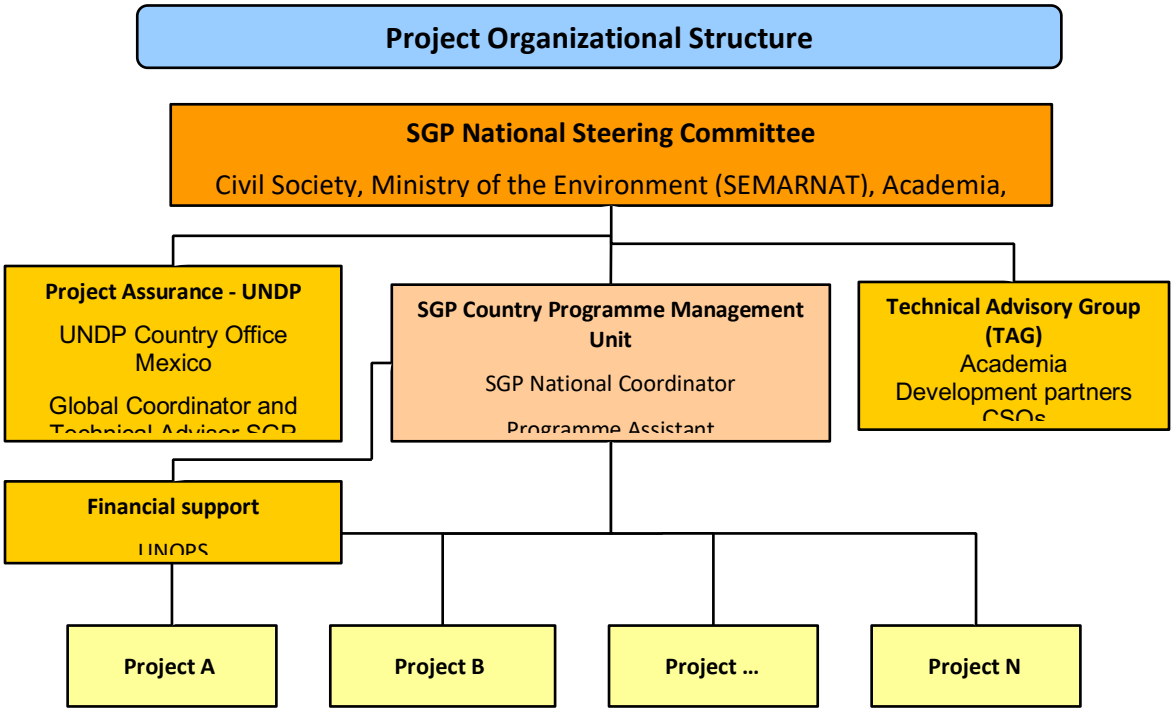
- Project planning, coordination, management, monitoring, evaluation, and reporting. This includes providing all required information and data necessary for timely, comprehensive, and evidence-based project reporting, including results and financial data, as necessary. The Implementing Partner will strive to ensure project-level M&E is undertaken by national institutes and is aligned with national systems so that the data used and generated by the project supports national systems.
- Risk management as outlined in this Project Document;
- Procurement of goods and services, including human resources;
- Financial management, including overseeing financial expenditures against project budgets;
- Approving and signing the multiyear workplan;
- Approving and signing the combined delivery report at the end of the year; and,
- Signing the financial report or the funding authorization and certificate of expenditures.

Project beneficiary Groups CBOs, CSOs and NGOs in the target landscapes: These stakeholders, with support of state institutions —principally SEMARNAT, SADER, CONAFOR and CONANP— as well as technical assistance from the SGP, will design and implement the projects to generate global environmental benefits and community livelihood benefits.

UNDP: UNDP is accountable to the GEF for the implementation of this project. This includes oversight of project execution to ensure that the Project is being carried out in accordance with agreed standards and provisions. UNDP is responsible for delivering GEF project cycle management services comprising project approval and start-up, project supervision and oversight, and project completion and evaluation. UNDP is responsible for the Project Assurance role of the Project Board/SGP National Steering Committee.

The diagram below shows the project organizational structure (Figure 2). The roles and responsibilities of the various parties to the project are described in the SGP Operational Guidelines (see Annex 15).

Figure 2: Project organizational structure



Project Board: The Project Board (also called SGP National Steering Committee) is responsible for taking corrective action as needed to ensure the project achieves the desired results. In order to ensure UNDP's ultimate accountability, Project Board decisions should be made in accordance with standards that shall ensure management for development results, best value for money, fairness, integrity, transparency and effective international competition. Establishment and operations of SGP National Steering Committees are carried out in accordance with the SGP Operational Guidelines.

In case consensus cannot be reached within the Board, the UNDP Resident Representative (or their designate) will mediate to find consensus and, if this cannot be found, will take the final decision to ensure project implementation is not unduly delayed.

Specific responsibilities of the Project Board (SGP National Steering Committee) include:

- Draw up, adopt, and if necessary, amend its own internal regulations.
- Provide overall guidance and direction to the project, ensuring it remains within any specified constraints.
- Address project issues as raised by the project manager (also called SGP National Coordinator).
- Provide guidance on new project risks and agree on possible mitigation and management actions to address specific risks.
- Agree on project manager's tolerances as required, within the parameters set by UNDP-GEF, and provide direction and advice for exceptional situations when the project manager's tolerances are exceeded.
- Advise on major and minor amendments to the project within the parameters set by UNDP-GEF.
- Ensure coordination between various donor and government-funded projects and programmes.

- Ensure coordination with various government agencies and their participation in project activities.
- Track and monitor co-financing for this project.
- Review the project progress, assess performance, and appraise the Annual Work Plan for the following year.
- Appraise the annual project implementation report, including the quality assessment rating report.
- Review combined delivery reports prior to certification by the implementing partner.
- Ensure commitment of human resources to support project implementation, arbitrating any issues within the project.
- Provide direction and recommendations to ensure that the agreed deliverables are produced satisfactorily according to plans.
- Address project-level grievances.
- Approve the project Inception Report, Mid-term Review and Terminal Evaluation reports and corresponding management responses.
- Review the final project report package during an end-of-project review meeting to discuss lesson learned and opportunities for scaling up.
- Ensure highest levels of transparency and take all measures to avoid any real or perceived conflicts of interest.

Project Assurance: UNDP performs the quality assurance role and supports the Project Board and Project Management Unit by carrying out objective and independent project oversight and monitoring functions. This role ensures appropriate project management milestones are managed and completed. The Project Board cannot delegate any of its quality assurance responsibilities to the Project Manager. UNDP provides a three-tier oversight services involving the UNDP Country Offices and UNDP at regional and headquarters levels. Project assurance is totally independent of the Project Management function.

Project extensions: The BPPS/GEF Executive Coordinator must approve all project extensions. All extensions incur costs, and the GEF project budget cannot be increased. A single extension may be granted on an exceptional basis only if the following conditions are met: one extension only for a project for a maximum of six months; the project management costs during the extension period must remain within the originally approved amount, and any increase in PMC costs will be covered by non-GEF resources; the UNDP Country Office oversight costs during the extension period must be covered by non-GEF resources.

UNDP will provide overall Programme oversight and take responsibility for standard GEF project cycle management services beyond assistance and oversight of project design and negotiation, including project monitoring, periodic evaluations, troubleshooting, and reporting to the GEF. UNDP will also provide high level technical and managerial support from the UNDP GEF Global Coordinator for the SGP Upgrading Country Programmes, who is responsible for project oversight for all SGP Upgraded Country Programme projects.[80] The SGP Central Programme Management Team (CPMT) will monitor Upgraded Country Programmes for compliance with GEF SGP core policies and procedures.

In accordance with the global **SGP Operational Guidelines** (**Annex 15**) that will guide overall project implementation in Mexico, and in keeping with past best practice, the UNDP Resident Representative will appoint the **National Steering Committee** (NSC) members. The NSC, composed of government and non-government organizations with a non-government majority, a UNDP representative, and individuals with

[80] GEF/C.54/05/Rev.01 *GEF Small Grants Programme: Implementation Arrangements for GEF-7*, approved by GEF Council.

expertise in the GEF Focal Areas, is responsible for grant selection and approval and for determining the overall strategy of the SGP in the country. NSC members serve without remuneration and rotate periodically in accordance with the NSC's recently established rules of procedure. The Government is usually represented by the GEF Operational Focal Point or by another high-level representative of relevant ministries or institutions. The NSC assesses the performance of the National Coordinator with input from the UNDP RR, the SGP UCP Global Coordinator, and UNOPS. The NSC also contributes to bridging community-level experiences with national policymaking.

Technical Advisory Group (TAG) In accordance with the global SGP Operational Guidelines, the NSC may also establish a Technical Advisory Group (TAG) with a pool of voluntary experts on call to serve as a technical sub-committee, for review of proposals and in relation to specific areas of programming and partnership development. The TAG can also be tasked by the NSC to provide specific technical guidance in specialised areas of work, such as carbon measurement, payments for ecosystem services, marketing and certification of products, transboundary diagnostic analysis, and other relevant fields. In addition, the TAG may also be formed in response to donor and co-financing requirements mobilised for the SGP country programme. In the case of Mexico, the TAG will be formed by voluntary experts on renewable energy and energy efficiency technologies. The TAG will provide advice to select the best suppliers, as well as train, and offer technical support to strengthen the capacities of the Country Programme Team and potential beneficiaries. It will also provide technical guidance with regards to project selection and the quality of project proposals, prior to final review and approval by the NSC. Minutes from TAG meetings will be a pre-requisite and fully report on the review process and recommendations made to the NSC. In certain cases, and depending on the area of technical specialization required, the NSC may decide to invite other organisations or individual experts to assist in project review.

The **UNDP Country Office** is the business unit in UNDP for the SGP project and is responsible for ensuring the project meets its objective and delivers on its targets. The Resident Representative signs the grant agreements with beneficiary organizations on behalf of UNOPS. The Country Office will make available its expertise in various environment and development fields as shown below. It will also provide other types of support at the local level such as infrastructure and financial management services, as required. UNDP will be represented in the NSC and will actively participate in grant monitoring activities. The CO will participate in NSC meetings, promoting synergies with other relevant Programmes, and support the design and implementation of the SGP strategy, among other things.

The **Country Programme Team**, composed of a National Coordinator, a Technical Assistant, and a Project Assistant, recruited through competitive processes, is responsible for the day-to-day operations of the Programme. This includes supporting NSC strategic work and grant selection by developing technical papers, undertaking ex-ante technical reviews of project proposals; taking responsibility for monitoring the grant portfolio and for providing technical assistance to grantees during project design and implementation; mobilizing cash and in-kind resources; preparing reports for UNDP, GEF and other donors; implementing a capacity development Programme for communities, CBOs, and NGOs, as well as a communications and knowledge management strategy to ensure adequate visibility of GEF investments, and disseminating good practices and lessons learned. Please see TORs for the members of the Country Programme Team annexed to this document (Annex 7).

Grants will be selected by the NSC from proposals submitted by CBOs and NGOs through calls for proposals in specific thematic and geographic areas relevant to the SGP Country Programme strategy, as embodied in this document. Although government organizations cannot receive SGP grants, every effort will be made to coordinate grant implementation with relevant line ministries, decentralized institutions, universities, and local government authorities to ensure their support, create opportunities for co-

financing, and provide feedback on policy implementation on the ground. Contributions from and cooperation with the private sector will also be sought.

UNOPS will provide Country Programme implementation services, including human resources management, budgeting, accounting, grant disbursement, auditing, and procurement. UNOPS is responsible for SGP's financial management and provides monthly financial reports to UNDP. The UNOPS SGP Standard Operating Procedures guide the financial and administrative management of the project. UNOPS will provide a certified expenditure report as of 31 December of each year of implementation.

A key service of UNOPS is the contracting of SGP staff as needed and required by the Programme, and once contracted, UNOPS provides guidance and supervision, together with the UNDP CO acting on behalf of UNOPS, to the SGP country staff in their administrative and finance related work. UNOPS also provides other important services (as specified in the GEF Council document C.36/4) that include (1) oversight and quality assurance: (i) coordinate with the Upgrading Country Programme (UCP) Global Coordinator on annual work plan activities and (ii) undertake trouble-shooting and problem-solving missions; (2) project financial management: (i) review and authorize operating budgets; (ii) review and authorize disbursement, (iii) monitor and oversee all financial transactions, (iv) prepare semi-annual and annual financial progress reports and (v) prepare periodic status reports on grant allocations and expenditures; (3) project procurement management: (i) undertake procurement activities and (ii) management of contracts; (4) project assets management: (i) maintain an inventory of all capitalized assets; (5) project risks management: (i) prepare and implement an annual audit plan and (ii) follow up on all audit recommendations; and (6) Grants management: (i) administer all grants, (ii) financial grant monitoring and (iii) legal advice.

Under its legal advice role, UNOPS takes the lead in investigations of UNOPS-contracted SGP staff. UNOPS services also include transactional services: (1) personnel administration, benefits and entitlements of project personnel contracted by UNOPS; (2) processing payroll of project personnel contracted by UNOPS, (3) input transaction instruction and automated processing of project personnel official mission travel and DSA; (4) input transaction instruction and automated processing of financial transactions such as Purchase Order, Receipts, Payment Vouchers and Vendor Approval and (5) procurement in UN Web Buy.

UNOPS will continue with a number of areas for enhancing execution services started in the previous the SGP GEF-5, including: inclusion of co-financing below $500,000; technical assistance to high risk/low performing countries; developing a risk-based management approach; strengthening the central structure to make it more suitable for an expanded Programme; resolving grant disbursement delays; enhancing country Programme oversight; improving monitoring & evaluation; increasing the audit volume and quality assurance work; and optimizing Programme cost-effectiveness. To facilitate global coherence in execution of services, guidance, and operating procedures, UNOPS through a central management team and NSC, coordinates primarily with UNDP/GEF HQ respectively.

UNOPS will not make any financial commitments or incur any expenses that would exceed the budget for implementing the project as set forth in this Project Document. UNOPS shall regularly consult with UNDP concerning the status and use of funds and shall promptly advise UNDP any time when UNOPS is aware that the budget to carry out these services is insufficient to fully implement the project in the manner set out in the Project Document. UNDP shall have no obligation to provide UNOPS with any funds or to make any reimbursement for expenses incurred by UNOPS in excess of the total budget as set forth in the Project Document.

UNOPS will submit a cumulative financial report each quarter (31 March, 30 June, 30 September, and 31 December). The report will be submitted to UNDP through the ATLAS Project Delivery Report (PDR) system and follow the established ATLAS formats and PDR timelines. The level of detail in relation to the reporting

requirement is indicated in the Project Document budget which will be translated into the ATLAS budgets. UNDP will include the expenditure reported by UNOPS in its reconciliation of the project financial report.

Upon completion or termination of activities, UNOPS shall furnish a financial closure report, including a list of non-expendable equipment purchased by UNOPS, and all relevant audited or certified financial statements and records related to such activities, as appropriate, pursuant to its Financial Regulations and Rules.

Title to any equipment and supplies that may be furnished by UNDP or procured through UNDP funds shall rest with UNDP until such time as ownership thereof is transferred. Equipment and supplies that may be furnished by UNDP or procured through UNDP funds will be disposed as agreed, in writing, between UNDP and UNOPS. UNDP shall provide UNOPS with instructions on the disposal of such equipment and supplies within 90 days of the end of the Project.

The arrangements described in this Project Document will remain in effect until the end of the project, or until terminated in writing (with 30 days' notice) by either party. The schedule of activities specified in the Project Document remains in effect based on continued performance by UNOPS unless it receives written indication to the contrary from UNDP. The arrangements described in this Agreement, including the structure of implementation and responsibility for results, shall be revisited on an annual basis and may result in the amendment of this Project Document.

If this Agreement is terminated or suspended, UNDP shall reimburse UNOPS for all costs directly incurred by UNOPS in the amounts specified in the project budget or as otherwise agreed in writing by UNDP and UNOPS.

All further correspondence regarding this Agreement, other than signed letters of agreement or amendments thereto should be addressed to the UNDP-GEF Executive Coordinator and the UNDP Resident Coordinator.

UNOPS shall keep UNDP fully informed of all actions undertaken by them in carrying out this Agreement.

Any changes to the Project Document that would affect the work being performed by UNOPS shall be recommended only after consultation between the parties. Any amendment to this Project Document shall be affected by mutual agreement, in writing.

If UNOPS is prevented by force majeure from fulfilling its obligations under this Agreement, it shall not be deemed in breach of such obligations. UNOPS shall use all reasonable efforts to mitigate the consequences of force majeure. Force majeure is defined as natural catastrophes such as but not limited to earthquakes, floods, cyclonic or volcanic activity; war (whether declared or not), invasion, rebellion, terrorism, revolution, insurrection, civil war, riot, radiation, or contaminations by radio-activity; other acts of a similar nature or force.

Notwithstanding anything to the contrary, UNOPS shall in no event be liable as a result or consequence of any act or omission on the part of UNDP, the government and/or any provincial and/or municipal authorities, including its agents, servants, and employees.

UNDP and UNOPS shall use their best efforts to promptly settle through direct negotiations any dispute, controversy or claim which is not settled within sixty (60) days from the date either party has notified the other party of the dispute, controversy or claim and of measures which should be taken to rectify it, shall be referred to the UNDP Administrator and the UNOPS Executive Director for resolution.

This project will be implemented by UNOPS in accordance with UNOPS' Financial Rules and Regulations provided these do not contravene the principles established in UNDP's Financial Regulations and Rules.

UNOPS as the Implementing Partner shall comply with the policies, procedures, and practices of the United Nations security management system.

VIII. FINANCIAL PLANNING AND MANAGEMENT

The total cost of the project is USD 16,714,997. This is financed through a GEF grant of USD 4,481,210, and USD 12,233,787 in other co-financing. UNDP, as the GEF Implementing Agency, is responsible for the oversight of the GEF resources and the cash co-financing transferred to UNDP bank account only.

Confirmed Co-financing: The actual realization of project co-financing will be monitored during the mid-term review and terminal evaluation process and will be reported to the GEF. Co-financing will be used for the following project activities/outputs:

Co-financing source	Co-financing type	Co-financing amount (USD)	Planned Co-financing Activities/Outputs	Risks	Risk Mitigation Measures
Grantees	In kind	2,650,000	Direct project co-financing in community participation in small-grant projects implementation.	Men and women from communities in target area are unwilling to participate in grant proposal and selection process.	SGP and institutional partners will actively promote participation of CBOs and CSOs in all project activities.
Grantees	Cash	460,000			
Secretaría de Medio Ambiente y Recursos Naturales (SEMARNAT), and CONANP	In kind	740,000	Recurrent costs of the institutional offices in the intervention area (including staff salaries, office logistics support, vehicle provision, among others); training services for community organizations executing projects, specific studies, or other technical services	Reduced budgets and/or political or institutional support limits technical assistance and other support services to CBOs.	State institutions have been fully involved in GEF-5 and GEF-6 and have participated actively in PPG and project design. Co-financing letters confirm institutional interest to continue supporting SGP. SGP will continuously engage with senior institutional authorities to communicate project progress and involvement in M&E actions.
Instituto Nacional de la Economía Social, Secretaría de Bienestar (INAES)	In kind	692,468			
Yucatán State Government	In-kind	1,036,542			
	Cash	463,458	Investment mobilized, including direct investments in management plans, consultancies, staff salaries, equipment, logistical support costs by the projects	Projects are terminated or fail to mobilize investment.	
Quintana Roo State Government	Cash	1,310,319			
Conservation International Mexico	In-kind	1,000,000	Recurrent expenditures (including staff salaries, office logistics support, among others); training services for community organizations executing projects, specific	Reduced budgets limits technical assistance and other support services to CBOs.	SGP will constantly engage and communicate Project progress to the organization's senior managers (key personnel).

			studies, or other technical services		
	Cash	500,000	Investment mobilized, including direct investments in management plans, consultancies, staff salaries, equipment, logistical support costs by the projects	Projects are terminated or fail to mobilize investment.	SGP will constantly engage and communicate Project progress to the organization's senior managers (key personnel).
The Nature Conservancy Mexico	Cash	1,250,000	Investment mobilized, including direct investments in management plans, consultancies, staff salaries, equipment, logistical support costs by the projects	Projects are terminated or fail to mobilize investment.	SGP will constantly engage and communicate Project progress to the organization's senior managers (key personnel).
	In-kind	1,250,000	Recurrent expenditures (including staff salaries, office logistics support, vehicle provision, among others); training services for community organizations executing projects, specific studies, or other technical services	Reduced budgets limits technical assistance and other support services to CBOs.	SGP will constantly engage and communicate Project progress to the organization's senior managers (key personnel).
UNDP	Cash	855,000	Investment mobilized, including direct investments in management plans, consultancies, staff salaries, equipment, logistical support costs by the projects	Projects are terminated or fail to mobilize investment.	SGP will constantly engage and communicate Project progress to the organization's senior managers (key personnel).
	In-kind	26,000	Recurrent expenditures (including staff salaries); training services for community organizations executing projects, specific studies, or other technical services	Reduced budgets limits technical assistance and other support services to CBOs.	SGP will constantly engage and communicate Project progress to the organization's senior managers (key personnel).
Total co-financing		**12,233,787**			

Budget Revision and Tolerance: As per UNDP requirements outlined in the UNDP POPP, the project board will agree on a budget tolerance level for each plan under the overall annual work plan allowing the project manager to expend up to the tolerance level beyond the approved project budget amount for the year without requiring a revision from the Project Board.

Should the following deviations occur, the Project Manager/CTA and UNDP Country Office will seek the approval of the BPPS/GEF team to ensure accurate reporting to the GEF a) Budget re-allocations among components in the project budget with amounts involving 10% of the total project grant or more; and b) Introduction of new budget items that exceed 5% of original GEF allocation.

Any over expenditure incurred beyond the available GEF grant amount will be absorbed by non-GEF resources (e.g., UNDP TRAC or cash co-financing).

Audit: The project will be audited as per UNDP Financial Regulations and Rules and applicable audit policies. Audit cycle and process must be discussed during the Inception workshop. If the Implementing Partner is an UN Agency, the project will be audited according to that Agencies applicable audit policies.

Project Closure: Project closure will be conducted as per UNDP requirements outlined in the UNDP POPP. All costs incurred to close the project must be included in the project closure budget and reported as final project commitments presented to the Project Board during the final project review. The only costs a project may incur following the final project review are those included in the project closure budget.

Operational completion: The project will be operationally completed when the last UNDP-financed inputs have been provided and the related activities have been completed. This includes the final clearance of the Terminal Evaluation Report (that will be available in English) and the corresponding management response, and the end-of-project review Project Board meeting. **Operational closure must happen with 3 months of posting the TE report to the UNDP ERC**. The Implementing Partner through a Project Board decision will notify the UNDP Country Office when operational closure has been completed. At this time, the relevant parties will have already agreed and confirmed in writing on the arrangements for the disposal of any equipment that is still the property of UNDP.

Transfer or disposal of assets: In consultation with the Implementing Partner and other parties of the project, UNDP is responsible for deciding on the transfer or other disposal of assets. Transfer or disposal of assets is recommended to be reviewed and endorsed by the Project Board following UNDP rules and regulations. Assets may be transferred to the government for project activities managed by a national institution at any time during the life of a project. In all cases of transfer, a transfer document must be prepared and kept on file[81]. The transfer should be done before Project Management Unit complete their assignments.

Financial completion (closure): The project will be financially closed when the following conditions have been met a) the project is operationally completed or has been cancelled; b) the Implementing Partner has reported all financial transactions to UNDP; c) UNDP has closed the accounts for the project; d) UNDP and the Implementing Partner have certified a final Combined Delivery Report (which serves as final budget revision).

The project will be financially completed **within 6 months of operational closure or after the date of cancellation**. Between operational and financial closure, the implementing partner will identify and settle all financial obligations and prepare a final expenditure report. The UNDP Country Office will send the final signed closure documents including confirmation of final cumulative expenditure and unspent balance to the BPPS/GEF Unit for confirmation before the project will be financially closed in Atlas by the UNDP Country Office.

Refund to GEF: Should a refund of unspent funds to the GEF be necessary, this will be managed directly by the BPPS/GEF Directorate in New York. No action is required by the UNDP Country Office on the actual refund from UNDP project to the GEF Trustee.

[81] See https://popp.undp.org/_layouts/15/WopiFrame.aspx?sourcedoc=/UNDP_POPP_DOCUMENT_LIBRARY/Public/PPM_Project%20Management_Closing.docx&action=default.

IX. TOTAL BUDGET AND WORK PLAN

Total Budget and Work Plan			
Atlas Proposal or Award ID:	00128385	Atlas Primary Output Project ID:	00122398
Atlas Proposal or Award Title:	7th Operational Phase of the GEF Small Grants Programme in Mexico		
Atlas Business Unit	MEX10		
Atlas Primary Output Project Title	7th Operational Phase of the GEF Small Grants Programme in Mexico		
UNDP-GEF PIMS Number	6540		
Implementing Partner	UNOPS		

SGP MEXICO OP7 PIMS: 6540	Total Budget and Work Plan											
GEF Output/Atlas Activity	**Responsible Party / (Atlas Implementing Agent)**	**Fund ID**	**Donor Name**	**Atlas Budgetary Account Code**	**ATLAS Budget Description**	**Amount Year 1 (USD)**	**Amount Year 2 (USD)**	**Amount Year 3 (USD)**	**Amount Year 4 (USD)**	**Amount Year 5 (USD)**	**Total (USD)**	**See Budget Note:**
COMPONENT 1 Resilient landscapes for sustainable development and global environmental protection	**UNOPS**	**62000**	**GEF**	71800	Service Contract-Impl Partn	32,136	42,276	42,276	42,276	39,680	**198,644**	1
				71300	Local Consultants	2,544	2,544	2,544	2,544	2,544	**12,720**	2
				71600	Travel	10,600	13,250	15,900	13,250	13,250	**66,250**	3
				72600	Grants	389,190	519,464	601,062	428,728	134,705	**2,073,148**	4
				75700	Training, Workshops and Conferences	42,188	42,188	42,188	42,188	42,188	**210,940**	5
					Sub-total GEF Component 1	**476,658**	**619,722**	**703,970**	**528,986**	**232,367**	**2,561,702**	
					Total Component 1	**476,658**	**619,722**	**703,970**	**528,986**	**232,367**	**2,561,702**	
COMPONENT 2 Landscape governance, adaptive management for upscaling and replication and strengthening of value chains	**UNOPS**	**62000**	**GEF**	71800	Service Contract-Impl Partn	11,522	27,399	25,876	24,675	18,914	**108,385**	6
				71300	Local Consultants	0	30,078	60,155	30,078	0	**120,310**	7
				71600	Travel	530	7,579	39,909	27,395	5,406	**80,819**	8
				72600	Grants	46,311	325,600	325,600	278,017	231,705	**1,207,234**	9
				74200	Audio Visual&Print Prod Costs	0	3,710	3,710	3,710	3,710	**14,840**	10
				75700	Training, Workshops and Conferences	0	8,567	13,123	6,360	6,877	**34,927**	11
					Sub-total GEF Component 2	**58,364**	**402,933**	**468,373**	**370,235**	**266,612**	**1,566,515**	
					Total Component 2	**58,364**	**402,933**	**468,373**	**370,235**	**266,612**	**1,566,515**	

GEF Output/Atlas Activity	Responsible Party / (Atlas Implementing Agent)	Fund ID	Donor Name	Atlas Budgetary Account Code	ATLAS Budget Description	Amount Year 1 (USD)	Amount Year 2 (USD)	Amount Year 3 (USD)	Amount Year 4 (USD)	Amount Year 5 (USD)	Total (USD)	See Budget Note:
Component 3: Monitoring and evaluation	**UNOPS**	**62000**	**GEF**	71200	International Consultants	0	0	25,440	0	25,440	**50,880**	12
				71300	Local Consultants	5,724	7,632	5,724	0	0	**19,080**	13
				71600	Travel	8,268	0	9,116	0	9,116	**26,500**	14
				75700	Training, Workshops and Conferences	21,094	5,512	5,512	5,512	5,512	**43,142**	15
					Sub-total GEF Component 3	**35,086**	**13,144**	**45,792**	**5,512**	**40,068**	**139,602**	
					Total Component 3	**35,086**	**13,144**	**45,792**	**5,512**	**40,068**	**139,602**	
Project Management	**UNOPS**	**62000**	**GEF**	71800	Service Contract-Impl Partn	24,031	26,701	26,701	26,701	29,372	**133,507**	16
				72800	Equipment, operations & maintenance	6,784	0	8,480	1,696	0	**16,960**	17
				72500	Office Supplies and Utilities	1,137	1,137	1,137	1,137	1,137	**5,684**	18
				73100	Rental & Maintenance-Premises	5,088	5,088	5,088	5,088	5,088	**25,440**	19
				74100	Professional Services	0	0	0	26,500	0	**26,500**	20
				74500	Miscellaneous Expenses	1,060	1,060	1,060	1,060	1,060	**5,300**	21
					Sub-total GEF PM	**38,100**	**33,986**	**42,466**	**62,182**	**36,656**	**213,391**	
					Total Project Management	**38,100**	**33,986**	**42,466**	**62,182**	**36,656**	**213,391**	
PROJECT TOTAL						**608,207**	**1,069,785**	**1,260,601**	**966,914**	**575,703**	**4,481,210**	

Summary of Funds

Co-financing source	Amount Year 1	Amount Year 2	Amount Year 3	Amount Year 4	Amount Year 5	Total
GEF	$608,207	$1,069,785	$1,260,601	$966,914	$575,703	$4,481,210
UNDP	$293,667	$293,667	$293,667	$0	$0	$881,000
Federal Government (grant and in-kind)		$358,117	$358,117	$358,117	$358,117	$1,432,468
Quintana Roo State Government	$393,096	$917,223	$0	$0	$0	$1,310,319
Yucatan State Government		$500,000	$500,000	$500,000	$0	$1,500,000
CSO and CBO grantees (grant and in-kind)		$777,500	$777,500	$777,500	$777,500	$3,110,000
The Nature Conservancy	$500,000	$500,000	$500,000	$500,000	$500,000	$2,500,000
Conservation International	$375,000	$375,000	$375,000	$375,000		$1,500,000
TOTAL	**$2,169,970**	**$4,791,292**	**$4,064,885**	**$3,477,531**	**$2,211,320**	**$16,714,997**

Budget Notes

Budget Notes	Comments
0	The 6% UNOPS fee and the Centrally Managed Direct Costs (CMDC) are incorporated in each individual budget line
Component 1: Resilient landscapes for sustainable development and global environmental protection	
1	**71800 Service Contract-Impl Partn** Staff Contracts - National Coordinator -Country Programme Manager: Support for technical inputs, monitoring, evaluation, and auditing of grantee projects, providing technical assistance to grantees, reporting on project progress and results, and developing related knowledge products. Programme Assistant - Project administration, data base management, support for technical inputs, monitoring, evaluation, and auditing of grantee projects, providing technical assistance to grantees, reporting on project progress and results. – Technical Assistant - Monitoring and evaluation of individual grants performance, technical assistance to grantees on environmental, organizational, social, and business matters, reporting on portfolio performance **For NC: 53.4483% of salaries for a cumulative of 58 months over 5 years (3,498 USD per month)** **For PA: 32.7586% of salaries for a cumulative of 58 months over 5 years (1,961 USD per month)** **For TA: 46.5517% of salaries for a cumulative of 58 months over 5 years (1,961 USD per month)** **Total: USD 198,644**
2	**71300 Local Consultants** Land mapping Consultant- Local consultant to coordinate training for beneficiaries for using the spatial mapping tool to report number of hectares under sustainable management 100% of salaries for a cumulative of 8 weeks (1,590 USD per week) **Total: USD 12,720**
3	**71600 Travel** Ex-ante project site visits, monitoring field visits, on-site technical assistance to grantees, travel costs of technical components, attendance of experience-exchange workshop and resource mobilization dialogue, among others. Travel expenses for the activities under Component 1 for 5 years. **Total: USD 66,250**
4	**72600: Grants** Funds for CBO and NGO initiatives based on eligibility criteria determined by the project objective, SGP Operational Guidelines and NSC decisions: a) **Community grants** awarded to CSOs for upscaling best practices in a. Biodiversity: 31 grants at USD 31,800. Total: USD 985,800 from Y2 to Y5 b. Land Degradation: 6 grants at USD 31,800. Total: USD 190,800 from Y2 to Y5 c. Climate change mitigation: 15 full grants at USD 32,860 and 8 planning grants at 5,300 from Y1 to Y5 Subtotal: USD 1,711,900 b) **Strategic grants** awarded to NGOs for work on a. Biodiversity, conservation, and sustainable livelihoods: 1 grant at USD 116,600 from Y1 to Y5. b. Renewable and energy-efficient technologies at community level: 2 grants at USD 122,324 from Y2 to Y5. Subtotal: USD 361,248 **Total: USD 2,073,148 comprising 46% of the total project budget.**

5	**75700 Training, Workshops and Conference** Training workshops, trade fairs and seminars for, by and with grantees; meetings for coordination with partners and donors; Baseline assessment workshops. Events expenses for the activities under Component 1 for 6 years **Total: USD 210,940**
Component 2: Landscape governance, adaptive management for upscaling and replication and strengthening of value chains.	
6	**71800 Service Contract-Impl Partn** Staff Contracts - National Coordinator -Country Programme Manager: Support for technical inputs, monitoring, evaluation, and auditing of grantee projects, providing technical assistance to grantees, reporting on project progress and results, and developing related knowledge products. Programme Assistant - Project administration, data base management, support for technical inputs, monitoring, evaluation, and auditing of grantee projects, providing technical assistance to grantees, reporting on project progress and results. – Technical Assistant - Monitoring and evaluation of individual grants performance, technical assistance to grantees on environmental, organizational, social, and business matters, reporting on portfolio performance **For NC: 23.2759% of salaries for a cumulative of 58 months over 5 years (3,498 USD per month)** **For PA: 31.0345% of salaries for a cumulative of 58 months over 5 years (1,961 USD per month)** **For TA: 13.7931% of salaries for a cumulative of 58 months over 5 years (1,961 USD per month)** **For Interns: 100% of salaries for a cumulative of 54 months over 5 years (188.44 USD per month)** **Total: USD 108,385**
7	**71300 Local Consultants** Landscape Strategy Specialist- Local consultant to carry out the following duties and Responsibilities required to deliver two landscape strategies developed, and update and disseminate the five strategies developed during GEF-6. **Subtotal: USD 47,700** 100% of salaries for a cumulative of 30 weeks (1,590 USD per week) Business Development / Financial Management Consultant- Local consultant to carry out the following duties and Responsibilities required to deliver on the **Output 2.2.1.** Targeted community projects and second-tier organizations increase their participation in new links and **Output 2.2.2.** Targeted community projects and second-tier organizations improve their access to sustainable finance. **Subtotal: USD 55,650 USD** 100% of salaries for a cumulative of 40 weeks (1,391.25 USD per week) Fiscal and administration June Consultant- Local consultant to carry out the following duties and Responsibilities required to deliver on the **Output 2.2.1.** Targeted community projects and second-tier organizations increase their participation in new links and **Output 2.2.2.** Targeted community projects and second-tier organizations improve their access to sustainable finance. **Subtotal: USD 16,960 USD** 100% of salaries for a cumulative of 32 months (530 USD per month) **Total: USD 120,310**
8	**71600 Travel** Ex-ante project site visits, monitoring field visits, on-site technical assistance to grantees, travel costs of technical components, SGP UCP workshop, South-south cooperation exchange, inception workshop, the application of M&E methods, attendance of experience-exchange workshop and resource mobilization dialogue, travel costs for MTR/TE, among others. Travel expenses for the activities under Component 1 for 5 years **Total: USD 80,819**
	72600: Grants

9	Funds for CBO and NGO initiatives based on eligibility criteria determined by the project objective, SGP Operational Guidelines and NSC decisions: a) **Community grants** awarded to CSOs that address the following issues a. Financial access: 8 grants at USD 31,800. Total: USD 254,400 from Y2 to Y5 b. Value chain: 15 grants at USD 31,800. Total: USD 477,000 from Y2 to Y5 Subtotal: USD 731,400 b) **Strategic grants** awarded to NGOs for work on the following: a. Communities of practices: 1 grant at USD 64,554 from Y3 to Y5. b. Second and third level organizations: 2 grants at USD 106,000 from Y2 to Y5. c. Risk management mainstreaming within projects: 1 grant at USD 53,000 from Y2 to Y5. d. Community based communications: 1 grant at USD 66,780 from Y2 to Y5. e. Gender mainstreaming: 1 grant at USD 79,500 from Y2 to Y5. Subtotal: USD 475,834 **Total: USD 1,207,234 comprising 28% of the total project budget.**
10	**74200. Audio visual & print production costs** Production, layout, translation, printing, and dissemination of SGP knowledge products and communication materials including audio-visuals (e.g. factsheets, reports, case studies, etc.) **Total**: **USD 14,840 (USD 2,968 per year from Y2 to Y5)**
11	**75700 Training, Workshops and Conference** Inception workshops; periodic meetings of the National Steering Committee for the review and approval of CBO/NGO grants; training workshops, trade fairs and seminars for, by and with grantees; meetings for coordination with partners and donors; South-south cooperation exchange, baseline assessment workshops, SGP UCP workshop Events expenses for the activities under Component from year 2 to 5. **Total: USD 34,927**
Monitoring and Evaluation	
12	**71200 International Consultants** International consultants for the Mid-term on Y3 (USD 25,440) and Terminal Evaluation on Y5 (USD 25,440). **Total: USD 50,880**
13	**71300 Local Consultants** M&E of GEF Core Indicators and Project Results Framework - Local consultant 100% of salaries for a cumulative of 9 weeks (2,120 USD per week) **total: USD 19,080**
14	**71600 Travel** Ex-ante project site visits, monitoring field visits, inception workshop, the application of M&E method, travel costs for MTR/TE, among others.

	Travel expenses for the activities under Component 1 for 6 years. **Total: USD 26,500**
15	**75700 Training, Workshops and Conference** Inception workshops; periodic meetings of the National Steering Committee for the review and approval of CBO/NGO grants. Events expenses for the activities under Component from year 1 to 5. **Total: USD 43,142**
Project Management	
16	**71800 Service Contract-Impl Partn** Staff Contracts - National Coordinator -Country Programme Manager: Support for technical inputs, monitoring, evaluation, and auditing of grantee projects, providing technical assistance to grantees, reporting on project progress and results, and developing related knowledge products. Programme Assistant - Project administration, data base management, support for technical inputs, monitoring, evaluation, and auditing of grantee projects, providing technical assistance to grantees, reporting on project progress and results. – Technical Assistant - Monitoring and evaluation of individual grants performance, technical assistance to grantees on environmental, organizational, social, and business matters, reporting on portfolio performance. Interns: Work of students in last year of university degree as UNDP intern for a maximum period of 6 month. Student support specific research on key development and environmental topics to support the NC and TA. **For NC: 23.2759% of salaries for a cumulative of 58 months over 5 years (3,498 USD per month)** **For PA: 36.2069% of salaries for a cumulative of 58 months over 5 years (1,961 USD per month)** **For TA: 39.6552% of salaries for a cumulative of 58 months over 5 years (1,961 USD per month)** **Total: USD 133,507**
17	**72800 Equipment, operations & maintenance** Purchase, rental and maintenance of communication, IT, and general equipment along with other equipment and furniture (Replacement of computers and printers, rental, or purchase of audiovisual equipment for workshop and training activities, fuel, petty cash and connectivity costs, among others) **Total: USD 16,960 (USD 3,392 per year from Y1 to Y5)**
18	**72500 Office Supplies and Utilities** Purchase of Office supplies and utilities from Y1 to Y5 with expenses of 1,136.80 per year on average. **Total: USD 5,684**
19	**73100 Rental & Maintenance-Premises** Rental and maintenance of SGP premises, utility costs, communications, and office space. Including but not limited to a) Maintenance/rental of vehicle, b) Purchase of fuel, c) Parking for cars in premises, d) Office Rental, e) Cleaning Services, f) Security (recurrent costs to maintain MOSS compliance, g) Utilities (Water, electricity, etc.), h) UNDP Common services, i) Workshop space rental, j) Rental of equipment for the workshop, k) Rental of vehicle without driver **Total: USD 25,440 (from Y1 to Y5)**
20	**74100 Financial Audit-Professional Services** International consultants for Audit purposes. Audit managed by UNOPS to be performed once in the lifetime of the project **Total: USD 26,500 (Y3)**
	74500. Miscellaneous Expenses

21	Unforeseen Expenses and purchases and payments related to petty cash. **Total: USD 5,300 (from Y1 to Y5)**

X. LEGAL CONTEXT

This project document shall be the instrument referred to as such in Article 1 of the Standard Basic Assistance Agreement between the Government of Mexico and UNDP, signed on 23 February 1961. All references in the SBAA to "Executing Agency" shall be deemed to refer to "Implementing Partner."

This project will be implemented by UNOPS ("Implementing Partner") in accordance with its financial regulations, rules, practices, and procedures only to the extent that they do not contravene the principles of the Financial Regulations and Rules of UNDP. Where the financial governance of an Implementing Partner does not provide the required guidance to ensure best value for money, fairness, integrity, transparency, and effective international competition, the financial governance of UNDP shall apply.

The designations employed and the presentation of material on this map do not imply the expression of any opinion whatsoever on the part of the Secretariat of the United Nations or UNDP concerning the legal status of any country, territory, city or area or its authorities, or concerning the delimitation of its frontiers or boundaries.

XI. RISK MANAGEMENT

1. United Nations Office for Project Services (UNOPS) as the Implementing Partner will comply with the policies, procedures, and practices of the United Nations Security Management System (UNSMS.)
2. In the implementation of the activities under this Project Document, UNOPS as the Implementing Partner will handle any sexual exploitation and abuse ("SEA") and sexual harassment ("SH") allegations in accordance with its regulations, rules, policies, and procedures. Notwithstanding the foregoing, the UNOPS, as the Implementing Partner, will notify UNDP of any such allegations and investigations it may conduct further to such allegations.
3. UNOPS as the Implementing Partner will ensure that the following obligations are binding on each responsible party, subcontractor and sub-recipient that is not a UN entity:
    a. Consistent with the Article III of the SBAA *[or the Supplemental Provisions to the Project Document]*, the responsibility for the safety and security of each responsible party, subcontractor and sub-recipient and its personnel and property, and of UNOPS's property in such responsible party's, subcontractor's and sub-recipient's custody, rests with such responsible party, subcontractor, and sub-recipient. To this end, each responsible party, subcontractor, and sub-recipient shall:
        i. put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried;
        ii. assume all risks and liabilities related to such responsible party's, subcontractor's and sub-recipient's security, and the full implementation of the security plan.
    b. UNOPS reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of the responsible party's, subcontractor's, and sub-recipient's obligations under this Project Document.

c. In the performance of the activities under this Project, UNOPS as the Implementing Partner shall ensure, with respect to the activities of any of its responsible parties, sub-recipients and other entities engaged under the Project, either as contractors or subcontractors, their personnel and any individuals performing services for them, that those entities have in place adequate and proper procedures, processes, and policies to prevent and/or handle SEA and SH.

4. UNOPS agrees to undertake all reasonable efforts to ensure that none of the UNDP funds received pursuant to the Project Document are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via http://www.un.org/sc/committees/1267/aq_sanctions_list.shtml.

5. Social and environmental sustainability will be enhanced through application of the UNDP Social and Environmental Standards (http://www.undp.org/ses) and related Accountability Mechanism (http://www.undp.org/secu-srm).

6. The Implementing Partner shall: (a) conduct project and programme-related activities in a manner consistent with the UNDP Social and Environmental Standards, (b) implement any management or mitigation plan prepared for the project or programme to comply with such standards, and (c) engage in a constructive and timely manner to address any concerns and complaints raised through the Accountability Mechanism. UNDP will seek to ensure that communities and other project stakeholders are informed of and have access to the Accountability Mechanism.

7. All signatories to the Project Document shall cooperate in good faith with any exercise to evaluate any programme or project-related commitments or compliance with the UNDP Social and Environmental Standards. This includes providing access to project sites, relevant personnel, information, and documentation.

8. The Implementing Partner will take appropriate steps to prevent misuse of funds, fraud, or corruption, by its officials, consultants, responsible parties, subcontractors, and sub-recipients in implementing the project or programme or using the UNDP funds. The Implementing Partner will ensure that its financial management, anti-corruption, and anti-fraud policies are in place and enforced for all funding received from or through UNDP.

9. The Implementing Partner and UNDP will promptly inform one another in case of any incidence of inappropriate use of funds, or credible allegation of fraud or corruption with due confidentiality.

   Where the Implementing Partner becomes aware that a UNDP project or activity, in whole or in part, is the focus of investigation for alleged fraud/corruption, the Implementing Partner will inform the UNDP Resident Representative/Head of Office, who will promptly inform UNDP's Office of Audit and Investigations (OAI). The Implementing Partner shall provide regular updates to the head of UNDP in the country and OAI of the status of, and actions relating to, such investigation.

10. UNDP shall be entitled to a refund from the Implementing Partner of any funds provided that have been used inappropriately, including through fraud or corruption, or otherwise paid other than in accordance with the terms and conditions of this Project Document. Such amount may be deducted by UNDP from any payment due to the Implementing Partner under this or any other agreement. Recovery of such amount by UNDP shall not diminish or curtail the Implementing Partner's obligations under this Project Document.

Where such funds have not been refunded to UNDP, the Implementing Partner agrees that donors to UNDP (including the Government) whose funding is the source, in whole or in part, of the funds for the activities under this Project Document, may seek recourse to the Implementing Partner for the recovery of any funds determined by UNDP to have been used inappropriately, including through fraud or corruption, or otherwise paid other than in accordance with the terms and conditions of the Project Document.

Note: The term "Project Document" as used in this clause shall be deemed to include any relevant subsidiary agreement further to the Project Document, including those with responsible parties, subcontractors, and sub-recipients.

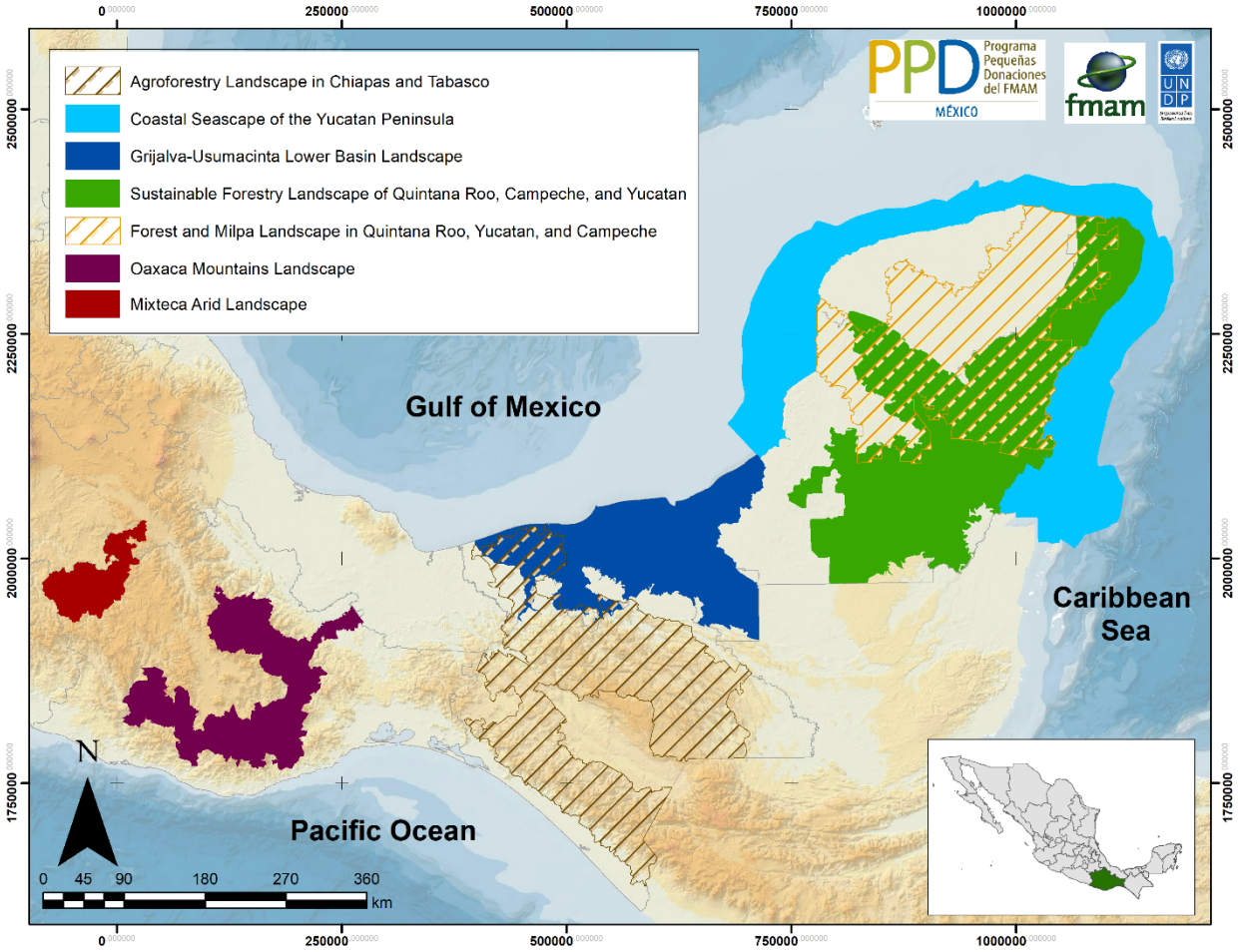
11. Each contract issued by the Implementing Partner in connection with this Project Document shall include a provision representing that no fees, gratuities, rebates, gifts, commissions, or other payments, other than those shown in the proposal, have been given, received, or promised in connection with the selection process or in contract execution, and that the recipient of funds from the Implementing Partner shall cooperate with any and all investigations and post-payment audits.
12. Should UNDP refer to the relevant national authorities for appropriate legal action any alleged wrongdoing relating to the project, the Government will ensure that the relevant national authorities shall actively investigate the same and take appropriate legal action against all individuals found to have participated in the wrongdoing, recover, and return any recovered funds to UNDP.
13. The Implementing Partner shall ensure that all of its obligations set forth under this section entitled "Risk Management Standard Clauses" are passed on to each responsible party, subcontractor, and sub-recipient and that all the clauses under this section entitled "Risk Management" are included, *mutatis mutandis*, in all sub-contracts or sub-agreements entered into further to this Project Document.

XII. MANDATORY ANNEXES

Annex 2. **GEF BUDGET TEMPLATE**

Expenditure Category	Detailed Description	Component (USDeq.)								Total (USDeq.)	*Responsible entity* (Executing Entity receiving funds from the GEF Agency)
		Component 1			*Component 2*		*Sub-Total*	*M&E*	*PMC*		
		Outcome 1.1	*Outcome 1.2*	*Outcome 1.3*	*Outcome 2.1*	*Outcome 2.2*					
Grants/ Sub-grants	Small grants (max. US$50k)	477,000	699,600	535,300		731,400	**2,443,300**			**2,443,300**	**UNOPS**
	Strategic grants (max. US$150k)	116,600		244,648	475,834		**837,082**			**837,082**	**UNOPS**
Contractual Services – Individual	National Coordinator	31,482	59,466	17,490	20,988	26,235	**155,661**		47,223	**202,884**	**UNOPS**
	Programme Assistant	13,727	11,766	11,766	17,649	17,649	**72,557**	0	41,181	**113,738**	**UNOPS**
	Technical Assistant	9,805	33,337	9,805	1,961	13,727	**68,635**		45,103	**113,738**	**UNOPS**
	Interns				10,176		**10,176**			**10,176**	**UNOPS**
International Consultants	Midterm Reviewer, international/lead						**0**	25,440		**25,440**	**UNOPS**
	Terminal Evaluator, international/lead						**0**	25,440		**25,440**	**UNOPS**
	Land mapping Consultant (update geographic mapping tools and train community users)	12,720					**12,720**			**12,720**	**UNOPS**
Local Consultants	Fiscal and administration specialist					16,960	**16,960**			**16,960**	**UNOPS**
	M&E of GEF Core Indicators and Project Results Framework	0					**0**	19,080		**19,080**	**UNOPS**
	Landscape Strategy Specialist				47,700		**47,700**			**47,700**	**UNOPS**
	Business Development Specialist					55,650	**55,650**			**55,650**	**UNOPS**
Trainings, Workshops, Meetings	Trainings, trade fairs, seminars	46,640	111,300	53,000	16,907	10,600	**238,447**			**238,447**	**UNOPS**
	SGP UCP workshop					3,710	**3,710**			**3,710**	**UNOPS**
	South-south cooperation exchange					3,710	**3,710**			**3,710**	**UNOPS**
	Inception Workshop						**0**	15,582		**15,582**	**UNOPS**
	NSC meetings						**0**	27,560		**27,560**	**UNOPS**
Travel	Travel costs, technical components	13,250	26,500		21,730	5,300	**66,780**			**66,780**	**UNOPS**
	SGP UCP workshop					5,029	**5,029**			**5,029**	**UNOPS**
	South-south cooperation exchange					48,760	**48,760**			**48,760**	**UNOPS**
	Travel costs for inception workshop						**0**	13,780		**13,780**	**UNOPS**
	Travel costs M&E visits			26,500			**26,500**			**26,500**	**UNOPS**
	Travel costs for MTR						**0**	6,360		**6,360**	**UNOPS**
	Travel costs for TE						**0**	6,360		**6,360**	**UNOPS**
Office Supplies	Office Supplies and Utilities						**0**		5,684	**5,684**	**UNOPS**
	Audiovisual and printing production costs				14,840		**14,840**			**14,840**	**UNOPS**
Other Operating Costs	Equipment, operations & maintenance						**0**		16,960	**16,960**	**UNOPS**
	Rental-maintenance						**0**		25,440	**25,440**	**UNOPS**
	Financial audit(s)						**0**		26,500	**26,500**	**UNOPS**
	Miscellaneous expenses						**0**		5,300	**5,300**	**UNOPS**
Grand Total		**721,224**	**941,969**	**898,509**	**627,785**	**938,730**	**4,128,218**	**139,602**	**213,391**	**4,481,210**	**UNOPS**

Annex 3. **PROJECT MAP AND GEOSPATIAL COORDINATES OF PROJECT SITES**



	Lat	Long
Agroforestry Landscape of Chiapas and Tabasco	16.726338	-92.660084
Coastal Seascape of the Yucatan Peninsula	20.223197	-88.703243
Grijalva-Usumacinta Lower Basin Landscape	18.148864	-92.182865
Sustainable Forestry Landscape of Campeche, Quintana Roo, and Yucatan	19.413551	-88.842832
Forest and Milpa Landscape of Campeche, Quintana Roo, and Yucatan	20.204795	-88.730069
Oaxaca Mountains Landscape	16.457121	-96.369931
Mixteca Arid Landscape	17.821262	-97.943751

Annex 4. **MULTI YEAR WORK PLAN**

(September 2021-August 2026)

Outcome/Output	Activities	YR 1				YR 2				YR 3				YR 4				YR 5			
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
All	Inception Workshop	X																			
	Knowledge Management								X	X	X	X	X	X	X	X	X	X	X		
	Knowledge Fairs							X				X				X					
	MTR									X											
	Final evaluation																			X	
Outcome 1.1. Coastal and terrestrial biocultural areas and their associated ecosystem services within seven targeted landscapes and seascapes are enhanced through community conservation and restoration.																					
Output 1.1.1. Community level small grant projects in the selected landscapes and seascapes that improve connectivity, support innovation in biodiversity conservation and optimization of ecosystem services (including no-take zones to promote sustainable fisheries; agrobiodiversity conservation; support to traditional medicine; improved cooperative management of underwater ecosystems; wetland and reef restoration; establishment of new community conservation areas and territories and promotion of inclusive conservation).	1st Call for Proposals (CFP)		X	X																	
	1st CFP project implementation				X	X	X	X	X	X	X	X									
	2nd Call for Proposals							X	X												
	2nd CFP project implementation									X	X	X	X	X	X	X	X				
Outcome 1.2. The sustainability of production systems in the target landscapes is strengthened through integrated agroecological and sustainable forestry practices in biocultural landscapes and seascapes.																					
Output 1.2.1. Targeted community projects and alliances enhancing the sustainability and resilience of production systems, including silvopastoral and agroforestry systems, agroecological practices, sustainable forest management, and responsible fisheries and tourism.	1st Call for Proposals (CFP)		X	X																	
	1st CFP project implementation				X	X	X	X	X	X	X	X									
	2nd Call for Proposals (CFP)							X	X												
	2nd CFP project implementation									X	X	X	X	X	X	X	X				

Outcome 1.3. Increased adoption (development, demonstration, and financing) of renewable and energy-efficient technologies at the community level.																						
Output 1.3.1. Targeted community projects implementing renewable and energy-efficient technologies in each landscape, including solar and wind energy applications, micro-hydro power generation systems, biodigestors, efficient biomass use and wood stoves.	1st Call for Proposals for planning grants		X	X																		
	1st CFP project implementation				X	X																
	2nd Call for Proposals (CFP)							X	X													
	2nd CFP project implementation									X	X	X	X	X	X	X	X					
Outcome 2.1. Second-tier organizations and multi-stakeholder governance platforms strengthened/in place for improved governance of target landscapes and seascapes for effective participatory decision making to enhance socio-ecological landscape resilience and improve inclusion of vulnerable sectors.																						
Output 2.1.1. Two additional landscape strategies developed, and the five strategies developed during GEF-6 disseminated and revised participatorily.	Five strategies developed in GEF-6 disseminated and revised participatorily	X	X	X	X	X	X	X	X	X												
	Design of new landscape strategies		X	X	X																	
Output 2.1.2. Second-tier organizations and community networks implement strategic initiatives to upscale successful SGP project experiences and practices, including community-CSO-government policy dialogues (for example, Beekeepers Alliance, Ecotourism Alliance, Native Seed Guardians Alliance, and Forestry Alliance).	1st Call for Proposals (CFP)		X	X																		
	1st CFP project implementation				X	X	X	X	X	X	X	X										
	2nd Call for Proposals (CFP)							X	X													
	2nd CFP project implementation									X	X	X	X	X	X	X	X					
Output 2.1.3. Knowledge from community project innovations shared through communities of practice (for example, renewable energy, agroecology, sustainable forestry, and fisheries) and regional South-South exchanges with Latin American and Caribbean countries.	Promotion of active participation in communities of practice/learning communities				X	X	X	X	X	X	X	X	X	X	X	X	X					
	Knowledge Fairs							X				X				X						
	South-South exchanges (energy and sustainable tourism)			X						X												
Outcome 2.2. The resilience of local communities in key landscapes and seascapes is strengthened by adding value and connecting to markets through sustainable value chains and improving the financial sustainability of existing projects.																						
Output 2.2.1. Targeted community projects and second-tier organizations increase their	1st Call for Proposals (CFP)		X	X																		

participation in new links (inputs, transformation, logistics and retail) within the value chain (including fair and sustainable standards and certifications for fisheries, timber, cocoa, coffee, honey mezcal, and agroecological production).	1st CFP project implementation				**X**	**X**	**X**	**X**	**X**	**X**	**X**	**X**									
	2nd Call for Proposals (CFP)							**X**	**X**												
	2nd CFP project implementation									**X**	**X**	**X**	**X**	**X**	**X**	**X**	**X**				
Output 2.2.2. Targeted community projects and second-tier organizations improve their access to sustainable finance (fair credits, work capital, community savings banks, impact investment, natural capital assets).	Promotion of sustainable finance options (workshop)							**X**													
	Implementation									**X**	**X**	**X**	**X**	**X**	**X**	**X**					
	Knowledge Sharing Workshop															**X**					

Annex 5. **MONITORING PLAN**

This Monitoring Plan and the M&E Plan and Budget in Section VI of this project document will both guide monitoring and evaluation at the project level for the duration of project implementation.

Monitoring	Indicators	Mid-term targets	Final targets	Description of indicators and targets	Data source/ Collection methods	Frequency	Responsible for data collection	Means of verification	Risks/ Assumptions
Project Objective: To strengthen socio-ecological and economic resilience in seven (7) landscapes and seascapes in Mexico —(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, (6) Oaxaca Mountains Landscape, (7) Mixteca Arid Landscape— through community-based activities contributing to	**Mandatory Indicator 1:** Number of direct project beneficiaries disaggregated by gender (individuals)	2,000 beneficiaries of which 50% are women	4,000 beneficiaries of which 50% are women	**Indicator:** Number of individuals directly participating in the project, disaggregated by gender (women/men). Direct beneficiaries are, for example, (i) those who are part of grant project management and/or carry out key project activities such as administration, execution, and supervision (e.g., local rural cocoa or honey producers, resource users, or artisanal fishers, or project managers and field technicians); (ii) those who receive training to strengthen their organizations and cooperatives; and (iii) those who carry out conservation and community development activities. **Target:** 4,000 people who will have directly participated in projects financed by SGP Mexico by the end of OP7, of which at least 50% will be women. By mid-term, 50% of the final target is expected, and of those beneficiaries, at least 50% will be women.	Project reports including gender-differentiated participant lists.	Annual	SGP Team	Gender differentiated participant lists; partial and final project reports; field reports.	Men and women from communities in target landscapes are willing to participate in grant proposals and selection. Women and other vulnerable groups are not discriminated against and can participate freely in SGP projects. To ensure that 50% of the beneficiaries are women, SGP Mexico will continue strengthening capacities to improve inclusion and equality.

global environmental benefits and sustainable development.	**Mandatory Indicator 2:** Number of indirect project beneficiaries disaggregated by gender (individuals)	8,000 indirect beneficiaries of which 50% are women	16,000 indirect beneficiaries of which 50% are women	**Indicator:** Number of individuals who benefit indirectly from project activities, either economically, environmentally, or socially; immediate family members (dependents) of project participants are considered indirect beneficiaries. Other indirect project beneficiaries might be people who participate sporadically in specific project activities (e.g., workshop participants). **Target:** On average, there are 3 to 5 close family members, so this target quadruples the number of direct beneficiaries; at least 50% are expected to be women. By mid-term, 50% of the final target is expected.	Partial and final project reports listing indirect beneficiaries disaggregated by gender.	Annual	SGP Team	Partial and final project reports, including indirect beneficiaries disaggregat-ed by gender.	Project participants are willing to keep updated and accurate records of immediate family members (dependents), as indirect project beneficiaries, in their reports. Care will be taken to eliminate potential duplication of beneficiaries in project reports.
	Mandatory Indicator 3: Area of land restored (hectares)	1,250 hectares of restored land	2,500 hectares of restored land	**Indicator:** Land area in hectares (includes coastal area) that has been restored or is under restoration processes (does not include natural regeneration). **Target:** 200 hectares of restored mangrove and 2,300 hectares of other types of vegetation, such as rainforests or temperate forests, that will benefit from agroecological and silvopastoral practices. Since land restoration is a long-term process, the target area might not be fully restored by the end of OP7, but the restoration process will be underway. By mid-term, 50% completion of the final target	Partial and final project reports specifying precise location (maps or coordinates) of the areas under restoration; report from SGP Mexico territorial monitoring app.	Annual	SGP Team	Technical annexes (maps, vertex coordinates or central coordinates, etc.) in partial and final project reports and field reports.	Each restoration project establishes a long-term monitoring plan to evaluate the success of restoration efforts and provide evidence of the environmental benefits. Due to the complexity of land restoration, most of the target area

				is expected.					might not be fully restored by the end of OP7, and there is always the risk that the restoration process might not be completely successful.
	Mandatory Indicator 4: Area of landscapes under improved practices (hectares; excluding protected areas)	50,000 hectares under improved practices	100,000 hectares under improved practices	**Indicator:** Land area (outside of protected areas) under best production and management practices, in hectares. **Target:** 10,000 hectares without any certification; 40,000 hectares under forest certification, organic beekeeping certification, or formally recognized voluntary conservation; 50,000 hectares under sustainability certification schemes or best forest management practices. Due to the difficulties of obtaining certification, an area under good practices but not certified was included.	Partial and final project reports specifying the precise location (maps or coordinates) of the areas under best practices as well as certifications ; report from the SGP Mexico territorial monitoring app.	Annual	SGP Team	Technical annexes of partial and final project reports and field reports; certifications or community agreements; maps and coordinates.	Producer organizations and their communities are interested in pursuing certification or formalizing voluntary conservation.
	Mandatory Indicator 5: Area of marine habitat under improved practices to benefit biodiversity (hectares; excluding protected areas)	3,000 hectares under improved practices to benefit biodiversity (excluding protected areas)	6,000 hectares under improved practices to benefit biodiversity (excluding protected areas)	**Indicator:** Total extension (in hectares) formally recognized as no-take zones or marine areas under responsible fisheries management actions (responsible/sustainable fishing certifications). **Target:** At least three no-take zones or marine areas certified under responsible/sustainable fishing standards, that	Partial and final project reports containing decrees, certifications or formal agreements and specifying the precise location; report from	Annual	SGP Team	Decrees or formal agreements that recognize no-take zones and/or responsible fishing certifications .	Producer organizations and their communities are interested in establishing no-take zones or obtaining responsible/ sustainable fishing certifications.

				encompass at least 6,000 hectares.	the SGP Mexico territorial monitoring app.				
	<u>Mandatory Indicator 6:</u> Greenhouse Gas Emissions Mitigated (metric tons of carbon dioxide equivalent)	7,000 tCO_2e mitigated	15,000 tCO_2e mitigated	**Indicator:** The amount of carbon mitigated (in tCO_2e) due to increasing the use of energy-saving measures and renewable energy technologies. **Target:** 15,000 tCO_2e mitigated by using energy-saving measures and clean energy technologies, such as solar panels; wind, or micro-hydro power generators; biodigestors; wood-saving stoves; efficient use of biomass; wood-saving stoves; solar dryers/dehydrators; electric vehicles and motors.	Partial and final project reports describing the energy-saving measures adopted and the technologies installed, as well as the comparative calculation of energy consumption before and after, specifying the precise location of the installed technologies.	Annual	SGP Team	Technical and photographic annexes of partial and final project reports, and field reports.	Producer organizations and their communities are willing to adopt energy-saving measures and renewable energy technologies. Technical support will be provided to ensure the correct adoption and maintenance of these technologies.
Outcome 1.1: Coastal and terrestrial biocultural areas and their associated ecosystem services within seven targeted landscapes and seascapes are enhanced through community conservation and restoration.	**Project Specific Indicator 7:** Number of communities implementing small-scale projects that promote sustainable management in marine-coastal ecosystems	5 communities	11 communities	**Indicator:** Communities implementing small-scale projects focusing on establishing no-take zones, restoring coastal wetlands and coral reefs, and/or adopting best management practices for marine-coastal ecosystems. **Target:** 11 communities within the target landscapes/seascapes implementing marine-coastal areas (Coastal Seascape in the Yucatan Peninsula and Usumacinta and Grijalva	Partial and final project reports specifying the precise location and containing photographic and technical evidence.	Annual	SGP Team	Technical reports on restoration effectiveness and field reports.	Coastal communities are interested in promoting sustainable management in marine-coastal ecosystems. Due to the complexity of land restoration, most of the target area might not be fully restored

				Rivers Watershed)					by the end of OP7 and there is always the risk that the restoration process might not be completely successful.
	Project Specific Indicator 8: Number of communities implementing projects that benefit connectivity and biodiversity, and promote inclusive conservation (with participation of women, youth, indigenous peoples and/or other vulnerable groups)	2 communities	5 communities	**Indicator:** Communities implementing biodiversity conservation projects focusing on agrobiodiversity, traditional medicine, and voluntary conservation, with the active participation of women, youth, indigenous people, and other vulnerable groups. **Target:** 5 communities within the seven target landscapes.	Partial and final project reports specifying the precise location and containing photographic and technical evidence.	Annual	SGP Team	Participant lists disaggregat-ed by gender, age, ethnic group, and origin; certifications, agreements, and decrees; field reports.	Women, youth, indigenous people, and other vulnerable groups are not discriminated against and can participate freely in SGP projects. Women, youth, indigenous people, and other vulnerable groups from communities in the target area are willing to participate in grant proposals and selection. Communities are interested in promoting biodiversity conservation projects.
	Project Specific Indicator 9: Number of sub-basins with	1 sub-basin with improved community participation	3 sub-basins with improved community	**Indicator:** Sub-basin with improved community participation and implementation of	Partial and final project reports.	Annual	SGP Team	Technical and photographic	Communities are interested and willing to participate in

	improved community participation and implementation of demonstrative solutions to improve water quality	and implementation of demonstrative solutions to improve water quality	participation and implementa-tion of demonstrative solutions to improve water quality	demonstrative solutions to improve water quality. **Target**: 3 sub-basins in any of the seven target landscapes.				evidence.	river basin councils and in grant proposals and selection. If such water governance bodies have not been established, other compatible governance frameworks will be sought.
Outcome 1.2: The sustainability of production systems in the target landscapes is strengthened through integrated agroecological and sustainable forestry practices in biocultural landscapes and seascapes.	**Project Specific Indicator 10:** Number of households (disaggregated by female-led or male-led) adopting responsible and sustainable fishing or tourism practices in marine-coastal areas	250 households (disaggregated by female-led, male-led, or mixed-led)	500 households (disaggregate d by female-led, male-led, or mixed-led)	**Indicator:** Households directly adopting responsible fishing and tourism practices (best practices, responsible fisheries, or sustainable tourism certifications, among others) in marine-coastal areas, disaggregated by type of household. **Target:** 500 family households of direct project beneficiaries. Households may consist of two or more individuals related by birth, marriage, or adoption and may also include other dependent direct relatives (grandparents, for example). Mixed-led households are led by equal partners, or spouses, both involved in decision-making processes and outcomes, sharing household responsibilities and tasks.	Partial and final project reports disaggregate d by the households directly benefited by responsible fishing and sustainable tourism projects in marine-coastal areas.	Annual	SGP Team	Technical and photographic annexes of partial and final project reports, specifying precise location and containing certifications or similar standards; participant lists and field reports.	Coastal communities are interested in promoting sustainable management in marine-coastal ecosystems. Call for proposals should be disseminated widely to ensure active community participation.
	Project Specific Indicator 11: Number of households	1,250 households (disaggregated by female-led,	2,500 households (disaggregate d by female-	**Indicator:** Households adopting sustainable production (agroecology, agroforestry, silvopasture,	Partial and final project reports, specifying	Annual	SGP Team	Technical and photographic annexes of	Men and women from communities in the target area

	(disaggregated by female-led or male-led) adopting sustainable production or responsible tourism practices in terrestrial areas	male-led, or mixed-led)	led, male-led, or mixed-led)	sustainable forest management) or responsible tourism practices, disaggregated by type of household. **Target:** 2,500 households of direct project beneficiaries. Households may consist of two or more individuals related by birth, marriage, or adoption and may also include other dependent direct relatives (grandparents, for example). Mixed-led households are led by equal partners, or spouses, both involved in decision-making processes and outcomes, sharing household responsibilities and tasks.	precise location, disaggregated by the households directly benefited by sustainable production systems or responsible tourism projects.			partial and final project reports, specifying precise location; participant lists (disaggregat-ed by gender, age, ethnic group, and origin), and field reports.	are willing to participate in implementing sustainable production systems or responsible tourism. Increasing diversity, equity, and inclusion should be promoted to improve livelihood resilience.
	Project Specific Indicator 12: Percentage of community projects that target access to and management of natural resources by women, youth, indigenous peoples and/or other vulnerable groups	20% of community projects	40% of community projects	**Indicator:** Percentage of community projects focusing on improving access to and management of natural resources by women, youth, indigenous peoples, and other vulnerable groups. **Target:** 40% of community projects focused on improving access to natural resources by women, youth, indigenous people, and other vulnerable groups.	Partial and final project reports including success stories, case studies, and/or lessons learned; participant lists (disaggregate d by gender, age, ethnic group, disabilities, and origin).	Annual	SGP Team	Photographic and documentary evidence, such as workshop reports, meeting minutes, seminar proceedings, etc.; participant lists (disaggregat-ed by gender, age, ethnic group, and origin), and field reports.	Women, youth, indigenous peoples, and other vulnerable groups from communities in target landscapes are willing to participate in grant proposal and selection process. Call for proposals should be disseminated widely to ensure the active participation of the target

									groups.
	Project Specific Indicator 13: Percentage of community projects led by women that improve women's participation in leadership and decision making and/or target socio-economic benefits and services for them	15% of community projects	30% of community projects	**Indicator:** Percentage of community projects led by women (i.e., project managers, organization leaders), that improve women's participation in leadership and decision making and/or target socio-economic benefits and services for women. **Target:** 30% of women-led projects, either as project managers or in leadership positions.	Partial and final project reports including success stories, case studies, and/or lessons learned.	Annual	SGP Team	Photographic and documentary evidence, such as workshop reports, meeting minutes, seminar proceedings, etc.; gender differentiated participant lists, and field reports.	Women-led organizations are interested in participating in grant proposal and selection process. Call for proposals should be disseminated widely to ensure the active participation of women-led organizations. Strengthening capacities to enable women to perform leadership roles in their organizations might be necessary.
Outcome 1.3: Increased adoption (development, demonstration, and financing) of renewable and energy-efficient technologies at the community level.	**Project Specific Indicator 14:** Number of community projects implementing renewable and energy-efficient technologies (with at least 40% of the projects with women's participation)	7 community projects implementing renewable and energy-efficient technologies, with at least 40% of the projects with women's participation (2.5 MW increase in installed renewable energy	15 community projects implementing renewable and energy-efficient technologies, with at least 40% of the projects with women's participation (5 MW increase in installed	**Indicator:** Communities that implement renewable energy technologies such as solar panels; wind, or micro-hydro power generators; biodigestors; efficient use of biomass; wood-saving stoves; solar dryers/dehydrators; electric vehicles and motors. **Target:** 15 projects that implement the use of renewable energy technologies, at least 40% of them with women's participation.	Partial and final project reports, including pre- and post-installation reports.	Annual	SGP Team	Technical and photographic evidence of installed technologies, and field reports.	Men and women from communities in target landscapes are interested in adopting a broad range of renewable and energy-efficient technologies. Training on and dissemination of the broad range of

		technologies)	renewable energy technologies)						renewable energy options might be required; currently there is only interest in two or three technologies.
Outcome 2.1: Second-tier organizations and multi-stakeholder governance platforms strengthened/in place for improved governance of target landscapes and seascapes for effective participatory decision making to enhance socio-ecological landscape resilience and improve inclusion of vulnerable sectors.	**Project Specific Indicator 15:** Number of adaptive and participatory land/seascape management strategies developed.	2 new strategies	2 new strategies	**Indicator:** Adaptive and participatory land/seascape management strategies (Oaxaca Mountains Landscape and Mixteca Arid Landscape in Puebla and Oaxaca) developed by applying UNDP's COMDEKS landscape planning approach so that they meet the criteria established in the 2020-2030 SGP Mexico Strategic Plan. **Target:** 2 adaptive and participatory land/seascape management strategies developed.	Partial reports and final strategy documents, developed by applying UNDP's COMDEKS landscape planning approach so that they meet the criteria established in the 2020-2030 SGP Mexico Strategic Plan.	Annual	SGP Team	Strategy documents; reports of planning processes; participant lists (disaggregat-ed by gender, age, ethnic group, and origin).	Landscape strategies may differ widely from landscape to landscape, based on the needs of the different stakeholders. Basic training and technical supervision of key stakeholders might be required to apply the COMDEKS landscape planning approach in the new target landscapes.
	Project Specific Indicator 16: Number of communities targeted and informed through dissemination activities (workshops, infographics, or videos) promoting the adoption of landscape	25 communities targeted and informed through dissemination activities (workshops, infographics, or videos) promoting the adoption of landscape strategies and	50 communities targeted and informed through dissemination activities (workshops, infographics, or videos) promoting the adoption of landscape	**Indicator:** Communities targeted and informed through dissemination activities promoting the adoption of landscape strategies and collaboration from CBOs and other stakeholders within the landscapes. **Target:** 50 communities targeted and informed through dissemination	Photographic record of disseminatio n events; original materials used for the disseminatio n activities.	Annual	SGP Team	Photographic record of dissemina-tion events; original printing materials used for the dissemina-tion activities.	Promoting the adoption of landscape strategies and collaboration between organized community groups not only requires simplifying the strategies into easy-to-

	strategies and collaboration between organized community groups and communities within the landscapes	collaboration within the landscapes	strategies and collaboration within the landscapes	activities (workshops, infographics, or videos) promoting the adoption of landscape strategies and collaboration within the landscapes.					understand dissemination products, but a well-designed dissemination and communication strategy for each landscape.
	Project Specific Indicator 17: Number of second-tier organizations or alliances formed and/or consolidated that implement strategic initiatives to upscale successful SGP project experiences (at a sub-regional or regional scale), and favor dialogue for the implementation of more inclusive public policies	3 second-tier organizations or alliances formed and/or consolidated	7 second-tier organizations or alliances formed and/or consolidated (at least one to address gender mainstream-ing, one dedicated to community communica-tions and another one to risk management)	**Indicator:** Second-tier organizations or alliances (formed and/or consolidated) that implement strategic initiatives to upscale successful project experience, and favor dialogue for the implementation of more inclusive public policies **Target:** 7 second-tier organizations or alliances formed and/or consolidated and are strong enough to continue after the project ends (at least one to address gender mainstreaming, one dedicated to community-based communications and another one to risk management)	Partial and final project reports.	Annual	SGP Team	Network or alliance agreements; event or workshop reports and participant lists (disaggregat-ed by gender, age, ethnic group, and origin); updated directory of networks or alliances; field reports.	Community organizations and producer groups are willing and interested in forming second-tier organizations or alliances to attain mutual benefits and not only to receive SGP funding.
	Project Specific Indicator 18: Number of initiatives to facilitate the exchange of experiences between networks to promote innovation (local, regional and/or international), including exchanges between women	4 initiatives to facilitate the exchange of experiences between networks (at least 1 to share women experiences)	10 initiatives to facilitate the exchange of experiences between networks (at least 3 to share women experiences)	**Indicator:** Initiatives to facilitate the exchange of experiences between networks to promote innovation, identifying those between women. **Target:** 10 exchange of experience events, of which at least 3 are for women.	Partial and final project reports.	Annual	SGP Team	Event reports, including participants' evaluation; participant lists (disaggregat-ed by gender, age, ethnic group, and origin).	Peer-to-peer exchanges are more effective for promoting innovation; nevertheless knowledge-sharing activities entail careful planning and preparation to achieve the desired outcomes.

Outcome 2.2: The resilience of local communities in key landscapes and seascapes is strengthened by adding value and connecting to markets through sustainable value chains, and improving the financial sustainability of existing projects.	**Project Specific Indicator 19:** Number of community associations that improve participation in various links within sustainable value chains (including community associations with 50% women membership)	7 community associations that improve their links to sustainable value chains (including at least 2 community associations with 50% women membership)	15 community associations that improve their links to sustainable value chains (including at least 5 community associations with 50% women membership)	**Indicator:** Community associations that improve participation in various links in the value chain (identifying those with 50% women). **Target:** 15 community associations that improve their participation in various links within sustainable value chains, where at least 5 have 50% women membership. This will be measured through mapping the organizations in value chains, locating the links they cover (baseline), and monitoring each of the links strengthened or added (participation).	Partial and final project reports.	Annual	SGP Team	Technical and photographic evidence and gender and age differentiated participant lists, product samples and field reports.	Developing and improving value chains increases incomes and food security of members of community associations.
	Project Specific Indicator 20: Number of communities with projects that access fair and sustainable financing options that improve the financial resilience of their livelihoods.	5 communities with projects that improve their financial resilience	10 communities with projects that improve their financial resilience	**Indicator:** Communities with projects that access fair and sustainable financial options that improve the financial resilience of their livelihoods. **Target:** 10 communities that have access to fair and sustainable financing options.	Partial and final project reports.	Annual	SGP Team	Documentary evidence (financial contracts, etc.) for each financial source accessed.	Fair and sustainable financing options are readily available and accessible to communities within the target landscapes.

Annex 6. **UNDP SOCIAL AND ENVIRONMENTAL SCREENING PROCEDURE (SESP)**

a. Project Information

Project Information	
1. Project Title	***Seventh Operational Phase of the GEF Small Grants Program in Mexico***
2. Project Number	6540
3. Location	Mexico

b. Part A. Integrating Overarching Principles to Strengthen Social and Environmental Sustainability

QUESTION 1: How Does the Project Integrate the Overarching Principles in order to Strengthen Social and Environmental Sustainability?
Briefly describe in the space below how the Project mainstreams the human-rights based approach
The GEF Small Grants Programme in Mexico aims to mainstream human rights, and the SDGs into every aspect of its work, following the principles of the country's overarching commitment to human rights, both at international and national levels, focusing on the local level through the following measures: i) The SGP Mexico Country Programme will develop guidelines for project design to advance inclusion and participation principles by promoting the engagement and building capacities of community-based organizations and civil society organizations. ii) The Project will work towards equity in community projects by promoting the participation and inclusion of the most vulnerable and marginalized groups, such as indigenous people, migrants, youth, and people with disabilities, to provide them with better livelihoods. iii) The Project is structured, during its different phases, to meet local community needs by consulting them while improving landscape resilience and facing biodiversity degradation and climate change impacts, through sustainable productive activities that provide the main income to families and communities. iv) The SGP Mexico Country Programme recognizes community organizations as key actors for implementing this initiative, considering their own development needs (at the local and landscape levels) building on the multi-stakeholder landscape approach. v) Community-level organizations are assisted in identifying, designing, and implementing grant projects within an overall strategic landscape management framework developed through participatory methodologies. vi) The SGP Mexico will provide a grievance and dispute resolution system as a first step to address project concerns, supporting the principles of full and effective participation of indigenous peoples and other vulnerable groups. vii) The Project will be designed considering specific needs, rights, obligations, and knowledge, systematized by the M&E system, and disseminated through a stakeholder-oriented communication strategy. This process is monitored, accompanied, and evaluated periodically to comply with the proposed objectives and verify the quality of implementation.

Briefly describe in the space below how the Project is likely to improve gender equality and women's empowerment

Advancing the gender approach is a priority for the Mexico SGP Country Programme. One of the main strategies that will be promoted during OP7 will be empowering women and generating conditions that allow the full, real, active, and effective participation of women. The *Recommendations for the Inclusion of the Gender Approach,* developed during OP6 by Mexico´s National Steering Committee (NSC), and the OP7 Gender Analysis and Action Plan will be used as the main guidelines for designing projects so that the gender perspective is present in all phases of the selected projects (assessment, project design, activities planning, implementation, training, and workshops). The Mexican SGP will continue developing activities with men and women to promote gender equity, with NSC's active support and its gender focal point. These actions are established in the OP7 Gender Action Plan, based on the results of the Gender Analysis:

i) Awareness-raising about gender relations in the local context through participatory workshops; for example, adopting non-traditional gender roles and allowing the inclusion of women in productive activities.

ii) Contributing towards women's empowerment and creating conditions for efficient and real participation in project and community decision-making spheres, such as changing cooperatives' statutes to include women's participation.

iii) Empowering women and strengthening their capacities so that they contribute to the design, implementation, and evaluation of projects, and to enable them to perform project management or administrative roles on an equal footing with men.

iv) Disseminating information about the SGP to men and women in specific venues, as required.

v) Including gender-sensitive indicators and reporting during project design and implementation.

vi) Promoting inclusive language and actions on promoting women's role in sustainable development as part of the Mexico SGP's Communication Strategy.

Briefly describe in the space below how the Project mainstreams environmental sustainability

The premise of the GEF Small Grants Programme is that communities will adopt environmentally sustainable production practices that produce global environmental benefits if the financial risk of innovation can be lowered with a small grant and technical assistance from the SGP and its partners. The SGP finances community organizations to design and implement, exclusively, sustainable development projects, using a participatory multi-stakeholder, multi-sectoral landscape management approach that involves local communities, government, civil society, and the private sector. Moreover, the Project shall mainstream environmental sustainability through the following:

i) Strengthening the alignment with national planning instruments that support the achievement of national and international commitments, including Multilateral Environmental Agreements (MEAs), especially SDGs, the CBD (and the Aichi targets), the UNFCC, and the UNCCD.

ii) Establishing strong alliances with government institutions to achieve their agendas related to sustainability and conservation.

iii) Continuing with the effective project selection process that includes the thorough review of all GEF SGP proposals by the National Steering Committee, composed of experts in different fields, including biodiversity conservation, clean energy, ecosystem services, sustainable resource management, gender approach, among others.

iv) Replicating, upscaling, and sharing successful initiatives with other landscapes and communities through various peer-sharing opportunities.

c. Part B. Identifying and Managing Social and Environmental Risks

QUESTION 2: What are the Potential Social and Environmental Risks?	QUESTION 3: What is the level of significance of the potential social and environmental risks?			QUESTION 6: What social and environmental assessment and management measures have been conducted and/or are required to address potential risks (for Risks with Moderate and High significance?
Risk Description	***Impact and Probability (1-5)***	***Significance (Low, Moderate, High)***	***Comments***	***Description of assessment and management measures as reflected in the Project design. If ESIA or SESA is required note that the assessment should consider all potential impacts and risks.***
Risk 1: Project may potentially reproduce discriminations against women based on gender.	P=3 I=3	**Moderate**	SGP Mexico is encouraging more active women's participation. Actions to reduce the gender gap are established in the Gender Action Plan. During the dissemination of calls for proposals, women may experience limited access and barriers when applying due to non-inclusive and not accessible language (mainly in projects related to energy). Projects may potentially reproduce gender stereotypes/roles. All-women and women-led projects might experience isolation and exclusion from their communities because of breaking their "traditional" gender roles.	SGP Mexico's Gender Action Plan for OP7 was developed to ensure the full participation of women in projects. This plan has established tools and incentives to improve female empowerment and participation at every stage of project development and implementation including: – Communication activities and calls for proposals will use inclusive language. Moreover, the call for proposals for adopting renewable energy and energy efficiency technologies will include examples of women-led initiatives. – The Stakeholder Engagement Plan has identified organizations that may support the dissemination of calls for proposals among groups dedicated to promoting women's empowerment, gender equality, and human rights. – Proponents will receive training in gender inclusion during the project design stage; they will have access to the "Recommendations for the Inclusion of the Gender Approach," and the project´s design template will include a section on gender-sensitive indicators which will be monitored and reported by the SGP M&E system. – More inclusive methodologies for training participants in all-women and mixed projects will be promoted.
Risk 2: Vulnerable groups such as youth, migrants, indigenous groups, and people with disabilities may have limited or no access to calls for proposals.	P=3 I=3	**Moderate**	Dissemination of calls for proposals usually happens in adult men dominated platforms with limited access for vulnerable groups.	The Stakeholder Engagement Plan has identified organizations and activities that may support the dissemination of calls for proposals among vulnerable groups in the regions where the SGP is implemented, such as local universities, organizations, and government institutions dedicated to youth, migrants, people with disabilities.

Risk 3: Poor site selection within or adjacent to critical habitats and/or environmentally sensitive areas, such as public protected areas and private reserves, may enable the harvesting of natural resources and forests, plantation development, or reforestation.	P=1 I=4	**Moderate**	Since the target landscapes include areas of importance to biodiversity, some projects are likely to occur within or adjacent to critical habitats or sensitive areas such as parks, wetlands, and other key biodiversity areas.	The Mexico SGP Country Programme will ensure consistency with the national sectoral strategy on protected areas, published in 2020. The existing coordination with the National Commission for Protected Areas will be reinforced through co-financing and permanent monitoring of any potential risk. To confirm project sites and outline strategies for socio-ecological production landscapes, site inventory and analysis of biodiversity, land use, local livelihoods, and climate conditions and impacts from climate change, and needs' assessments of selected communities have been conducted. The projects proposed under this programme are designed to mitigate and reverse the impacts of environmental degradation. Part of the selection process for small grants involves screening out projects that may have negative environmental impacts. The NSC will continue supporting project selection based on initial risk assessments to prevent socio-ecological negative impacts.
Risk 4: Clean energy technologies may produce waste that require special management for final disposition.	P = 3 I = 2	**Moderate**	Clean energy technologies, such as biodigesters, may produce waste requiring special treatment and physicochemical analyses to be used for other purposes.	The scale of GEF SGP energy projects will be small. However, further assessment of the risks will be done for each proposed technology, including factors such as compliance with governmental policies and regulations, technical and socio-economic feasibility, hydrology, physicochemical and biological analyses of water quality, operations, and maintenance, among others. Calls for proposals will contain a technical annex with guidelines for best practices for renewable energy and energy efficiency projects. A technical advisory group specialized in clean energies and energy efficiency might be integrated to support the NSC in the project selection process. Technology suppliers will be required to provide technical assistance, supply services for waste management, and training to future users. Moreover, partnerships with local universities and colleges will be established to provide technical assistance and research as needed.
Risk 5: Climatic unpredictability and extreme scenarios may undermine efforts to arrest biodiversity loss, reverse land degradation, and promote better livelihoods.	P=4 I=3	**Moderate**	Climatic unpredictability, periodic droughts, floods, changes in rainfall distribution, altered frequency of extreme meteorological events, rising temperatures in coastal waters may affect agroecology, beekeeping, sustainable tourism, forestry and fisheries, and	Climate vulnerability is considered across all components of the SGP Country Programme, working in partnership with UNDP's Disaster Risk Management Programme in Mexico on applying an ecosystem-based adaptation methodology at the design phase of every project. Communities invest between 3 to 5% of the total of every grant in adaptation and mitigation measures for every project. Adaptation measures include establishing community committees dedicated to risk prevention and management. By developing capacities for appropriate landscape management and adopting innovative and sustainable practices and technologies, such

			community-based conservation initiatives.	as renewable and efficient energy sources, agroecology, sustainable tourism, forestry and fisheries, the Project will enable local communities to reduce vulnerabilities, and increase ecosystem resilience.
Risk 6: Indigenous peoples (IPs) may not be properly and sufficiently informed, consulted on or involved in activities that impact their lands, territories, and/or culture, and the project includes the utilization, and/or commercialization of natural resources on lands and territories claimed by indigenous peoples.	P=3 I=3	**Moderate**	The National Steering Committee has demonstrated over the past two decades of SGP work in Mexico that indigenous peoples' rights, livelihood, culture, and resources are fundamental concerns when assessing grant project proposals for financing approval. This will continue to remain one of the guiding principles of the NSC.	A comprehensive Stakeholder Engagement Plan was prepared, meeting Standard 6 on Indigenous Peoples, and validated by the NSC´s IP focal point; also, in-depth consultations with IPs were carried out in the PPG phase. Potential social impacts of small grants are assessed by the National Coordinator and the NSC, and actions to mitigate risk are incorporated into each proposal before approval. No proposals are accepted or approved without consultations and participation of the communities. Recording or otherwise documenting traditional knowledge held by indigenous communities will only be made upon free, prior, and informed consent (FPIC). SGP Mexico will provide a grievance and conflict resolution mechanism to address IP´s or any other person's concerns about the Project. SGP Mexico will promote the bilingual IP representatives' participation in project design, implementation, and evaluation processes, considering potential language barriers. If necessary, the SGP team will provide translators. The SGP Mexico team will also disseminate calls for proposals widely through local NGOs and government institutions that work directly with indigenous peoples; for instance, the Instituto Nacional de Pueblos Indígenas (INPI: National Institute for Indigenous Peoples) may support the dissemination using local radio in indigenous languages. Moreover, the Mexico Country Programme will support indigenous conservation through the Indigenous and Community Conserved Areas Initiative (ICCA).
Risk 7: COVID-19 may delay project´s implementation, affect health of beneficiaries, limit areas in which the project can be implemented, limit face-to-face consultations among stakeholders, and further marginalize the disenfranchised that have limited access to resources and technology.	P=4 I=3	**Moderate**	Due to the pandemic, risk mitigation procedures will be developed to address possible operational delays or pauses on an ongoing basis, to follow the latest guidance and advisories.	SGP Mexico has developed an internal protocol to provide safety measures for essential face-to-face meetings and monitoring visits during the COVID-19 pandemic, approved in September 2020 by the UNDP Country Office. This protocol contains planning and recovery measures, as well as the required equipment for every field trip. The SGP Mexico will provide face masks, physical barriers, and sanitizer for any face-to-face interaction. Travel and presential activities will be postponed should COVID-19 risk levels become higher in project areas. During pandemic conditions, remote meetings and consultations will be held to reduce the risk of exposure. If conditions allow it and abiding by the COVID-19 Field Protocol safety measures, presential

				workshops or interviews will be held, restricting the number of participants, preferentially selecting open spaces, and social distancing. The SGP Mexico UCP implements an internal register of COVID-19 cases in local projects to manage the risk of exposure and infection. Considering COVID-19 restrictions, calls for proposals will be open longer than the ones during the Sixth Operational Phase that were only open for 1 month. Calls for proposals will be disseminated using virtual platforms. To ensure the Project´s effective implementation, increased remote communication will be considered, and site-specific protocols will be followed. WhatsApp, Signal, mobile phones, or remote platforms will be used to communicate and exchange of information. The UNDP Security Team will provide basic training on cyber-security. In some cases, collaboration with smaller organizations may happen through proxy institutions that are closer and have access to technology/communication tools that can be shared.

	QUESTION 4: What is the overall Project risk categorization?		
	Select one (see SESP for guidance)	**Comments**	
	Low Risk		
	Moderate Risk	**X**	The Project is categorized as Moderate Risk. The Project is built on more than 26 years of SGP experience in Mexico and the established programming, governance, and operational mechanisms of the Country Program. UNDP sits on the National Steering Committee of the Country Program, which reviews and approves the Project Document, the landscape strategies, project eligibility criteria and proposals for approval. The Programme will strengthen key alliances with other UNDP programmes, UNDSS, government institutions, and foundations that operate within the selected landscapes to mitigate the identified risks. While the COVID-19 health risk continues, the SGP will implement the approved biosecurity protocol and will reduce face-to face meetings and events, preferring remote contact as possible.
	High Risk		
	QUESTION 5: Based on the identified risks and risk categorization, what requirements of the SES are relevant?		

			Comments
	Principle 1: Human Rights	☐	
	Principle 2: Gender Equality and Women's Empowerment	**X**	Moderate risk: The Gender Action Plan was developed to address gender issues. This plan contains all the necessary measures to prevent and mitigate potential risks for women. The actions will be implemented, monitored, and reported by the SGP Mexico Team. The National Steering Committee (NSC) will guarantee that the projects selected include a gender perspective and promote women empowerment.
	1. Biodiversity Conservation and Natural Resource Management	**X**	Moderate risk: The SGP expressly finances projects to conserve and use biodiversity sustainably. All projects selected by the National Steering Committee (NSC) will generate environmental benefits which will be monitored. The SGP will ensure that communities fulfill all their commitments through the M&E system.
	2. Climate Change Mitigation and Adaptation	X	Moderate Risk: The SGP expressly finances projects that contribute to climate change mitigation and build resilience at community and landscape levels. The climate change component will focus on the adoption of clean energy solutions. Resilience will be enhanced through the investment of between 3 and 5% of the total amount of all the grants in resilience actions. The SGP will ensure that communities fulfill these commitments through its own M&E system.
	3. Community Health, Safety and Working Conditions	X	Moderate risk: The Mexican government will provide a free, nationwide vaccination plan by 2021 to face the COVID-19 pandemic. Meanwhile, the SGP will apply safety protocols and measures to reduce the risk of contagion. Safety measures will be implemented when visits to communities and presential meetings and workshops are required. Remote work communications will be reinforced using virtual platforms.
	4. Cultural Heritage	☐	
	5. Displacement and Resettlement	☐	
	6. Indigenous Peoples	X	Moderate risk: No proposals are accepted or approved without the thorough review by the NSC and its IP focal point, and with consultations and participation of proponent organizations and communities. IP will be consulted and informed in every phase during OP7.
	7. Pollution Prevention and Resource Efficiency	☐	

d. Final Sign Off

Signature	*Date*	*Description*
QA Assessor		UNDP staff member responsible for the Project, typically a UNDP Programme Officer. Final signature confirms they have "checked" to ensure that the SESP is adequately conducted.
QA Approver		UNDP senior manager, typically the UNDP Deputy Country Director (DCD), Country Director (CD), Deputy Resident Representative (DRR), or Resident Representative (RR). The QA Approver cannot also be the QA Assessor. Final signature confirms they have "cleared" the SESP prior to submittal to the PAC.
PAC Chair		UNDP chair of the PAC. Final signature confirms that the SESP was considered as part of the project appraisal and considered in recommendations of the PAC.

e. SESP Attachment 1. Social and Environmental Risk Screening Checklist

Checklist Potential Social and Environmental Risks	
Principles 1: Human Rights	**Answer (Yes/No)**
1. Could the Project lead to adverse impacts on enjoyment of the human rights (civil, political, economic, social, or cultural) of the affected population and particularly of marginalized groups?	No
2. Is there a likelihood that the Project would have inequitable or discriminatory adverse impacts on affected populations, particularly people living in poverty or marginalized or excluded individuals or groups? [82]	No
3. Could the Project potentially restrict availability, quality of and access to resources or basic services, in particular to marginalized individuals or groups?	No
4. Is there a likelihood that the Project would exclude any potentially affected stakeholders, in particular marginalized groups, from fully participating in decisions that may affect them?	No
5. Is there a risk that duty-bearers do not have the capacity to meet their obligations in the Project?	No
6. Is there a risk that rights-holders do not have the capacity to claim their rights?	No
7. Have local communities or individuals, given the opportunity, raised human rights concerns regarding the Project during the stakeholder engagement process?	No

[82] Prohibited grounds of discrimination include race, ethnicity, gender, age, language, disability, sexual orientation, religion, political or other opinion, national or social or geographical origin, property, birth or other status including as an indigenous person or as a member of a minority. References to "women and men" or similar is understood to include women and men, boys and girls, and other groups discriminated against based on their gender identities, such as transgender people and transsexuals.

8.	Is there a risk that the Project would exacerbate conflicts among and/or the risk of violence to project-affected communities and individuals?	No
Principle 2: Gender Equality and Women's Empowerment		
1.	Is there a likelihood that the proposed Project would have adverse impacts on gender equality and/or the situation of women and girls?	No
2.	Would the Project potentially reproduce discriminations against women based on gender, especially regarding participation in design and implementation or access to opportunities and benefits?	Yes
3.	Have women's groups/leaders raised gender equality concerns regarding the Project during the stakeholder engagement process and has this been included in the overall Project proposal and in the risk assessment?	No
4.	Would the Project potentially limit women's ability to use, develop and protect natural resources, considering different roles and positions of women and men in accessing environmental goods and services?	No
Principle 3: Environmental Sustainability: Screening questions regarding environmental risks are encompassed by the specific Standard-related questions below		
Standard 1: Biodiversity Conservation and Sustainable Natural Resource Management		
1.1	Would the Project potentially cause adverse impacts to habitats (e.g., modified, natural, and critical habitats) and/or ecosystems and ecosystem services?	No
1.2	Are any Project activities proposed within or adjacent to critical habitats and/or environmentally sensitive areas, including legally protected areas (e.g., nature reserve, national park), areas proposed for protection, or recognized as such by authoritative sources and/or indigenous peoples or local communities?	Yes
1.3	Does the Project involve changes to the use of lands and resources that may have adverse impacts on habitats, ecosystems, and/or livelihoods? (Note: if restrictions and/or limitations of access to lands would apply, refer to Standard 5)	No
1.4	Would Project activities pose risks to endangered species?	No
1.5	Would the Project pose a risk of introducing invasive alien species?	No
1.6	Does the Project involve harvesting of natural forests, plantation development, or reforestation?	Yes
1.7	Does the Project involve the production and/or harvesting of fish populations or other aquatic species?	Yes
1.8	Does the Project involve significant extraction, diversion or containment of surface or ground water?	No
1.9	Does the Project involve utilization of genetic resources? (e.g., collection and/or harvesting, commercial development)	No
1.10	Would the Project generate potential adverse transboundary or global environmental concerns?	No
1.11	Would the Project result in secondary or consequential development activities which could lead to adverse social and environmental effects, or would it generate cumulative impacts with other known existing or planned activities in the area?	No
Standard 2: Climate Change Mitigation and Adaptation		

2.1	Will the proposed Project result in significant[83] greenhouse gas emissions or may exacerbate climate change?	No
2.2	Would the potential outcomes of the Project be sensitive or vulnerable to potential impacts of climate change?	Yes
2.3	Is the proposed Project likely to increase directly or indirectly social and environmental vulnerability to climate change now or in the future (also known as maladaptive practices)?	No
Standard 3: Community Health, Safety and Working Conditions		
3.1	Would elements of Project construction, operation, or decommissioning pose potential safety risks to local communities?	No
3.2	Would the Project pose potential risks to community health and safety due to the transport, storage, and use and/or disposal of hazardous or dangerous materials (e.g., explosives, fuel and other chemicals during construction and operation)?	No
3.3	Does the Project involve large-scale infrastructure development (e.g., dams, roads, buildings)?	No
3.4	Would failure of structural elements of the Project pose risks to communities? (e.g., collapse of buildings or infrastructure)	No
3.5	Would the proposed Project be susceptible to or lead to increased vulnerability to earthquakes, subsidence, landslides, erosion, flooding or extreme climatic conditions?	Yes
3.6	Would the Project result in potential increased health risks (e.g., from water-borne or other vector-borne diseases or communicable infections such as HIV/AIDS)?	Yes
3.7	Does the Project pose potential risks and vulnerabilities related to occupational health and safety due to physical, chemical, biological, and radiological hazards during Project construction, operation, or decommissioning?	No
3.8	Does the Project involve support for employment or livelihoods that may fail to comply with national and international labor standards (i.e., principles and standards of ILO fundamental conventions)?	No
3.9	Does the Project engage security personnel that may pose a potential risk to health and safety of communities and/or individuals (e.g. due to a lack of adequate training or accountability)?	No
Standard 4: Cultural Heritage		
4.1	Will the proposed Project result in interventions that would potentially adversely impact sites, structures, or objects with historical, cultural, artistic, traditional or religious values or intangible forms of culture (e.g., knowledge, innovations, practices)?	No
4.2	Does the Project propose utilizing tangible and/or intangible forms of cultural heritage for commercial or other purposes?	No
Standard 5: Displacement and Resettlement		
5.1	Would the Project potentially involve temporary or permanent and full or partial physical displacement?	No
5.2	Would the Project possibly result in economic displacement (e.g., loss of assets or access to resources due to land acquisition or access restrictions – even in the absence of physical relocation)?	No

[83] In regard to CO_2, 'significant emissions' corresponds generally to more than 25,000 tons per year (from both direct and indirect sources). [The Guidance Note on Climate Change Mitigation and Adaptation provides additional information on GHG emissions.]

5.3	Is there a risk that the Project would lead to forced evictions?[84]	No
5.4	Would the proposed Project possibly affect land tenure arrangements and/or community-based property rights/customary rights to land, territories and/or resources?	No
Standard 6: Indigenous Peoples		
6.1	Are indigenous peoples present in the Project area (including Project area of influence)?	Yes
6.2	Is it likely that the Project or portions of the Project will be located on lands and territories claimed by indigenous peoples?	Yes
6.3	Would the proposed Project potentially affect the rights, lands, and territories of indigenous peoples (regardless of whether Indigenous Peoples possess the legal titles to such areas)?	No
6.4	Has there been an absence of culturally appropriate consultations carried out with the objective of achieving FPIC on matters that may affect the rights and interests, lands, resources, territories, and traditional livelihoods of the indigenous peoples concerned?	No
6.4	Does the proposed Project involve the utilization and/or commercial development of natural resources on lands and territories claimed by indigenous peoples?	Yes
6.5	Is there a potential for forced eviction or the whole or partial physical or economic displacement of indigenous peoples, including through access restrictions to lands, territories, and resources?	No
6.6	Would the Project adversely affect the development priorities of indigenous peoples as defined by them?	No
6.7	Would the Project potentially affect the traditional livelihoods, physical and cultural survival of indigenous peoples?	No
6.8	Would the Project potentially affect the Cultural Heritage of indigenous peoples, including through the commercialization or use of their traditional knowledge and practices?	No
Standard 7: Pollution Prevention and Resource Efficiency		
7.1	Would the Project potentially result in the release of pollutants to the environment due to routine or non-routine circumstances with the potential for adverse local, regional, and/or transboundary impacts?	No
7.2	Would the proposed Project potentially result in the generation of waste (both hazardous and non-hazardous)?	No
7.3	Will the proposed Project potentially involve the manufacture, trade, release, and/or use of hazardous chemicals and/or materials? Does the Project propose use of chemicals or materials subject to international bans or phase-outs?	No
7.4	Will the proposed Project involve the application of pesticides that may have a negative effect on the environment or human health?	No
7.5	Does the Project include activities that require significant consumption of raw materials, energy, and/or water?	No

[84] Forced evictions include acts and/or omissions involving the coerced or involuntary displacement of individuals, groups, or communities from homes and/or lands and common property resources that were occupied or depended upon, thus eliminating the ability of an individual, group, or community to reside or work in a particular dwelling, residence, or location without the provision of, and access to, appropriate forms of legal or other protections.

Annex 7. **UNDP RISK REGISTER**

Number	Description	Date Identified	Risk Category /Classification	Impact and Probability	Risk Treatment	Risk Owner	Status
1	Project may potentially reproduce discriminations against women based on gender during its different implementation phases.	August 2020	Social /Moderate	P=3 I=3	SGP Mexico's Gender Action Plan is implemented. This plan has established tools and incentives to improve female empowerment and participation at every stage of project development and implementation including: – Communication activities and calls for proposals use inclusive language. – The Stakeholder Engagement Plan is implemented to provide support to organizations that may promote women's empowerment, gender equality, and human rights. – Proponents receive training in gender inclusion during the project design stage; they will have access to tools for project design. – Project templates include a section on gender-sensitive indicators which will be monitored and reported by the SGP M&E system. – More inclusive methodologies for training participants in all-women and mixed projects will be promoted.	Country Programme Team (CPT) National Steering Committee´s Gender Focal Point M&E Unit	
2	Vulnerable groups such as youth, migrants, indigenous groups, and people with disabilities	August 2020	Social /Moderate	P=3 I=3	The Stakeholder Engagement Plan is implemented in every stage of the project to include organizations and activities that may support the	CPT	

	may have limited or no access to calls for proposals.				dissemination of SGP strategy among vulnerable groups in the regions where the SGP is implemented, such as local universities, organizations and government institutions dedicated to youth, migrants, people with disabilities.	National Steering Committee	
3	Poor site selection within or adjacent to critical habitats and/or environmentally sensitive areas, such as public protected areas and private reserves, may enable harvesting of natural resources and forests, plantation development, or reforestation.	August 2020	Social /Moderate	P=1 I=4	The existing coordination with the National Commission for Protected Areas is reinforced through mechanisms of co-financing and permanent monitoring of any potential risks. Site inventory and analysis of biodiversity, land use, local livelihoods, climate conditions, impacts from climate change, and needs of selected are conducted to confirm project sites and outline strategies for socio-ecological production landscapes. Environmental and social screening is developed to reduce potential negative impacts as part of the selection process for small grants. The NSC supports project selection based on initial risk assessments to prevent socio-ecological negative impacts.	CPT National Steering Committee	
4	Clean energy technologies may produce waste that require special management for final disposal.	August 2020	Social / Moderate	P=3 I=2	Potential risks are assessed for each proposed technology, including factors such as compliance with governmental policies and regulations, technical and socio-economic feasibility, hydrology, physicochemical and biological water quality analyses, operations, and maintenance, among others. Calls for proposals contain a technical annex with a guideline for best practices for renewable energy and energy efficiency projects to manage	CPT	

					potential risks from the project design stage onwards. A technical advisory group specialized in clean energies and energy efficiency support the NSC in the project selection process. Technology suppliers provide technical assistance, supply services for waste management, and training to future users. Partnerships with local universities and colleges provide technical assistance and research as needed.		
5	Climatic unpredictability and extreme scenarios may undermine efforts to arrest biodiversity loss, land degradation, and promote better livelihoods	August 2020	Social / Moderate	P=4 I=3	A partnership was established with UNDP's Disaster Risk Management Programme in Mexico for applying an ecosystem-based adaptation methodology at the design phase of every project. Communities invest between 3 to 5% of the total of every grant in adaptation and mitigation measures. Community committees specialized in risk prevention and management are operating. The Project enables local communities to reduce vulnerabilities and increase ecosystem resilience by developing and strengthening capacities for landscape management and adopting innovative and sustainable practices and technologies, such as renewable and efficient energy sources, agroecology, sustainable tourism, forestry, and fisheries.	CPT National Steering Committee M&E Unit	
6	Indigenous peoples (IPs) may not be properly and sufficiently informed, consulted on or involved	November 2019	Environmental / Moderate	P=1 I=3	The Stakeholder Engagement Plan, which was prepared to meet Standard 6 on Indigenous Peoples and validated by the NSC´s IP focal point, is implemented.	CPT	

	in activities that impact their lands, territories and/or culture, and the project includes the utilization and/or commercialization of natural resources on lands and territories claimed by indigenous peoples				SGP Mexico has a grievance and conflict resolution mechanism to address IP´s or any other person's concerns about the Project. Recording or otherwise documenting traditional knowledge held by indigenous communities is made upon free, prior, and informed consent (FPIC). The SGP Mexico team promotes the participation of bilingual IP representatives in project design, implementation, and evaluation processes, and, if necessary, provides translators to reduce potential language barriers. The SGP Mexico team also disseminates calls for proposals widely through local NGOs and government institutions that work directly with indigenous peoples, which are included in the Stakeholder Engagement Plan. To promote broader participation of IP, SGP Mexico works closely with organizations and government entities, such as the Instituto Nacional de Pueblos Indígenas (INPI: National Institute for Indigenous Peoples), for disseminating calls of proposals using local radio in indigenous languages. The Country Programme supports indigenous conservation through the Indigenous and Community Conserved Areas Initiative (ICCA).	National Steering Committee M&E Unit	
7	COVID-19 may delay the project´s implementation, affect health of beneficiaries, limit areas in which the project can be implemented, limit face-to-face consultations	August, 2020	Social / Moderate	P=4 I=3	SGP Mexico implements the internal protocol to provide safety measures for essential face-to-face meetings and monitoring visits during the COVID-19 pandemic, which has been approved by the UNDP Country Office.	CPT M&E Unit	

	among stakeholders, and further marginalize the disenfranchised that have limited access to resources and technology.				SGP Mexico implements a registry of COVID-19 cases in local projects to manage the risk of exposition and infection. Remote communication via WhatsApp, Signal, mobile phones, and other remote platforms increases exchange of information among project beneficiaries, and site-specific COVID-19 protocols are followed and registered. The UNDP security team provides basic training on cyber-security. Registration of collaboration with smaller organizations may happen through proxy institutions that are in proximity and have access to technology/communication tools that can be shared.		
8	Projects related to ecotourism may affect ecological and cultural resources due to the impacts associated with tourist visitation if not effectively assessed and managed.	August, 2020	Environmental /low	P=1 I=3	During projects´ design phase, ecotourism best practices guidelines will be provided, including visitation management; water, energy and waste management plans, and environmental education and interpretation programs.	CPT Strategic project on ecotourism M&E Unit	
9	Project may experience delays in grant-making for CBOs and CSOs with weak governance or limited technical and management capacities, particularly in new landscapes.	January 2018 (updated in December 2020 after scouting trip to Oaxaca and Puebla)	Organizational/ Moderate	P= 3 I= 3	During OP6, 58% of the grants were assigned to CBOs with few cases of poor execution. Through the selection process, SGP Mexico assesses CBOs and CSOs technical and management capacities reducing the risk of poor project management. SGP Mexico distributes a grants manual to all grantees. CBOs or CSOs that have limited technical and management capacities receive:	NSC CPT CBOs and CSOs M&E Unit	

					– An invitation to participate in a Project Design Workshop. – Coaching, assistance, and follow-up support for CBOs with limited capacities.		
10	Sustainable production is generally more expensive than conventional methods. Therefore, sustainable products have limited access to markets and are generally neither profitable nor financially sustainable.	February 2021	Financial and operational/ Substantial	P=4 I=4	SGP Mexico established a partnership with BIOFIN, a UNDP initiative that promotes market access for sustainable products and provides technical assistance for developing more effective business plans. The Country Programme, through the collaboration with BIOFIN, supports projects with mature commercialization strategies.	CPT UNDP-BIOFIN M&E Unit	
11	Changes in government administrations at the federal and state levels may imply variations in political priorities and commitment to SGP's objectives and strategy.	December 2020	Political /Substantial	P=4 I= 4	SGP Mexico meets with newly designated federal and state government representatives to understand new priorities and establish collaboration mechanisms.	CPT M&E Unit	

Annex 8. OVERVIEW OF TECHNICAL CONSULTANCIES

Position	Time Input	Tasks, Inputs and Outputs
For Project Management		
Local / National contracting		
Project Manager /Coordinator Component 1 – 44% 83,952USD 3,300 USD Per month Component 2 – 30% 55,968 USD 3,300 USD Per month M&E – 7% 13,992 USD 3,300 USD Per month PMC – 19% 34,980 USD 3,300 USD Per month	54 months / over 5 years	**Managerial Functions** – Promote and maintain effective teamwork within the SGP team, the National Steering Committee members, and with the UNDP CO team. – Supervise the national SGP team members and provide necessary guidance and coaching. – Build and maintain an effective relationship with key partners and stakeholders, and keep NSC, UNDP-GEF, CPMT, UNOPS and the UNDP Country Office informed as appropriate. – Prepare and implement an annual workplan validated by the partners, including strategic and/or innovative initiatives with set delivery and co-financing targets. – Set annual performance parameters and objectives for the SGP country programme, assess annual performance, and provide feedback. **Programme/Portfolio Development and Management** – Keep abreast of the national environmental concerns and priorities as well as the socio-economic conditions and trends as they relate to the SGP and assess their impact on the SGP's work and programme. – Contribute to the formulation of the Upgrading Country Program Project Document and its annual Project Implementation Reviews. – Mainstream gender and social inclusion perspectives in the design and implementation of the Programme Strategy. – Manage the annual work plan and budget (administration and grants), maintaining the financial integrity of the programme, ensuring adherence to the SGP Standard Operating Procedures as well as UNOPS rules and regulations, for the most effective use of SGP resources. – Exercise quality control over the development of a portfolio of project ideas and concepts, and closely monitor the programme implementation progress and results. – Organize periodic stakeholder workshops and project development sessions for civil society organizations (CSOs), local communities, potential applicants, and other stakeholders to inform about SGP and its focal areas and Strategic Initiatives in close coordination with the NSC. – Work closely with CSOs in the preparation of project concepts and proposals to ensure that projects fit the SGP Operational Phase project document, Country Programme Strategy, and technical guidance notes. Manage project planning grants as required and approved by the NSC. – Oversee SGP ongoing grant projects and conduct periodic project monitoring field visits to provide required technical and operational support as well as guidance to SGP grantees.

		- Design and implement a communication strategy to disseminate the goals and achievements of the SGP Sixth Operational Phase. - Plan and serve as secretary to the National Steering Committee. Support and work with the National Steering Committee and Technical Advisory Group (TAG) in the process of project proposal review leading to selection and approval, especially the initial appraisal of proposals and assessment of eligibility. - Promote linkages between the GEF-SGP and the large or medium-sized GEF projects, planned or underway in the country, as well as those of government, other donors, and development partners in close coordination with the UNDP CO. - Manage the annual SGP grant allocations, ensuring timely commitment of grant funds, and the signature of grant Memoranda of Agreements. Provide implementation oversight and ensure planned delivery. - Manage the country operating budget (COB) maintaining the financial integrity of the programme and ensuring adherence to SGP Standard Operating Procedures as well as UNOPS rules and regulations, for the most effective use of SGP resources. - Report periodically to the UNDP/GEF Global Coordinator of the Upgrading Country Programs on the programme implementation status, including annual monitoring reporting, financial reporting, audits, and updates to the relevant UNOPS, UNDP and SGP databases. - Undertake monitoring and evaluation of the SGP Country Programme and Projects, and grantmaker + initiatives, in coordination with NSC, UNDP-GEF, CPMT, UNOPS and the UNDP Country Office. - Facilitate the programme evaluation and ensure that the standard UNDP and GEF M&E requirements are fulfilled to the highest quality standards. **Resource Mobilization and Partnerships** - Establish and maintain a close working relationship with stakeholders, promote advocacy of the SGP program, assess comparative advantages and initiatives, and ensure visibility of the programme in close coordination with the UNDP Country Office. - Assess interest and priorities of key donors and other development partners in close coordination with the NSC and UNDP Country Office. - Identify opportunities to mobilize resources from the government, donors, and other partners to best leverage SGP's resources and develop programme level partnerships in close coordination with NSC and the UNDP Country Office. **Knowledge Management** - Document programme and project stories, lessons learned and best practices in the SGP programme and project development, implementation, and oversight for upscaling. - Access the SGP's and other global and regional knowledge, distill best practices and facilitate their dissemination and incorporation within the SGP Country Programme and projects, the UNDP Country Office, and to all counterparts and partners.

		– Support capacity building and networking of grantees to facilitate knowledge exchange; and promote uptake through knowledge platforms and knowledge fairs, etc. – Design and implement a knowledge management and communication strategy that includes target audiences in communities, local authorities, other CSO, donors and partners at the state and federal levels. – Ensure the correct alignment of the reports with UNDAF, CPD and other programmatic documents requested by UNDP.
Project Assistant Component 1 – 33% 35,298 USD 1,850 USD Per month Component 2 – 17% 17,649 USD 1,850 USD Per month PMC – 50% 52,947USD 1,850 USD Per month	54 months / over 5 years	**Support to Programme implementation** – Contribute to day-to-day support to programme and project implementation by ensuring conformity to the expected results, outputs, objectives, and work-plans. – Assist the NC in prescreening project concepts and project proposals and evaluate the financial part of the project proposals. – Assist the NC in the development and amendment of application forms and other management tools, programme requirements and other SGP documents. – Advise potential grantees on project preparation processes and guidelines, and report to NC and NSC on project development activities, as required. – Provide day-to-day support and guidance to new and ongoing projects and its grantees, as required. – Assist the NC in project implementation and monitoring, including participation in field visits. – Support on organization and preparation of minutes of NSC meetings and other SGP events. – Maintain contact and a professional working relationship with NGOs, governmental institutions, donors, and other SGP stakeholders. – Draft regular reports to the Global Coordinator for the SGP Upgraded Country Programmes, CPMT, UNOPS and the UNDP Country Office, and assist NC in the timely preparation of an annual monitoring survey (PIR and AMR), and other UNDP-GEF/ CPMT / UNOPS surveys and reports, as required. – Draft memos and other operational documents on behalf of NC and respond to queries regarding the SGP programme. – Regularly update and maintain a SGP project database as well as a stakeholders' database. **Financial Management** – Provide guidance, review, and control the accuracy of the supporting invoices and documents of projects' interim and final financial reports and advise the NC, as required. – Process payment requests from grantees and vendors through obtaining necessary clearances and authorizations and ensuring that the payments are processed promptly and in accordance with SGP Standard Operation Procedures. – Maintain close working contact with respective UNOPS Regional Focal Point and require her/his support, advice, and guidance on how to better operate One UNOPS in accordance with SGP SOPs.

		− Maintain financial integrity of the programme, implement and monitor accounting systems and databases of the SGP country operational budget. − Prepare and maintain the grant disbursement table and calendar. − Draft annual SGP Country office administrative and project budget proposals. − Management of the petty cash account with proper documentation and proper tractable records. − Enter, extract and, transfer data from One UNOPS and the SGP database and produce reports, as required. − Follow up of travel arrangements and DSA payments for NC and NSC members. − Provide other financial reports, as required. **Administrative Functions** − Procure office supplies, equipment, and furniture adhering to SGP SOPs procurement rules and regulations. − Manage and organize everyday office work. − Establish a proper filing system, maintain SGP country office administrative, financial, and management files and update them with original documentation or copy of the original documentation, as necessary. Special focus on: − 1) Establish and maintain a separate folder with all NSC meetings' signed minutes that approve the new SGP granted project. − 2) Establish and maintain a project filing system containing original MOAs and amendments, original or copies of interim and final reports with all supporting documents, and mission reports or evaluation documents. − 3) Establish and maintain a financial folder for all SGP country office financial transactions. − 4) Maintain personnel files, performance evaluation reports, leave records, and other pertinent personnel/consultant records. − Draft routine correspondence and communications and establish a filing system to record communications with local stakeholders. − Prepare background information and documentation, update data relevant to the programme areas and compile background material for the NC and NSC; compile minutes of NSC meetings and other relevant meetings. − Ensure flow of information and dissemination of materials with all concerned. − Support NC on organizing field missions and obtaining required clearance. − Maintain and updated inventory of all physical assets and register all inventory in the asset inventory sheet. − Provide logistical and administrative support to the SGP country office and visiting missions, as required. **Knowledge Management and Communication** − Actively support the SGP country office in the efforts on knowledge management, knowledge networking and visibility of GEF-SGP and UNDP.

		– In accordance with SGP branding guidelines, support NC and NSC in the efforts towards proper recognition of GEF-SGP in any KM & Communication material produced by SGP grantees or stakeholders. – Facilitate the organization of SGP advocacy events, workshops, stakeholders' dialogues and round-tables. – Assist in drafting articles and publications with proper recognition of GEF-SGP. – Participate at events for SGP information dissemination purposes. – Maintain, update, or provide valid SGP information for the SGP website, SGP Global database and UNDP CO website.
Monitoring &Evaluation		
Technical Assistant Component 1 – 24% 25,493 USD 1,850 USD Per month Component 2 – 22% 23,532 USD 1,850 USD Per month M&E – 50% 52,947 USD 1,850 USD Per month PMC – 4% 3,922 USD 1,850 USD Per month	54 months / over 5 years	**Managerial Functions** – Work closely with the Country Programme Manager (CPM) to ensure smooth and efficient operations of the office. – Support the CPM to effectively deliver expected results. – Supervise UNV staff and provide guidance, as needed. – Support in developing workplans for the SGP secretariat and the field staff. **Monitoring and evaluation** – Develop tools to facilitate collection, storage analysis and dissemination of information. – Develop a comprehensive M&E strategy, incorporating reporting and learning. – Develop tools for monitoring gender and other key indicators as per the Project's Monitoring Plan. – Lead development of consolidated progress implementation reports for the program including PIR. – Work closely with multi-stakeholder platforms to assess and monitor implementation of portfolio at landscape or seascape level. – Organize landscape/seascape annual grantee workshops for cross-learning, information exchange and networking. – Coordinate preparation for Mid-term review (MTR) and Terminal Evaluation (TE). – Develop community-based monitoring tools to be applied at project level to meet project Monitoring Plan needs. – Coordinate joint monitoring field visits to assess and validate progress reports. – Ensure that the GEF SGP global database is regularly updated. – Develop tools for tracking the amount of co-financing raised at programme and project levels. – Keep track of funds committed and spent per GEF focal area. **Knowledge Management and Communications** Assist in developing a knowledge management and communications plan. – Support knowledge management by documenting lessons learned and designating best practices.

		– Contribute to the development of communications products including project fact sheets, documentaries, briefs, and project reports. – Promote vibrancy and relevance of the SGP Mexico website. – Write success stories and features for the SGP Mexico website. – Assist in the production of an e-quarterly newsletter. – Enhance presence of SGP Mexico on social media. – Support media personnel to produce newspaper articles. – Facilitate development of a digital photo library.
M&E of GEF Core Indicators and Project Results Framework M&E – 100% 11,448 USD 1,200 Per week	9 Weeks	**Duties and Responsibilities** – Development of a work plan and schedule of activities. – Conduct a benchmark of measurement approaches to key GEF core indicators. – Hold meetings with key players to promote fair and sustainable value chains, financial mechanisms, adoption of energy-saving measures and renewable energy technologies in SGP projects. – Dialogue with communities to establish parameters for an accessible measurement of beneficiary households, as well as indirect beneficiaries of SGP projects. – Support the Technical Assistant in reviewing the Programme documents to incorporate a monitoring approach and prepare material for the proposal workshop. – Develop a tool for the communities to measure key GEF core indicators. – Carry out consultations with the communities to validate the proposed tool and incorporate new contributions. – Support Technical Assistance in the preparation of the PIR to incorporate the results of the validated tool. – Generate interactive materials (i.e., infographics, video tutorials) so that communities can easily use the indicator measurement tools. – Make field visits to perform M&E on sustainable value chain and financial mechanisms, energy-saving measures and renewable energy technologies for projects being implemented. – Systematization of experience on addressing the fair and sustainable value chain and financial mechanisms to projects; conducting case studies.
Local Consultants		
Landscape Strategy Specialist Component 2 – 100% 47,700 USD 1500 USD Per week	30 Weeks	**Output 2.1.1.** Two additional landscape strategies developed, and the five strategies developed during GEF-6 disseminated and revised participatorily. **Duties and responsibilities**

		– Pre-workshop consultation, exercise, and review: Design preparatory exercises and help with the organization of workshops, including the selection of workshop participants and the preparation of materials (based on the Toolkit for the Indicators of Resilience in Socio-ecological Production Landscapes and Seascapes). Work with the SGP National Coordinator and National Steering Committee members, as appropriate, to clearly identify the landscape/seascape and boundaries; and analyze and map any existing experience, strategies, resources, and networks on sustainable landscape management so that the Country Programme can identify gaps, if any. This includes compiling information on the State's strategies for conservation and sustainable use of the biodiversity, the REDD+ national and sub national strategies, regional or local agreements on sustainability, among other. – Workshop Facilitation: Facilitate, in consultation with SGP Country Programme Manager a workshop programme that will engage the participants in a participatory and analytical landscape development process. It is important to keep the exercise clear and concise, and to gather strategically selected information from a cross-section of stakeholders from the selected landscape. The baseline scoring exercise will assist stakeholders in the target area to design landscape strategies defined and agreed upon in a participatory manner, with the overall long-term objective to enhance socio-ecological production landscape resilience. – Post-workshop: Development of two 15-page Landscape Strategies (following template and guidelines provided by the UCP Global Coordinator) for the selected target landscape in collaboration with the SGP Country Programme Team, and development of a 5-page summary of lessons learned from the consultation process and use of indicators for resilience in socio-ecological production landscapes and seascapes (following template and guidelines provided by the UCP Global Coordinator). The team will also design an infographic to share the results among a larger audience.
Land Mapping Consultant Component 1 – 100% 12,720 USD 1,500 Per week	8 weeks	**Duties and Responsibilities** – Coordinate training for beneficiaries for using the spatial mapping tool to report number of hectares under sustainable management. – Update the tool based on feedback from users. – Create map of communities' projects to be printed and donated. – Maintain a dialogue among stakeholders to share experiences. – Prepare summaries and at least one scientific article to publicly share the process. – Maintain the online database. – Support the Technical Assistant in the preparation of the first PIR. – Submit to SGP detailed periodic reports on the process status with the necessary support documentation.
Business Development / Financial Management Consultant	40 weeks	**Output 2.2.1.** Targeted community projects and second-tier organizations increase their participation in new links (inputs, transformation, logistics and retail) within the value chain (including fair and sustainable standards and certifications for fisheries, timber, cocoa, coffee, mezcal, honey, and agroecological production).

Component 2 – 100% 63,600 USD 800 a week		**Output 2.2.2.** Targeted community projects and second-tier organizations improve their access to sustainable finance (fair credits, work capital, community savings banks, impact investment, natural capital assets). **Duties and Responsibilities** – Support the SGP team for the creation of a dedicated Technical Advisory Group (TAG) on fair and sustainable value chain and financial mechanisms. – Develop a work plan and a schedule of activities. – Hold meetings with key players in implementing the fair and sustainable value chains and financial mechanisms approach in SGP projects. – Develop a capacity-building program through training events for the staff responsible for the projects. – Make field visits to projects to perform M&E on sustainable value chains and financial mechanisms. – Systematize experiences and prepare case studies on promoting fair and sustainable value chains and financial mechanisms.

Annex 9. **STAKEHOLDER ENGAGEMENT PLAN**

a. 1. Introduction

The Stakeholder Engagement Plan (SEP) is an instrument to ensure the effective and inclusive engagement of relevant stakeholders during the life of the Project. The SEP responds to the recommendations raised in the Social and Environmental Screening Procedure (SESP) and the Gender Action Plan developed during project preparation for the Seventh Operational Phase of the Small Grant Programme in Mexico (SGP Mexico's OP7). It focuses on promoting inclusive and meaningful consultations including the participation of women, youth, migrants, people with disabilities, fostering culturally appropriate dialogues with Indigenous People, and forging stronger partnerships, particularly with civil society, governmental institutions, private sector, academia, productive associations, and producers. The SEP seeks to stimulate broad and inclusive dialogues where the different voices within each landscape may participate.

Aware of the difficulties that the COVID-19 pandemic poses, SGP Mexico has developed an internal protocol to provide safety measures for essential face-to-face activities, such as ensuring physical distancing, providing personal protective equipment, avoiding non-essential travel, delivering training on risks, and recognition of symptoms, etcetera. Most meetings will be held remotely using virtual platforms as much as possible. These has been the case during project preparation, as it is detailed in the following sections of this annex. Also, see the COVID-19 Analysis and Action Framework (Annex 14) prepared to provide more detailed guidance on managing the risks associated with COVID-19.

The SEP involves three key phases: consultation, project preparation and implementation. These phases are described in the next section.

i. 1.1 Stakeholder categories: description and roles

The stakeholders are grouped in this document within the following categories. Their roles are briefly described in each category.

Category	Description	Roles
Producers and Producers´ organizations	Productive community-based organizations, including associations, cooperatives, community-based enterprises, productive committees, rural production societies, individual producers, and communities' members. They might have a high representation from indigenous groups.	The organizations within this category could be potential beneficiaries of SGP Mexico's OP7.
Non-Governmental Organizations (NGOs)	Non-State, not-for-profit, voluntary entities formed by people in the social sphere that are separate from the State and the market.	These organizations work closely with local communities; they could support the planning and execution of project activities.
Government	Government institutions at the federal, state, and municipal levels, as well as para-governmental organizations such as inter-municipal alliances.	Governmental institutions may provide strategical, technical, or financial support and become partners for project implementation.
Academia	All the academic institutions including local universities and colleges, research centers, technical baccalaureates (advance level high schools), and others that can provide	Academia may have a key role for engaging young people in SGP Mexico's activities.

	further technical assistance and support projects on the ground.	
Private Sector	Private sector involves small, medium, and large size companies for profit.	Possible synergies with the private sector include increasing the use of energy efficient and renewable energy technologies; diversifying production activities; adding value to sustainable products through its production, transformation, and commercialization, as well as establishing value chain relationships that improve the profitability of local production. Impact investment may also be considered for specific activities such as sustainable cattle ranching.

ii. 1.2 Public consultation for strategic planning in target landscapes

During 2019, SGP Mexico undertook a strategic and participatory planning process to develop five landscape strategies, that were used to integrate the Mexico SGP 2020-2030 Strategic Plan. The process involved interviewing 212 people plus the participation of about 500 people (25% women) in 23 community workshops and the development of a strategy for each of the five selected landscapes.

iii. 1.3 Project Preparation Phase

From August 2020 to February 2021, the SGP Mexico team organized various consultation activities to ensure relevant stakeholders' participation during this phase:

- Consultation in the new landscapes and a scouting field mission to Oaxaca and Puebla
- Thematic forums
- Individual dialogues
- Validation workshops

These activities are described in more detail in the following sections.

iv. 1.4 Implementation Phase

The implementation phase will be carried out from 2021 to 2026. The participation of various stakeholders will be important for the success of the implementation and execution of the Project and they may have diverse roles: from organizations that will provide co-financing or technical assistance, to potential beneficiaries that can participate in the open calls for proposals.

b. 2. Consultation during the planning process

The SGP Mexico 2020-2030 planning process was carried out at the landscape level during the last semester of 2019. The results were five landscape strategies, and the Mexican Small Grant Programme 2020-2030 Strategic Plan.

Using participatory methodologies and the Community Development and Knowledge Management for the Satoyama Initiative Programme (COMDEKS), each landscape defined a baseline, and evaluated socio-

ecological resilience indicators. Moreover, stakeholders participated in defining goals, milestones, expected results, and a vision for each landscape.

The participatory planning process consisted of a series of in-person workshops, individual meetings, and interviews with a large group of stakeholders in each target landscape. As SGP Mexico focuses on local communities and producers and their organizations, they were the main stakeholders involved during the planning process.

The selected landscapes/seascapes are:

1. Forest and Milpa Landscape in Quintana Roo, Yucatan, and Campeche
2. Sustainable Forestry Landscape of Quintana Roo, Campeche, and Yucatan
3. Coastal Seascape of the Yucatan Peninsula
4. Agroforestry Landscape in Chiapas and Tabasco
5. Usumacinta and Grijalva Rivers Watershed Landscape
6. Mixteca Landscape
7. Oaxaca Mountains Landscape

The Mexican Small Grant Programme 2020-2030 Strategic Plan results from integrating the five Landscape/Seascape Strategies and it is the basis for the Seventh Operational Phase of the Small Grant Programme in Mexico.

i. 2.1 Forest and Milpa Landscape in Campeche, Quintana Roo, and Yucatan Strategy

During the planning process in the milpa-forestry landscape in the Yucatán Peninsula, 162 people participated, of which 63 were women and 3 were self-identified as indigenous people. Moreover, 116 interviews were conducted, and 2 workshops were held with a total of 45 participants.

Stakeholder consulted during the participatory planning process for the Forest and Milpa Landscape in Quintana Roo, Yucatan, and Campeche Strategy
Producers and Producers' Associations
Kankabchén
Consejo de milperos
Consejo municipal de milpa maya de Halachó
Consejo municipal de milpa maya de Silhó
Consejo municipal de milpa maya de Huechembalam
Meje´n t´aanoob
Colectivo Maya Chenes/Muuch kanbal de Ich-Ek
Guardianes de semillas
U najil Ek Balam
Colectivo Maya Chenes/Muuch kanbal de Xculoc
Colectivo Maya Chenes/Muuch kanbal de Cancabchén
Milperos de San Pedro
Milperos de Huechembalam
Productor milpero de Chankom
Alianza Rural
Proyecto de molino y tortillería de Cantamayec*

Cantamayec*
Xul*
Consejo comunitario para personas discapacitadas de Xul*
Fundación apadrinando de hijos*
Sociedad Maya'ob*
Chacsinkín*
Non-Governmental Organizations
Misioneros A.C.
Muuch-Kanbal A.C.
Biodesarrollo y medio ambienta A.C.
Red de Ejidos Productores de Servicios Ambientales
Ya ax Sot' Ot' Yook'ol Kaab, A.C.

* Interviewed

ii. 2.2 Sustainable Forestry Landscape of Campeche, Quintana Roo, and Yucatan Strategy

During the planning process for the forestry landscape for timber and non-timber products in the Yucatan Peninsula, SGP Mexico held 39 interviews, and 3 planning workshops in San Agustín, Xpujil and Felipe Carrillo Puerto with the participation of 71 people, of which 12 were women and 46 were self-identified as indigenous people.

Stakeholder consulted during the participatory planning process for the Sustainable Forestry Landscape of Quintana Roo, Campeche, and Yucatan Strategy
Producers and Producers' Associations / Communities
San Agustín*
Huacpelchen*
Carboneros del Roble
Benito Juárez*
Selva Viva 3G, S.C. de R.L. de C.V.
20 de noviembre*
Tres Garantías*
Tuumbe Kooben
Felipe Carrillo Puerto*
Ejido Caoba*
Ejido Laguna Om*
Huntochac
Silituc
Nuevo Becal*
Xmobil*
X-kanha*
Constitución*
Concepción*
Yoactun*
Silvituc*
Naranjal Poniente*
Bacalar*

Petcacab y Polinkin*
Tres Reyes*
Nuevo X-Kan*
Leona Vicario*
Kantunilkin*
Chun Cedro*
Bolonchenticul*
San Juan*
Tzucacab*
Government
Secretaría de Medio Ambiente de Quintana Roo*
Non-Governmental Organizations
The Nature Conservancy
Uyool Che A.C.
Trópica Rural Latinomericana A.C.
Intelicoop
Bioasesores*
Iniciativa DICOS
Others
Forestry promoter*

* Interviewed

iii. 2.3 Coastal Seascape of the Yucatan Peninsula Strategy

During the planning process in the coastal seascape of the Gulf of Mexico and the Caribbean, 161 people participated, of which 45 were women, and 97 self-identified as indigenous people. Eight workshops were held in Calkin, Merida, Campeche, Celestún, Dzilam de Bravo, Felipe Carrillo Puerto, Cancun and Bacalar. Twenty-five interviews were also conducted.

Stakeholder consulted during the participatory planning process for the Coastal Seascape of the Yucatan Peninsula Strategy
Producers and Producers' Associations / Communities
Sociedad Cooperativa Pez Edeber*
Hecelchakan
Pescadores Asociados de la Laguna Rosada
Asociación Honey Haab*
Kuchil Pok*
Websters Alfonso Chiquini Heredia- Personal Business
Remigio Mis Uc- Farmer
San Nicolás*
Ejido Dzotzil
Jaltún de Celestún
Sisal
CSP Pulpo Campeche
Pescamar

Individual fishermen: Silverio Chuc, Francisco Sánchez, Gilberto Naal
Individual ecotourism service providers: María Elena Canul, Roger Iván Vázquez, Marcos Tec Yam, Yuseli Canul
Individual craftswoman: María Amada Godínez Cahuich
Sociedad Cooperativa Ecoturística Yaax-Ak-Tun
Agrupación de Cooperativas de Ecoturismo
Moluscos del Mayab
Artesanía Caracol
Pulperos Costeños de Yucatán
Familia Pat*
CAPRESA PET
Auténticos Pescadores del Golfo
SCPP Negrillos
SCPP Real Celestún
Federación Cooperativa Pesquera de Yucatán
Tiburón III
SCPP Lucero de la Mañana
SCPP Porvenir
SCPP Cozumel
SCPP Pescadores del Banco Chinchorro
SCPP La Perla del Oriente
SCPP Cabo Catoche
SCPP Makax
Nicolás Bravo Ejido
Cooperativa La Flor de Piña
Productores Has. Cano y Asociados
Piñeros del Puente
Cooperativa Piñal-Ha
Red Turismo Comunitario en la Zona Maya
Government
Dirección de Medio Ambiente del H. Ayuntamiento de Calkiní
CONANP, Campeche
CONANP (Banco Chinchorro)
Municipio Bacalar
Non-Governmental Organizations
Grupo Regional Maya A.C.*
Pronatura Península de Yucatán
WWF
Nuestro Camino Tumen Bee*
Sociedad Cooperativa de Pescadores del Chen Ezer*
Wotoch Ayin, (Casa del Cocodrilo) *
Xi ipel Kanacin, Jóvenes por la Conservación
Naturada A.C.
Manglares de Dzinitun Celestún*

Faro de isla Arena
Xpicop A.C.
Campamento Isla Arena
Epos A.C.
Futuro del Mar Sustentable
Fundación Emerge
COBI
Amigos de Sian Ka'an A.C.
Unión de Organizaciones Civiles Bacalar
Bruder S.C.
Rescatistas Activos A.C.
UFIC A.C.
PROGEDER A.C.
EPOS A.C.
Instituto Epanea*
Private Sector
Servicios Ecoturísticos Carey*
Coctelería Catamarán*
El Cangrejo Azul
Ziz-Ha Ecoturismo
Great Finn Deportiva
El Mero Coronado S.P.P.
Others
Individual students
Individual photographer

* Interviewed

iv. 2.4 Agroforestry Landscape in Chiapas and Tabasco Strategy

The strategy for the coffee and cocoa landscape in Chiapas and Tabasco was prepared in August 2019. The planning process included 6 workshops with the participation and contributions of 92 stakeholders, of which 27 were women and 10 were self-identified as indigenous people. Moreover, 13 interviews were conducted with key stakeholders and specialists on various landscape components.

Stakeholder consulted during the participatory planning process for the Agroforestry Landscape in Chiapas and Tabasco Strategy
Producers and Producers' Associations
Comité Sistema Producto Cacao
Organización Orgánicos de la Chontalpa
Embajadoras del Cacao*
Mayavinic*
Federación Indígena Ecológica de Chiapas*
Majomut*
Triunfo Verde
Orgánicos de la Chontalpa
Cazuela, cacao y comal*

Pasión por la tradición*
Alquimia Cacao
Individual cocoa producers
Government
Sembrando Vida
Comisión Nacional de Áreas Naturales Protegidas (CONANP)
Academia
Centro para el Cambio Global y la Sustentabilidad del Sureste de México
Instituto Nacional de Investigaciones Forestales, Agrícolas y Pecuarias (INIFAP)
Instituto Tecnológico de Comalcalco
Centro Agronómico Tropical de Investigación y Enseñanza (CATIE)
Colegio de Posgraduados*
Colegio de la Frontera Sur*
Non-Governmental Organizations
Fundación Desarrollo Rural y Medio Ambiente A.C.
Root Capital
Comercio Justo
Aires de Cambio*
Private Sector
Nestlé*
Finca Cholula

* Interviewed

v. 2.5 Grijalva-Usumacinta Lower Basin Landscape Strategy

To develop the strategy for the Grijalva-Usumacinta lower basin landscape, 3 workshops were held with the participation of 61 people, of which 12 were identified as women, and none was self-identified as indigenous people. The workshops were held in Ciudad del Carmen, in the state of Campeche, and Villahermosa City and Tenosique, in Tabasco. Five interviews were also conducted.

Stakeholder consulted during the participatory planning process for the Usumacinta and Grijalva Rivers Watershed Landscape Strategy
Producers and Producers' Associations
Granja de pejelagarto Soloya
Pescadores de la Concepción Mixteca
Federación de la hermandad de Centla
Otot-Ibam
El Palmar
Flor de Manglar
Sociedad Cooperativa La Tormenta del Mar
Sociedad Cooperativa Laguna de Chacahito
Gaviotas del Carmen
ILICAM
Isla Valor S.C. de R.L. de C.V.
Isla de Pájaros

Tres Brazos Centla
Pescadores de la Concepción
Los Rieles de San José
Tenosique
Bejucal
Cooperativa Ecoturismo Azul de Manantel
Cooperativa La Gaviota del Carmen
Discípulos de la Nación S.P.R de R.L.
Universidad Autónoma del Carmen
Government
Secretaría de Desarrollo Agropecuario, Forestal y Pesca (SEDAFOP), Tabasco
CONANP- Reserva de la Biosfera Pantanos de Centla
Instituto Nacional de Pesca (INAPESCA)
Secretaría de Medio Ambiente e Historia Natural (SEMAHN), Chiapas
Academia
Universidad Juárez Autónoma de Tabasco (UJAT)
Non-Governmental Organizations
Sadefas S.C.
Marea Azul A.C.
Salvaguardas del Pantano A.C.
Por el Progreso del Usumacinta
Protegra
Mujeres, Organización y Territorios MOOTS A.C.
Private Sector
Maxiterra

c. 3. Project Preparation Phase

Through this phase, from August 2020 to February 2021, additional consultation activities were organized to ensure the participation of relevant stakeholders.

- Consultation in the new landscapes and a scouting field mission to Oaxaca and Puebla
- Thematic forums
- Individual dialogues
- Validation workshops

The Stakeholder Engagement Plan has an inclusive and community-based approach which addresses the risks and recommendations identified in the Social and Environmental Screening Procedure (SESP). It includes stakeholders that will promote a broader and more inclusive approach, such as key stakeholders that will ensure the inclusion of vulnerable groups: women, youth, climate migrants, and people with disabilities.

i. 3.1 Consultation in new landscapes: Oaxaca Mountains and Mixteca Arid Landscapes

Consultations in the states of Oaxaca and Puebla were organized to attain a better understanding of the context in the new landscapes and to analyze needs, available resources, and key alliances to implement SGP Mexico's vision in these landscapes. These consultations included a scouting field mission to Oaxaca, face-to-face and remote meetings, and an online validation workshop.

From 14 to 19 December 2020, the SGP Mexico team went on a scouting field mission to Oaxaca, considering the safety measures under the COVID-19 pandemic. During this mission, the SGP Mexico team visited six communities to identify local challenges and people's perceptions and learn about on-going community projects on the sustainable production of coffee, mezcal, cacti, palm for handicrafts. Twenty-six people were interviewed, including representatives from 17 civil society organizations and community-based organizations. The SGP Mexico team also met with representatives of government agencies and universities, and local experts.

The following table includes a list of the stakeholders consulted; additional stakeholders will be identified on an on-going basis, observing that it is in the Project's best interests to expand the stakeholder base to ensure dissemination of results and scaling-up.

Stakeholders consulted during the Project Preparation Phase for the new landscapes in Oaxaca and Puebla		
CBOs and Producers' Associations	**Government Agencies**	**CSOs and Academia**
Coordinadora Estatal de Productores de Café de Oaxaca (CEPCO)	Secretaría de Medio Ambiente, Energías y Desarrollo Sustentable de Oaxaca (SEMAEDESO)	Centro de Acción para el Desarrollo A.C. (CODICE)
CIINDER KUKOJ, A.C.	Instituto Nacional de los Pueblos Indígenas (INPI)	Gestores y Consultores BIOANT
Unión de Productores de Maguey y Mezcal Raíces Soltecas S.P.R. de R.L.	Comisión Nacional Forestal (CONAFOR)	Conversa Creativa A.C.
FINDECA SA DE CV SOFOM ENR	Proyecto de Desarrollo Sustentable para las Comunidades Rurales de las Zonas Semiáridas (PRODEZSA)	Iniciativa Comercial Obio
Cooperativa Rajabule		Proyecto Mixteca Sustentable A.C.
Cutha, Ecología Productiva S.P.R.		SCS Global Services, Sistemas de Certificación Científica
Unión de Productores y Maestros Mezcaleros de San Pedro Teozacoalco S.P.R. de R.I. de C.V.		Instituto Superior Intercultural Ayuuk
Consejo de comunidades y ejidos de Tlacolula		Unión Internacional para la Conservación de la Naturaleza (UICN)
Productores de mezcal de Amatlán		Conservation International Mexico
UPIZS Sur S.C de R.L.		

Moreover, on 26 January 2021, eight women and twelve men participated in an online validation workshop; seven of them were self-identified as indigenous people. See section 3.5 of this document and Annex 9 for more details.

ii. 3.3 Thematic forums

The Seventh Operational Phase of SGP Mexico includes new sectors and approaches, such as energy efficiency, renewable energies, gender equality, and women´s empowerment. For that reason, these thematic strategies were validated with relevant stakeholders through online thematic forums (as part of the series of validation workshops).

The table below summarizes the participation in these online thematic forums.

Topic	Date	Format	Participants
Gender Analysis and Gender Action Plan	10 December 2020	Online forum	14 women, and 5 men; 4 of them self-identified as indigenous people
Energy Efficiency and Renewable Energy Strategy	19 January 2021	Online forum	13 women, 5 of them self-identified as indigenous people 17 men, 10 of them self-identified as indigenous people
Alliances and Associativity: alliances, second-tier organizations, and multi-stakeholder governance platforms	29 January 2021	Online forum	4 women, 1 self-identified as indigenous people 9 men, 3 self-identified as indigenous people

To access the reports of these thematic forums, please click **on this link**.

iii. 3.4 Individual dialogues

Individual interviews or consultations were arranged, so that experts or key stakeholders had the opportunity to provide feedback about specific thematic areas. Some of the stakeholders that were contacted to participate in individual dialogues were the potential co-financing entities. The following table shows the institutions, agencies and organizations that were contacted during this period.

Stakeholders who participated in individual dialogues during the Project Preparation Phase
Government
Alianza de Comunidades de la Península de Atasta, Campeche
Comisión Federal de Electricidad
Comisión Nacional de Áreas Naturales Protegidas (CONANP)
Comisión Nacional Forestal (CONAFOR)
Fideicomisos Instituidos en Relación con la Agricultura (FIRA)
Instituto de Tecnologías Renovables, Universidad Autónoma de México
Instituto Mexicano de Tecnología del Agua (IMTA)
Instituto Nacional de Economía Social (INAES)
Instituto Nacional de Electricidad y Energías Limpias (INEEL)
Petróleos Mexicanos (PEMEX)
Secretaría de Medio Ambiente y Recursos Naturales (SEMARNAT)
Secretaría de Medio Ambiente, Energías y Desarrollo Sustentable (SEMAEDESO) de Oaxaca

Secretaría de Desarrollo Social (SEDESO) de Quintana Roo
Secretaría de Ecología y Medio Ambiente (SEMA) de Quintana Roo
Secretaría de Desarrollo Sustentable (SDS) de Yucatán
Non-Governmental Organizations
Conservation International Mexico
Fondo Mexicano para la Conservación de la Naturaleza
German Cooperative and Raiffeisen Confederation (DGRV)
Iniciativa Climática de México
International Union for the Conservation of Nature (IUCN)
Rainforest Alliance
The Nature Conservancy Mexico

iv. 3.5 Validation Workshops

A semi-final version of the goals, objectives, strategies, and implementation plan for the Seventh Operational Phase was consulted through a series of participatory online workshops in January 2021. Special efforts were made to ensure the participation of representatives of vulnerable groups in these workshops. The table summarizes the participation in these validation workshops.

Landscapes	Date	Format	Participants
Coastal Seascape of the Yucatan Peninsula	12 January 2021	Online workshop	4 women, 2 of them self-identified as indigenous people. 15 men, 5 of them self-identified as indigenous people
Forest and Milpa Landscape of Campeche, Quintana Roo, and Yucatan Sustainable Forestry Landscape of Campeche, Quintana Roo, and Yucatan	21 January 2021	Online workshop	10 women, 7 of them self-identified as indigenous people 13 men, 7 of them self-identified as indigenous people
Agroforestry Landscape of Chiapas and Tabasco Grijalva-Usumacinta Lower Basin Landscape	22 January 2021	Online workshop	5 women, 1 of them self-identified as indigenous people 18 men, 8 of them self-identified as indigenous people
Mixteca Arid Landscape Oaxaca Mountains Landscape	26 January 2021	Online workshop	8 women, 1 of them self-identified as indigenous people 12 men, 6 of them self-identified as indigenous people

To access the validation workshops reports and the complete participants lists, please click **on this link**.

d. 4. Project Implementation

The involvement of key stakeholders is crucial during the implementation phase, so SGP Mexico has planned a series of activities that requires the involvement of women, youth, and other vulnerable groups. SGP Mexico will implement the following activities during this phase.

i. 4.1 Inception workshop

The SGP Mexico team will formally launch the guidelines for the OP7 with the participation of the National Steering Committee and invite key national-level stakeholders to provide feedback on the strategy and assist in disseminating the first call for proposals. This workshop may have media coverage. Depending on the COVID-19 pandemic local situation at the time, the workshop may be in-person, considering all the preventive safety measures. A list of examples of organizations and institutions that may be invited to participate in this workshop is included below.

ii. 4.2 Dissemination of calls for proposals

Considering COVID-19 restrictions, calls for proposals will be open for six months, compared to those during the Sixth Operational Phase that were only open for one month. Calls for proposals will be disseminated mainly by using:

- **Social and digital media**. Aiming to reach young people, SGP Mexico will use its website and social media (Facebook, Instagram, Twitter, and WhatsApp) to disseminate the call for proposals.
- **Partners' platforms and networks.** Calls for proposals will also be disseminated through other websites and networks with the support of partners, allies, and other organizations and institutions, to improve access for women, youth, and other vulnerable groups, considering the recommendations raised in the SESP.
- **State-level dissemination.** SGP Mexico will continue organizing in-person workshops to disseminate the programme in each geographical state. These workshops will be conducted in venues that maintain strict COVID-19 safety measures, including limiting the number of participants. The participants will be meticulously selected to guarantee inclusive representation, according to the SESP's recommendations. Partnerships will be established with local governments, NGOs, and academia to ensure the inclusion of vulnerable groups.

iii. 4.3 Development of new landscape strategies in Oaxaca and Puebla

During OP7, SGP Mexico will develop two new landscape strategies in the states of Oaxaca and Puebla, using participatory methodologies and a community-based conservation approach to ensure inclusive participation, considering recommendations from the SESP and the Gender Action Plan.

iv. 4.4 Participatory and inclusive learning communities

During the Seventh Operational Phase, SGP Mexico will promote learning communities to exchange knowledge, experiences, and lessons learned on specific topics such as renewable energy and gender leadership, among others, supported by ICT resources.

Tables in this section include stakeholders that will be considered to promote inclusive participation during the implementation phase in each landscape. Additional stakeholders will be identified on an on-going basis, especially while developing the new landscape strategies in the states of Oaxaca and Puebla, as mentioned above.

Potential national-level stakeholders to be considered during Project implementation of the Seventh Operational Phase of the SGP Mexico
National Government Institutions
Secretaría de Bienestar
Secretaría de Medio Ambiente y Recursos Naturales (SEMARNAT)
Secretaría de Agricultura y Desarrollo Rural (SADER)

Secretaría de Turismo (SECTUR)
Secretaría de Desarrollo Agrario, Territorial y Urbano (SEDATU)
Instituto Nacional de las Mujeres
Instituto Mexicano de la Juventud (IMJUVE)
Instituto Nacional de Economía Social (INAES)
Comisión Nacional para el Conocimiento y Uso de la Biodiversidad (CONABIO)
Comisión Nacional Forestal (CONAFOR)
Instituto Nacional de los Pueblos Indígenas (INPI)
Instituto Nacional de Lenguas Indígenas (INALI)
Comisión Nacional de Pesca (CONAPESCA)
Comisión Federal de Electricidad (CFE)
Fondo Nacional para el Fomento de las artesanías (FONART)
Consejo Nacional para el Desarrollo y la Inclusión de las Personas con Discapacidad (CONADIS)
Financial institutions
Fideicomiso de Riesgo Compartido (FIRCO)
Asociación Mexicana de Transformación Rural y Urbana A.C.
FINDECA S.A de C.V.
Fundación Iberdrola
Financiera Nacional de Desarrollo Agropecuario, Rural, Forestal y Pesquero (FND)
Fideicomiso para el ahorro de energía eléctrica (FIDE)
Root Capital
Academia
Colegio de la Frontera Sur (ECOSUR)
Universidad Autónoma de Chapingo
Centro Agronómico Tropical de Investigación y Enseñanza (CATIE)
Tienda UNAM
Non-Governmental Organizations
Heifer México
Conservation International
Espacios Naturales y Desarrollo Sustentable (ENDESU)
Rainforest Alliance
The Nature Conservancy
OBIO commercial initiative
Reforestamos México
Sin fronteras I.A.P.

Potential stakeholders to be considered during project implementation in the Forest and Milpa Landscape in Campeche, Quintana Roo, and Yucatan
Local Government
Secretaría de Desarrollo Rural de Yucatán
Secretaría de Desarrollo Rural de Quintana Roo
Secretaría de Desarrollo Rural Campeche
Secretaría de Desarrollo Urbano y Medio Ambiente (SEDUMA)

Instituto para la equidad de género en Yucatán
Non-Governmental Organizations
Haciendas del Mundo Maya
Centro Internacional de Manejo de Maíz y Trigo (CIMMYT)
Academia
Universidad Autónoma de Yucatán (UADY)
Centro de Investigaciones Científicas de Yucatán (CICY)
Universidad Intercultural Maya de Quintana Roo (UIMQROO)

Potential stakeholders to be considered during project implementation in the Sustainable Forestry Landscape of Campeche Quintana Roo, and Yucatan
Local Government
Secretaría de Medio Ambiente Estado de Quintana Roo
Secretaría de Medio Ambiente y Recursos Naturales de Campeche (SEMARNACAM)
Secretaría de Desarrollo Rural de Yucatán (SEDER)
Non-Governmental Organizations
Uyool Che A.C.
Consejo de la Sustentabilidad de la Rivera Maya
Trópica Rural Latinoamericana
Intelicoop
Consejo Civil Mexicano para la Silvicultura Sostenible (CCMSS)
Forest Stewardship Council (FSC)
Plataforma Nuup A.C.
Red de Ejidos Productores de Servicios Ambientales Ya ax Sot' Ot' Yook'ol Kaab, A.C. (REPSERAM)
Academia
Universidad Tecnológica de Calakmul
Instituto de Investigaciones Forestales, Agrícolas y Pecuarias (INIFAP)

Potential stakeholders to be considered during project implementation in the Coastal Seascape of the Yucatan Peninsula
National Government
Instituto Nacional de Pesca (INAPESCA)
Instituto Nacional de Economía Social (INAES)
Local Government
Secretaría de Medio Ambiente y Recursos Naturales de Campeche (SEMARNACAM)
Secretaría de Desarrollo Rural de Yucatán (SEDER)
Secretaría de Desarrollo Rural de Campeche (SDR)
Secretaría de Ecología y Medio Ambiente (SEMA) de Quintana Roo
Secretaría de Fomento Turístico de Yucatán
Secretaría de Turismo de Campeche
Secretaría de Turismo de Quintana Roo
Secretaría de las Mujeres de Yucatán (SEMUJERES)
Financial Institutions

Secretaría de Fomento Turístico de Yucatán (SEFOTUR)
Secretaría de Desarrollo Agropecuario, Rural y Pesca de Quintana Roo (SEDARPE)
Marfund – Fondo Sistema Arrecifal Mesoamericano
Non-Governmental Organizations
Espacios Naturales y Desarrollo Sustentable (ENDESU)
PRONATURA Península de Yucatán
The Nature Conservancy
Fondo Mexicano para la Conservación de la Naturaleza
Comunidad y Biodiversidad (COBI)
Fondo Mexicano para la Conservación de la Naturaleza (FMCN)
Consejo Mexicano de Promoción de los Productos Pesqueros A.C. (COMEPESCA)
Academia
Centro de Investigación y Estudios Avanzados, campus Mérida (CINVESTAV)
Universidad Autónoma de Yucatán (UADY)
Universidad Autónoma de Campeche (UAC)
Universidad de Quintana Roo (UQROO)
Instituto de Ciencias del Mar y Limnología de Puerto Morelos, UNAM
Universidad Intercultural Maya De Quintana Roo (UIMQROO)
El Colegio de la Frontera Sur (ECOSUR)
Private Sector
Smart Fish

Potential stakeholders to be considered during project implementation in the Agroforestry Landscape in Chiapas and Tabasco
Local Government
Secretaría de Medio Ambiente e Historia Natural de Chiapas (SEMAHN)
Secretaría de Agricultura Ganadería y Pesca (SAGyP), Chiapas
Secretaría de Desarrollo Agropecuario Forestal y Pesca de Tabasco (SEDAFOP)
Secretaría de Igualdad de Género de Chiapas (SEIGEN)
Secretaría para el Desarrollo Sustentable de los Pueblos Indígenas, Chiapas
Instituto del Café de Chiapas (INCAFECH)
Academia
Universidad Autónoma de Chiapas (UNACH)
Instituto Tecnológico de la Zona Olmeca
Universidad de Ciencias y Artes de Chiapas (UNICACH)
Universidad Intercultural del Estado de Chiapas (UNICH)
El Colegio de la Frontera Sur (ECOSUR) Campus San Cristóbal de las Casas
Private Sector
OLAM Internacional
Non-Governmental Organizations
Fundación Cacao México
Fondo de Conservación El Triunfo (FONCET)
Pronatura SUR
Fundación Mucho A.C.

Food for farmers (Food4Farmers)
Desarrollo Rural y Medio Ambiente A.C. (DERMAC)
Cecropia Soluciones Locales a Retos Globales A.C.

Potential stakeholders to be considered during project implementation in the Grijalva-Usumacinta Lower Basin Landscape
Local Government
Secretaría de Desarrollo Agropecuario Forestal y Pesca de Tabasco (SEDAFOP)
Secretaría de Agricultura Ganadería y Pesca (SAGyP), Chiapas
Secretaría de Turismo de Campeche
Secretaría de Medio Ambiente, Biodiversidad y Cambio Climático de Campeche (SEMABIC)
Instituto de la Mujer del estado de Campeche (IMEC)
Instituto Campechano del Emprendedor
Instituto Estatal para el Fomento de las Actividades Artesanales en Campeche (INEFAAC)
Financial Institutions
Fideicomiso Fondo de Fomento Agropecuario del Estado de Tabasco (FOFAE)
BanCampeche
Non-Governmental Organizations
Consejo Mexicano de Promoción de los Productos Pesqueros A.C. (COMEPESCA)
Academia
Universidad Tecnológica de Campeche
Universidad Autónoma de Campeche
Colegio de Posgraduados Campus Tabasco (COLPOS)
Universidad Juárez Autónoma de Tabasco
Universidad Intercultural del Estado de Tabasco

e. 5. Potential beneficiaries

The following table compiles lists of potential project beneficiaries by landscape considering its community-based and sustainable production orientation. To be selected as a beneficiary, an organization must comply with the requirements for grant recipients stated in the calls for proposals.

Lists of potential beneficiaries for the two new target landscapes in Oaxaca and Puebla will be prepared after the participatory planning process that will result in two new landscape strategies.

Potential Beneficiaries by Landscape
Forest and Milpa Landscape in Campeche, Quintana Roo, and Yucatan
Guardianes de semillas
Muuch-Kambal A.C.
Biodesarrollo y Medio Ambiente A.C.
Consejo de milperos
Consejo municipal de milpa maya de Halachó
Consejo municipal de milpa maya de Silhó
Consejo municipal de milpa maya de Huechembalam
Meje´n t´aanoob

U najil Ek Balam
Ka Kuxtal Much Meyaj A.C.
La Flor de Tajonal S.C de R.L.
Red de guardianes de la semilla
Alianza Peninsular de Turismo Comunitario
Alianza Maya para las Abejas
Sustainable Forestry Landscape of Quintana Roo, Campeche, and Yucatan
Selva Viva 3G S.C. de R.L. de C.V.
Carboneros del Roble S.C. de R.L. de C.V.
Ejido Caoba
Ejido San Agustín
Ejido Huacpelchen
Ejido 20 de noviembre
Alianza Selva Maya
Ejido Tres Garantías
Ejido Felipe Carrillo Puerto
Nuevo Becal
Ejido Silvituc
Ejido Xbomil
X-kanha
Lol Soolen-A'ac de Chuchub, S.C. de R.L. de C.V.
Maderería San Antonio Tuk Q. Roo SPR de RL
Sociedad de Productores Forestales Ejidales de Quintana Roo S.C.
Tzucacab
Las Palmas Grupo Dos Mil S.P.R. de R.L.
Coastal Seascape of the Yucatan Peninsula
Sociedad Cooperativa Pez Edeber
Pescadores de Eben Ezer S.C. de R.L. de C.V.
Servicios Ecoturísticos Carey
Asociación Honey Haab
Manglares de Dzinitun Celestún
Muyil Conjunto de Aluxes S de PR de RI
Ejido Dzotzil
CSP Pulpo Campeche
El Mero Coronado SPP
Sociedades Cooperativas de Producción Pesquera Negrillos
Sociedades Cooperativas de Producción Pesquera Real Celestún
Sociedades Cooperativas de Producción Pesquera Cabo Catoche
Federación Cooperativa Pesquera de Yucatán
Pescadores Unidos de San Crisanto
SCPP Banco Chinchorro
Playas de Palma Sola S.C. de R.L.
Turismo Alternativo Comunitario S.C. de R.L. de C.V.
Agroforestry Landscape in Chiapas and Tabasco

Federación Indígena Ecológica de Chiapas (FIECH)
Comon Yak Nop Tic
Majomut
Maya Vinic
Kankabchén
Alianza de cacaoteros de la Selva S.C.
Asociación Local Agrícola de Productores de Cacao de Huimanguillo
Sociedad de Productores de Cacao Sostenible RAYEN S.P.R. de R.L. (RAYEN)
Orgánicos de la Chontalpa S.A. de C.V.
Embajadoras del cacao S. de S.S.
Cooperativa Vejjel Chocolates
Cooperativa Valle Encantado
Chocolates Tía Tana S. de S.S.
Unión de Cafetaleros Orgánicos de Ángel Albino Corzo
Coordinadora de Pequeños Productores de Café A. C. (COOPCAFE)
Unión de Ejidos y Comunidades San Fernando S.P.R. de R.I.
Grijalva-Usumacinta Lower Basin Landscape
Granja de pejelagarto Soloya
Pescadores de la Concepción Mixteca
Federación de la Hermandad de Centla
Otot-Ibam
El Palmar
Flor de Manglar
Sociedad Cooperativa La Tormenta del mar
Sociedad Cooperativa Laguna de Chacahito
Gaviotas del Carmen
Isla de pájaros
Tres Brazos Centla
Pescadores de la Concepción
Los Rieles de San José
Tenosique
Bejucal
Universidad Juárez Autónoma de Tabasco (UJAT)
Cooperativa Ecoturismo Azul de Manantec
Cooperativa La Gaviota del Carmen
Discípulos de la nación S.P.R de R.L.
Ich Haa Lol Shaan S.C. de R.L. de C.V.
Isla Valor S.C. de R.L. de C.V.
La Flor del Manglar de Bienes y Servicios S.C. de R.L. de C.V.
Second-Tier Organizations
Foro para el Desarrollo Sustentable A. C.
Campesinos Ecológicos de la Sierra Madre de Chiapas (CESMACH)
Uyool Che A.C.
Juventud, Género y Prácticas Ambientales AC

Jóvenes por la Conservación, Xi´ipal Kana´an S.C.
Pronatura Península de Yucatán
Centro de orientación del migrante Oaxaca A.C.
Biodesarrollo y medio ambienta A.C.
Misioneros A.C.
Uyool Che A.C.
Bioasesores
Binomio Ambiental S.A.S. de C.V.
Alianza Selva Maya U.E.
Tuumbe kooben S. C.
Grupo regional maya A.C.
Agrupación de Cooperativas de Ecoturismo
Unión de Organizaciones Civiles Bacalar
Sadefas S.C.
Marea Azul A.C.
Salvaguardas del Pantano A.C.
Trópica Rural Latinoamericana
Mujeres, Organización y Territorios, MOOTS A.C
Centro de Apoyo Solidario Documentación y Estudio, A.C.
Fundación UJAT, A.C.
Oceanus, A.C.
Alternativas de Vida Solidaria para el Desarrollo y la Paz A.C.
Instituto Internacional de Recursos Renovables A.C
Kaxil Kiuic, A.C.
Cecropia Soluciones Locales a Retos Globales A.C.

Annex 10. VALIDATION WORKSHOPS REPORTS

Seven virtual participatory validation workshops were held between December 2020 and January 2021, via online platforms, due to travel restrictions to the COVID-19 pandemic. Email invitations were sent to representatives of organizations previously supported by SGP Mexico and to those who attended face-to-face workshops during the participatory preparation of landscape strategies in 2019 and early 2020.

Through these workshops, potential beneficiaries confirmed their interest in the landscape strategies and the ProDoc's objectives, outcomes, and outputs.

The workshop results (videos, presentations, and reports) are available through SGP Mexico's website (http://ppdmexico.org/op7.html).

To access the reports of the seven validation workshops, please click **on this link**.

The table below summarizes the participation in the online validation workshops.

Date	Workshop	Women	Men	Indigenous Peoples
10 December 2020	Workshop to present the Gender Analysis and validate the Gender Action Plan	14	5	4
12 January 2021	Coastal Seascape of the Yucatan Peninsula Strategy Validation Workshop	4	15	7
19 January 2021	Energy Efficiency and Renewable Energy Strategy Validation Workshop	16	17	15
21 January 2021	Forest and Milpa Landscape of Campeche, Quintana Roo, and Yucatan, and the Sustainable Forestry Landscape of Campeche, Quintana Roo, and Yucatan Strategies Validation Workshop	10	13	14
22 January 2021	Agroforestry Landscape of Chiapas and Tabasco, and the Grijalva-Usumacinta Lower Basin Landscape Strategies Validation Workshop	5	18	9
26 January 2021	Mixteca Arid Landscape and the Oaxaca Mountains Landscape Validation Workshop	8	12	7
29 January 2021	Alliances and Associativity Validation Workshop	4	9	4
Subtotal		**61**	**84**	**60**
Total participants		**145**		

Annex 11. **GENDER ANALYSIS AND GENDER ACTION PLAN**

This Annex contains the Gender Action Plan for the Seventh Operational Phase of the GEF Small Grants Programme in Mexico.
Also, a Gender Analysis for the Seventh Operational Phase of the Small Grants Programme in Mexico was produced by Lesly Aldana Márquez for SGP Mexico. This report analyzes SGP Mexico's internal and external conditions required to ensure the implementation of a gender-responsive approach to reduce gender gaps and promote equity between men and women. To access the Gender Analysis (in Spanish), please click on this link.
Both documents were presented and validated through an on-line workshop held on 10 December 2020; see the corresponding Validation Workshop Report in Annex 9.

Gender Action Plan for the Seventh Operational Phase of the GEF Small Grants Programme in Mexico					
General Objective: To strengthen socio-ecological and economic resilience in seven (7) landscapes and seascapes in Mexico —(1) Forest and milpa landscape in Quintana Roo, Yucatan and Campeche, (2) Sustainable forestry landscape in Quintana Roo, Campeche and Yucatan, (3) Coastal seascape in the Yucatan Peninsula, (4) Agroforestry landscape in Chiapas and Tabasco, (5) Usumacinta and Grijalva rivers watershed, (6) Mixteca Landscape, and) (7) Oaxaca Mountains Landscape— through community-based activities contributing to global environmental benefits and sustainable development.					
Gender-related Project Objective 1.G: To strengthen socio-ecological resilience in seven (7) landscapes in Mexico through community activities that contribute to global environmental benefits and sustainable development while actively promoting gender equity.					
Gender related activity	**Indicator**	**Target**	**Data source / reporting mechanism**	**Period**	**Responsible**
1.G.1 Project management tools are modified to incorporate gender requirements. These include the organizational profile form, project design form, progress report, and monitoring report.	Number of modified instruments reflecting gender mainstreaming.	3 instruments modified	Modified project management tools	Q1-2022	Country Programme Team (CPT)
1.G.2 Calls for Proposals (CFP) use inclusive language and explicitly include requirements to promote gender equity.	Number of CFP using inclusive language.	2 CFP	Calls for Proposals (CFP)	Q1-2022	CPT
1.G.3 The CFPs are disseminated among organizations and groups working with women to increase their participation.	Number of organizations and groups focused on working with women, based on the Stakeholder Engagement Plan (SEP).	20 organizations that work with women have the CFP	CFP distribution lists & participant lists	Q2-2022	CPT & National Steering Committee (NSC)
1.G.4 The proposal selection process considers criteria to prioritize project	Number of documents that consider gender equity in the selection and	1 document with project proposal	Proposal evaluation format	Q2-2022	CPT

proposals that promote gender equity.	prioritization of project proposals.	prioritization and selection criteria			
1.G.5 The proponents of the selected project ideas strengthen their project design by incorporating a gender perspective through their participation in the Concept Design Workshop, which will include gender equity training, based on the guidelines[85] developed during OP6.	At least 70% of selected project idea proponents (community and organization representatives) participate in the Concept Design Workshop	Workshop concept note	Training materials Training materials' checklists	Q2-2022	CPT
1.G.6 The National Steering Committee (NSC) strengthens its gender equity capacities through training sessions on analysis, dissemination, and promotion of the gender perspective.	Number of participants in gender equity training	80% of the NSC members with strengthened capacities for mainstreaming gender issues	Concept note Participant lists	Q3-2022	CPT NSC's Gender Focal Point
1.G.7 NSC includes gender parity in its internal regulations, encouraging the participation of female members.	15% increase of female membership in the NSC	At least 2 new female members participate in the NSC	NSC's meeting minutes	Q1-2022	CPT
1.G.8 Strategic alliances between organizations and government institutions to strengthen work on women's empowerment and gender equity are established.	Number of alliances established	3 strategic alliances (CFE, INMUJERES, SADER, etc.)	Record of joint activities Progress reports Project Implementation Report (PIR)	Q2-2022	CPT
1.G.9 Communication materials produced to share experiences of empowerment and inclusion, project results, and lessons learned by/and for women.	Number of materials developed aimed at communicating the experiences and lessons learned from women-led projects	20 communication materials produced	Communication materials produced (videos, publications, case studies, infographics, etc.)	Continuous	CPT M&E

[85] The "Recommendations for the Inclusion of the Gender Approach" developed during OP6 by Mexico´s National Steering Committee (NSC).

Outcome 1.1. Coastal and terrestrial biocultural areas and their associated ecosystem services within seven targeted landscapes and seascapes are enhanced through community conservation and restoration.					
Gender-related outcome 1.1.G: Coastal and terrestrial biocultural areas and their associated ecosystem services within the seven selected landscapes and seascapes are enhanced through women's participation in conservation and restoration activities.					
1.1.G.1 CPFs for conservation projects promote mainstreaming gender in all phases of project development, including women's participation in project design.	**Specific project indicator 8:** Number of communities with projects that benefit connectivity and biodiversity and promote inclusive conservation (with participation of women, youth, indigenous peoples and/or other vulnerable groups).	At least 1 community incorporates women's participation Note: The target is 5 communities that include other vulnerable groups.	Calls for Proposals Project Design Form Progress reports	Q1-2022 Q1-2023	CPT NSC
Outcome 1.2. The sustainability of production systems in the target landscapes is strengthened through integrated agroecological and sustainable forestry practices in biocultural landscapes and seascapes.					
Gender-related outcome 1.2.G: The sustainability of production systems in the selected landscapes is strengthened through sustainable production practices in biocultural landscapes and seascapes that are available, known, and applied by all interested community members, including women.					
1.2.G.1 During OP7, the support, follow up, training, and assistance for mainstreaming gender in all phases of project development continues, as in OP6.	Number of organizations that strengthen and incorporate the gender perspective in all phases of project development	80% of the organizations promote mainstreaming gender in all phases of project development	Project Design Form Progress reports	2022-2024	CPT
1.2.G.2 Training on technical issues includes women's participation according to the identified needs.	Number of women participating in technical trainings	50% of the people who participate in technical training activities are women	Progress reports Participant lists	2022-2024	CPT M&E
1.2.G.3 During the project design phase, women's empowerment is promoted through their participation as leaders. Projects are designed to promote women's participation in decision-making spaces. Projects are designed to include targets and objectives that promote social and economic benefits for women.	**Project-specific indicator 13:** Percentage of community projects led by women that improve women's participation and decision-making and/or focus on socio-economic benefits and services for women.	30% of projects: a) are led by women, b) promote women's participation in decision-making spaces, or c) include targets and objectives that promote social and environmental benefits for women	Project Design Form Progress reports Monitoring reports	Q1-2022	CPT NSC M&E

1.2.G.4 A program, based on identified needs, is developed, and implemented to strengthen women leadership and empowerment while improving self-esteem and promoting sisterhood.	Number of women who strengthen their leadership capacities within the community.	20 women with strengthened leadership capacities	Baseline of women-led projects Progress reports	Q3-2022	CPT M&E
1.2.G.5 CFPs and project design promote improved access and management of natural resources by women.	**Specific project indicator 12:** Percentage of community projects that target access to and management of natural resources by women, youth, indigenous peoples and/or other vulnerable groups	20% of projects improve women's access to and management of natural resources. Note: The total target is 40% which includes other vulnerable groups.	Call for Proposals Project Design Form Progress reports	Q1-2022	CPT NSC M&E
Outcome 1.3. Increased adoption (development, demonstration, and financing) of renewable and energy-efficient technologies at the community level.					
Gender-related outcome 1.3.G: Increased knowledge and adoption of renewable energy and energy-efficient technologies among women's initiatives or initiatives aimed at meeting the energy requirements of women in the communities.					
1.3.G.1 Women's participation is incorporated in all phases of energy efficiency project development. 1.3.G.2 CFPs and project design promote renewable energy and energy efficiency projects that address the energy requirements of women in the communities.	**Specific project indicator 14:** Number of community projects that implement renewable and energy-efficient technologies (with at least 40% of the projects with women's participation)	5 community projects implementing renewable and energy-efficient technologies, with women's participation Note: The total target is 15 projects.	Project Design Form Progress reports Field reports	Q1-2022 Q4-2022	CPT M&E
1.3.G.3 Women's participation in training and learning activities related to renewable energy and energy efficiency is promoted.	Percentage of women participating in training sessions on renewable energies and energy efficiency	At least 30% of the participants in energy training are women	Progress reports Participant lists	Continuous	CPT M&E
Outcome 2.1. Second-tier organizations and multi-stakeholder governance platforms strengthened/in place for improved governance of target landscapes and seascapes for effective participatory decision making to enhance socio-ecological landscape resilience and improve inclusion of vulnerable sectors.					
Gender-related outcome 2.1.G: Second-tier organizations and multi-stakeholder governance platforms promote a gender perspective and gender equity to improve governance and decision-making schemes in a participatory and effective way to enhance the resilience of the socio-ecological landscape.					
2.1.G.1 The new landscape strategies are developed with significant participation of women	**Project-specific indicator 15:** Number of landscape/seascape	2 new strategies.	Planning document Terms of Reference	Q4-2022	CPT M&E

and with methodologies that identify the particular needs of women. Gender-sensitive targets and indicators are analyzed and established based on the COMDEKS methodology.	strategies that meet the criteria established in the Mexico SGP 2020-2030 Strategic Plan.		Final report of strategy development process Participant lists based on the SEP		
2.1.G.2 SGP Mexico engages civil society organizations, organized groups and government agencies devoted to gender equity and women's participation to take part in activities to promote the adoption of landscape strategies.	**Project-specific indicator 16:** Number of activities to promote the adoption of landscape strategies and collaboration between organized community groups and communities within landscapes. **Gender-sensitive indicator:** Number of participating organizations dedicated to gender issues.	10 participating organizations dedicated to gender issues that have been identified in the SEP	Participant lists based on the SEP	Q2-2022	CPT
2.1.G.3 Second-tier organizations or alliances formed or consolidated that incorporate the gender perspective and promote women's participation.	**Project-specific indicator 17:** Number of second-tier organizations or alliances formed and/or consolidated that implement strategic initiatives to upscale successful SGP project experiences (at a sub-regional or regional scale), and favor dialogue for the implementation of more inclusive public policies. **Gender-sensitive indicator:** Number of alliances that have a gender perspective.	2 second-tier organizations or alliances formed and/or consolidated that have a gender perspective, encouraging vertical integration of Women's Agricultural and Industrial Units (Unidades Agrícolas e Industriales de la Mujer, UAIM), or the gender approach in the alliances dedicated to community-based communications and/or risk management	Project Design Form Progress reports Case studies	Q1-2023	CPT
2.1.G.4 Learning and experience-sharing activities between communities use participatory and inclusive methodologies and include	**Specific project indicator 18:** Number of initiatives to facilitate the exchange of experiences between	At least 3 initiatives to facilitate the exchange of experiences between	Workshop concept note Participant lists	2022-2024	CPT

presentations by women about their projects.	networks to promote innovation (local, regional and/or international), including exchanges between women	networks share women's experiences	Case studies		
Outcome 2.2. The resilience of local communities in key landscapes and seascapes is strengthened by adding value and connecting to markets through sustainable value chains, and improving the financial sustainability of existing projects.					
Gender-related result 2.2 G: Women's initiatives in key landscapes and seascapes add commercial value and connect to sustainable value chain markets.					
2.2.G.1 Women's business incubation and women's participation in initiatives to increase value in the supply chain are encouraged.	**Project-specific indicator 19:** Number of community associations/second-tier organizations that improve participation in various links within sustainable value chains (including community associations with 50% female membership).	At least 3 community associations that improve their participation in value chain links have 50% female membership	Project Design Form Progress reports	Q4-2022	NSC CPT M&E
2.2.G.2 Initiatives promoted by women receive business, financial and management support, and follow-up.	Number of women's initiative, and community associations with at least 50% women's participation that receive business, financial and management support, and follow-up.	At least 2 women's initiatives with business support and follow-up	Project Design Form Progress reports Field reports	Q3-2023	CPT M&E
2.2.G.3 Case studies on commercial experiences and entrepreneurial support and follow-up for women's projects are systematized and publicized, emphasizing the cases developed by the communities (income, jobs, activities carried out, methodologies, and lessons learned).	Number of case studies on women's experiences	2 case studies	Project baseline Dissemination materials produced (videos, reports, articles, etc.)	Q1-2024	CPT M&E

Annex 12. **PROCUREMENT PLAN**

Sl.No.	Description of Activities	Type of Supply	Category	Estimated Unit Price in USD	Estimated Value in USD	Indicative Timeline for Procurement Process				Activity Start Date
						Q3	Q4	Q1	Q2	
1	UNDP email, Office 365 and ZOOM for SGP Mexico CPT	Services	Purchase Order	1,000	1,000			X		February 2022
2	Land mapping Consultant (update geographic mapping tools and train community users)	Services	Institutional Contract	1,500	2,544			X		February 2022
3	90 Printing maps of projects territories OP6	Goods	Printing/ Publishing	40	2,968			X		February 2022
4	M&E of GEF Core Indicators and Project Results Framework	Services	Individual Contract (IC)	2,000	4,770			X		February 2022
5	Business Development Specialist	Services	Individual Contract (IC)	1,500	13,913			X		July 2022
6	Landscape Strategy Specialist	Services	Individual Contract (IC)	1,500	11,925			X		January 2021
7	Fiscal and administration specialist	Services	Individual Contract (IC)	500	11,910			X		March 2022
7	Purchase of screen, desk, and chair for Oaxaca office	Goods	Purchase Order	1,000	2,392					November 2022
8	Midterm Reviewer, international/lead	Services	Individual Contract (IC)	25,440	25,440					December 2023
9	Terminal Evaluator, international/lead	Services	Individual Contract (IC)	25,440	25,440					May 2026
10	SGP MEX CPT - PA & TA Salary	Services	Service Contract	1,850	41,034			X	X	January 2022
11	SGP MEX CPT - NC Salary	Services	Service Contract	3,300	42,501			X	X	January 2022
12	Office rental	Services	Purchase Order	25,000	42,501			X	X	January 2022

Annex 13. **LANDSCAPE PROFILES**

*This Annex contains an abridged version of the Landscape Profiles Report on the seven target landscapes selected for the Seventh Operational Phase of the Small Grants Programme in Mexico. This report, produced by María Fernanda Cepeda González for SGP Mexico, includes a detailed description of the biodiversity assets, threats/impacts, baseline activities, project site-based interventions, project site maps and GIS shapefiles of each landscape. For the full report, please click on **this link**.*

The Small Grants Program in Mexico (SGP Mexico) began its pilot phase in 1994 and since then has supported almost 669 projects in the five South-Southeastern states of the country (Campeche, Chiapas, Quintana Roo, Tabasco, and Oaxaca). Given its geographic focus, approximately 217 projects have benefited indigenous organizations, mainly Mayans. Furthermore, 5,000 permanent and 13,000 indirect jobs have been created, and the total number direct and indirect beneficiaries is approximately 14,000 people, 6,000 women and 8,000 men.

During its Sixth Operational Phase, the Mexican Small Grants Programme adopted a community-based landscape approach, building on the experience of UNDP's COMDEKS landscape planning approach. This approach is based on socio-environmental systems and defines a biocultural landscape as the mosaic of habitats and land uses that have been shaped over time by interactions between people and nature. These landscapes, where society and its cultural values and ecological systems are intertwined, maintain biodiversity, and provide human beings with the goods and services necessary for their well-being. Adaptive management is required to address changes within these landscapes[86].

Since this perspective was adopted, five landscapes and seascapes have been geographically defined, highlighting their specific socio-cultural, ecological-environmental and production features, such as the spatial distribution of milpa, agroforestry production and forest management, surface runoff, and the distribution of mangroves and other coastal vegetation. Ejidos and indigenous communities[87] are the predominant form of land tenure in each of the selected landscapes. Two more landscapes will be added during SGP Mexico's Seventh Operational Phase (OP7): the Mixteca and Oaxaca Mountains, both in the state of Oaxaca.

The criteria for the selection of new landscapes were a result of the Mid-Term Review of the Sixth Operational Phase of SGP Mexico in November 2019. Moreover, this Mid-Term Review suggested: (i) consolidating the work in the first five landscapes and (ii) expanding the programme gradually to new landscapes.

Therefore, during its Seventh Operational Phase, SGP Mexico will work in the following landscapes:

1. Forest and Milpa Landscape in Quintana Roo, Yucatan, and Campeche
2. Sustainable Forestry Landscape of Quintana Roo, Campeche, and Yucatan
3. Coastal Seascape of the Yucatan Peninsula
4. Agroforestry Landscape in Chiapas and Tabasco
5. Landscape of the Usumacinta and Grijalva Lower Basins
6. Arid Landscape in the Mixteca
7. Oaxaca Mountains Landscape

[86] Gu, H. and S.M. Subramanian. 2014. Drivers of change in socio-ecological production landscapes: implications for better management. *Ecology and Society* 19:41. http://dx.doi.org/10.5751/ES-06283-190141.

[87] *Ejidos* and communities are collective forms of land tenure created by the Mexican Revolution. The difference between both terms is that *ejidos* are land given to landless peasants after government expropriation, while a community refers to ancestral lands reclaimed by indigenous communities.

These seven landscapes encompass a region with important biocultural richness and diversity: 463 municipalities of seven states (Campeche, Chiapas, Oaxaca, Puebla, Quintana Roo, Tabasco, and Yucatan) are fully or partially covered, of which 54 municipalities are included in more than one landscape. The landscapes cover 239,086.8 km^2, which represent 12.2% of the national continental territory, and also includes the marine-coastal area of the Yucatan Peninsula. The seven landscapes include highly diverse ecosystems, from pine forests, tropical montane cloud forests and rainforests to mangroves and other wetlands, coastal dunes, reefs, and seagrasses.

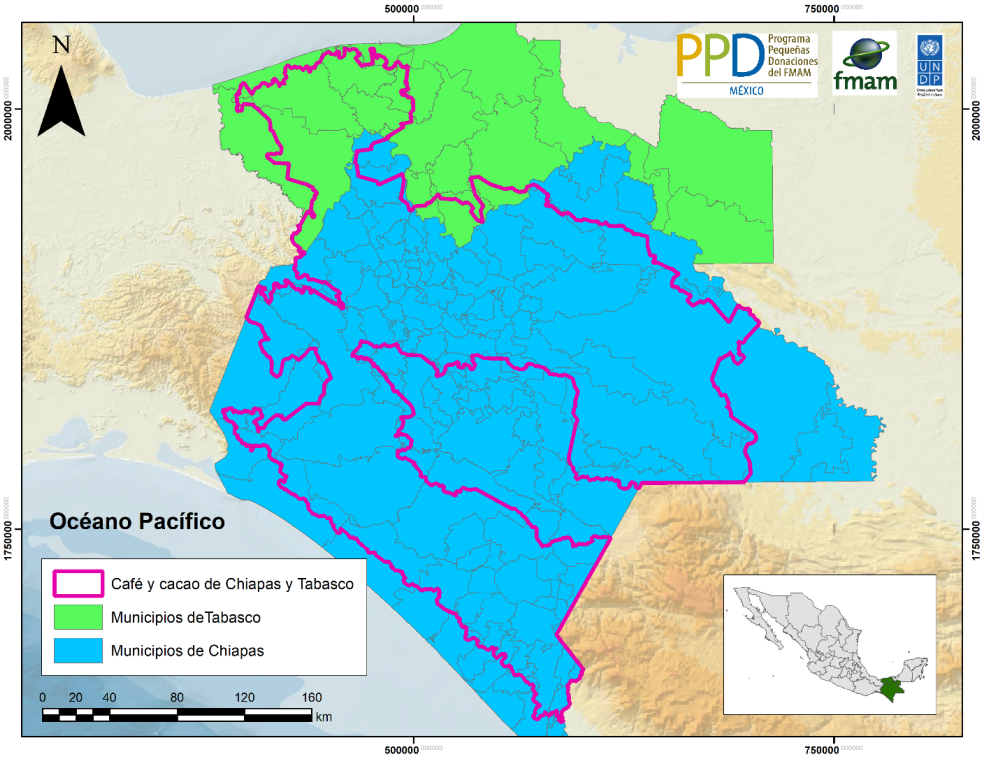
Population within the selected landscapes represents approximately 7.72% of Mexico's population, distributed in 23,360 localities. Considered as a whole, the population of the landscapes is composed of 50.5% women and 49.5% men. Indigenous people make up 29.9% of the total population in the target landscapes. Additionally, 4.95% of the population of Oaxaca is Afro-descendant; most of it located in the state's coastal areas. Less than 0.6% of the population in the other six states is Afro-descendant. Disability affects 3.71% of the population in the target landscapes, therefore becoming a substantial minority.

Moreover, Mexico is a country of immigration and transmigration, the latter mostly from Central America to the United States. Some of these migrants, mostly from Guatemala, Honduras, and El Salvador, have settled temporarily or permanently, and are employed in the bordering strip with Guatemala (mainly in Chiapas and Tabasco) in agriculture (i.e., coffee, banana, and sugar cane plantations), construction, trade, and services sectors. There is little systematized information on the final destination of the illegal migrants arriving to Mexico, although the number of immigrants that settle legally or illegally in Mexico has increased recently.

Incorporating socially vulnerable groups such as people with disabilities and Central American migrants is key to enhancing sustainability in the target landscapes.

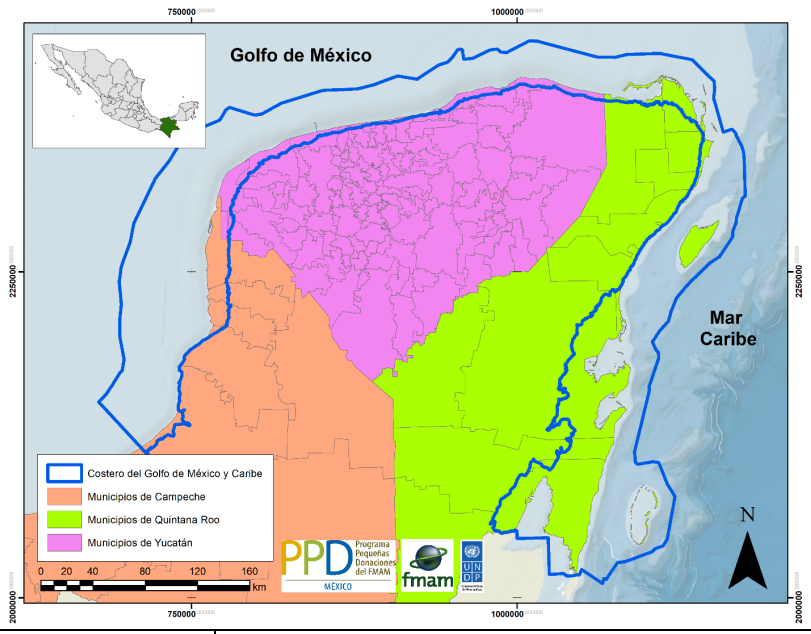
Key information from the seven target landscapes is summarized below. The data included on the Mixteca Arid and Oaxaca Mountains Landscapes will be updated during Project implementation, when the participatory strategies are developed.

Agroforestry Landscape of Chiapas and Tabasco



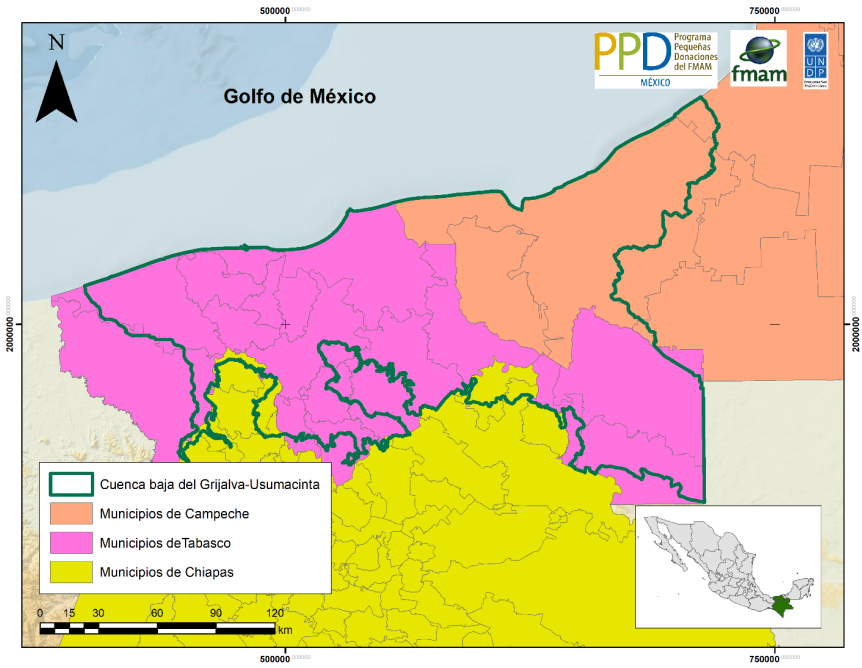
States and municipalities	106 (of 124) municipalities of Chiapas 11 (of 17) municipalities of Tabasco
State coverage	Chiapas: 25.6% Tabasco: 61.1%
Protected areas	Federal protected areas: 12 State protected areas: 14 (119,762.28 hectares) Voluntary conserved areas (ADVC): 3 (6,606.86 hectares) RAMSAR sites: 696,001.29 hectares
Land use and vegetation	A highly heterogeneous landscape, where coffee and cacao agroforestry systems are considered to be of high productive and biodiversity values. Both Chiapas and Tabasco have important natural resources. However, the latter has lost a good percentage of its vegetation cover, replaced by agricultural areas, while Chiapas is recognized as one of the most biodiverse states in the country.
Proportion under collective land tenure (ejidos and communities)	22.72%
Ejidos and indigenous communities	Chiapas: 248 Tabasco: 52
Population (2010)	Over 3.5 million people 57.96% of Chiapas state population 39.73% of Tabasco state population 23.14% indigenous population 35.9% under 15 years old 4.8% of the population is over 65 years old

Coastal Seascape of the Yucatan Peninsula



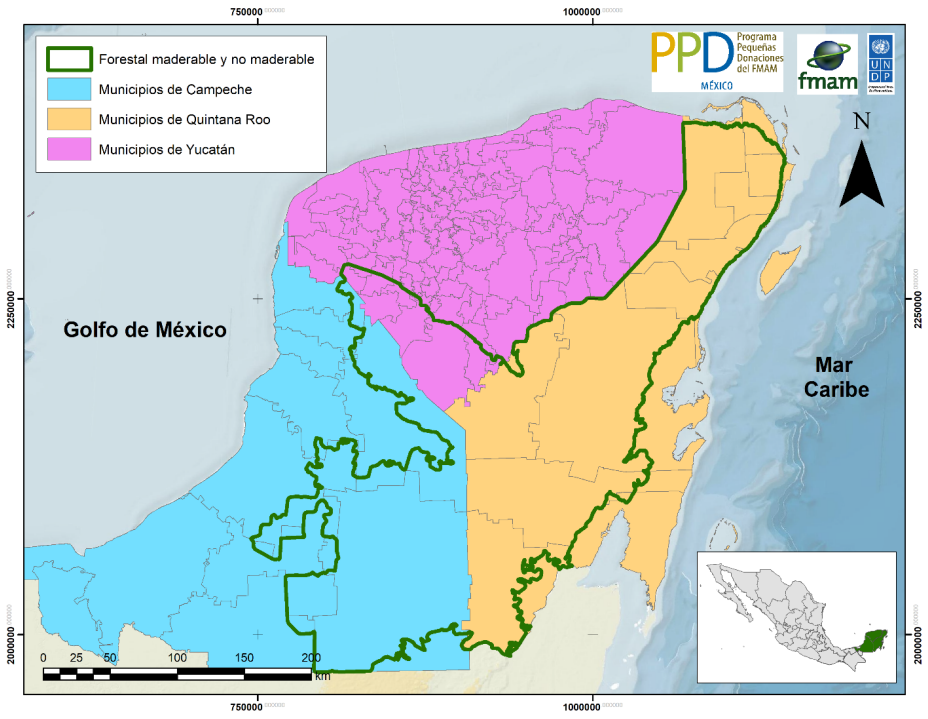
States and municipalities	5 (of 12) municipalities of Campeche 9 (of 11) municipalities of Quintana Roo 17 (of 106) municipalities of Yucatán
State coverage	Campeche: 0.3% Quintana Roo: 0.17% Yucatán: 0.4%
Protected areas	Federal Protected Areas: 20 State Protected Areas: 11 (425267.04 hectares) RAMSAR sites: 2,486,995.65 hectares Voluntary Conserved Areas (ADVC): 334.71 hectares
Land use and vegetation	This coastal-marine seascape includes a large marine area (74.75% of the total landscape area). It covers the intertidal zone and coastal wetlands of the Yucatan Peninsula, with petenes, mangroves, coastal lagoons, estuaries, seagrass meadows, as well as other marine-coastal ecosystems (coastal dunes, beaches, and reefs).
Proportion under collective land tenure (ejidos and communities)	22.72%
Ejidos and indigenous communities	Campeche: 18 Quintana Roo: 26 Yucatán: 24
Population (2010)	Over 360 thousand inhabitants with 82% located in coastal cities (Champotón, Progreso, Cozumel and Chetumal) 3.6% of Campeche state population 17.3% of Quintana Roo state population 3.3% of Yucatan state population 23.14% indigenous population 28.7% under 15 years old 4.5% of the population is over 65 years old

Grijalva-Usumacinta Lower Basin Landscape



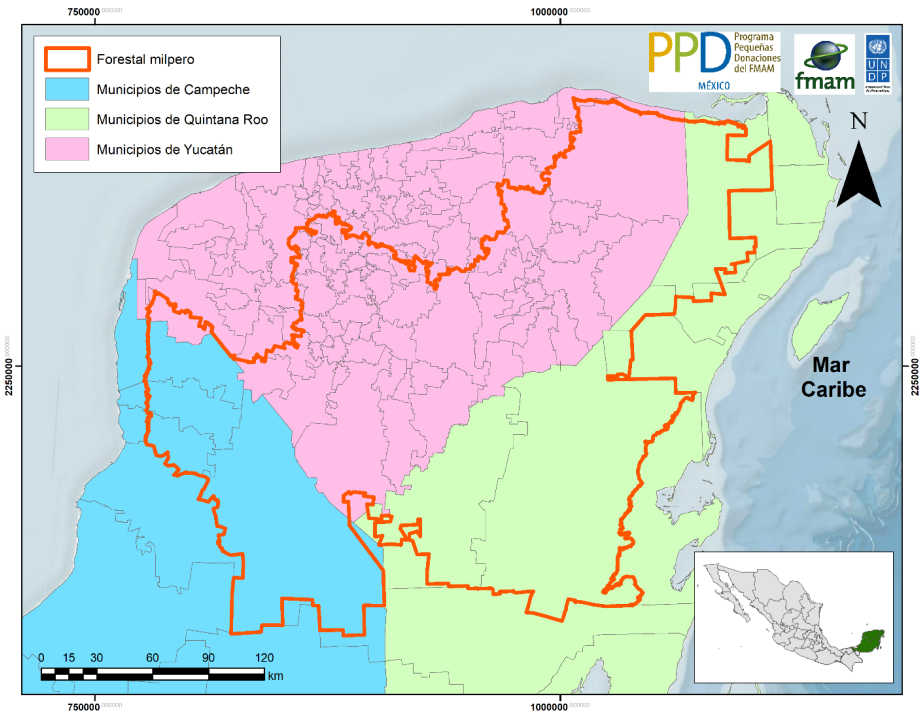
States and municipalities	4 (of 12) municipalities of Campeche 9 (of 124) municipalities of Chiapas 17 (of 17) municipalities of Tabasco
State coverage	Campeche: 13.2% Chiapas: 1.4% Tabasco: 73%
Protected areas	Federal protected areas: 3 (853,088.69 hectares) State protected areas: 13 (52,621.02 hectares) Voluntary conserved areas (ADVC): 4 (4,731.63 hectares)
Land use and vegetation	This landscape is dominated by the aquatic ecosystems of the Grijalva and Usumacinta rivers lower basin, including two emblematic protected areas Pantanos de Centla and Laguna de Términos. Seasonally flooded moist forests, with associated wetlands (marshlands, bogs, swamps, and neighboring mangroves) cover more than 18% of the area.
Proportion under collective land tenure (ejidos and communities)	8.9%
Ejidos and indigenous communities	Campeche: 40 Chiapas: 42 Tabasco: 572
Population (2010)	More than 2 million inhabitants (16% in Villahermosa, Tabasco) 26.1% of Campeche state population 0.6% of Chiapas state population 84.9% of Tabasco state population 9.4% indigenous population 30% under 15 years old 5.1% of the population is over 65 years old

Sustainable Forestry Landscape of Campeche, Quintana Roo, and Yucatan



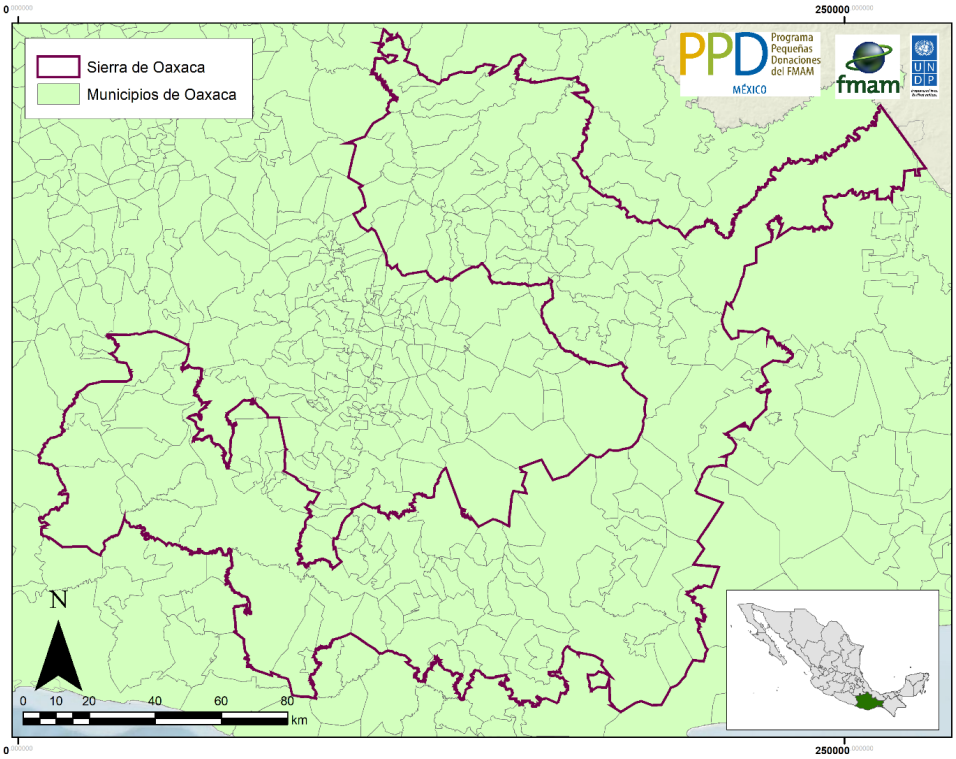
States and municipalities	8 (of 12) municipalities of Campeche 11 (of 11) municipalities of Quintana Roo 16 (of 106) municipalities of Yucatán
State coverage	Campeche: 36.4% Quintana Roo: 66.5% Yucatán: 12.5%
Protected areas	Federal protected areas: 9 (862,415.82 hectares) State/municipal protected areas: 13 (660,186.40 hectares) Voluntary conserved areas (ADVC): 16 (93,399.73 hectares)
Land use and vegetation	This landscape covers the coastal area bordering the Gulf of Mexico and the Caribbean. Both humid (evergreen and sub-evergreen) and dry (deciduous and sub-deciduous) forests predominate, even above agricultural lands.
Proportion under collective land tenure (ejidos and communities)	70.4%
Ejidos and indigenous communities	Campeche: 73 Quintana Roo: 259 Yucatán: 59
Population (2010)	Over 1 million inhabitants (82% in urban areas) 3.3% of Campeche state population 78% of Quintana Roo state population 0.8% of Yucatan state population 38.2% indigenous population 23.3% under 15 years old 4.0% of the population is over 65 years old

Forest and Milpa Landscape of Campeche, Quintana Roo, and Yucatan



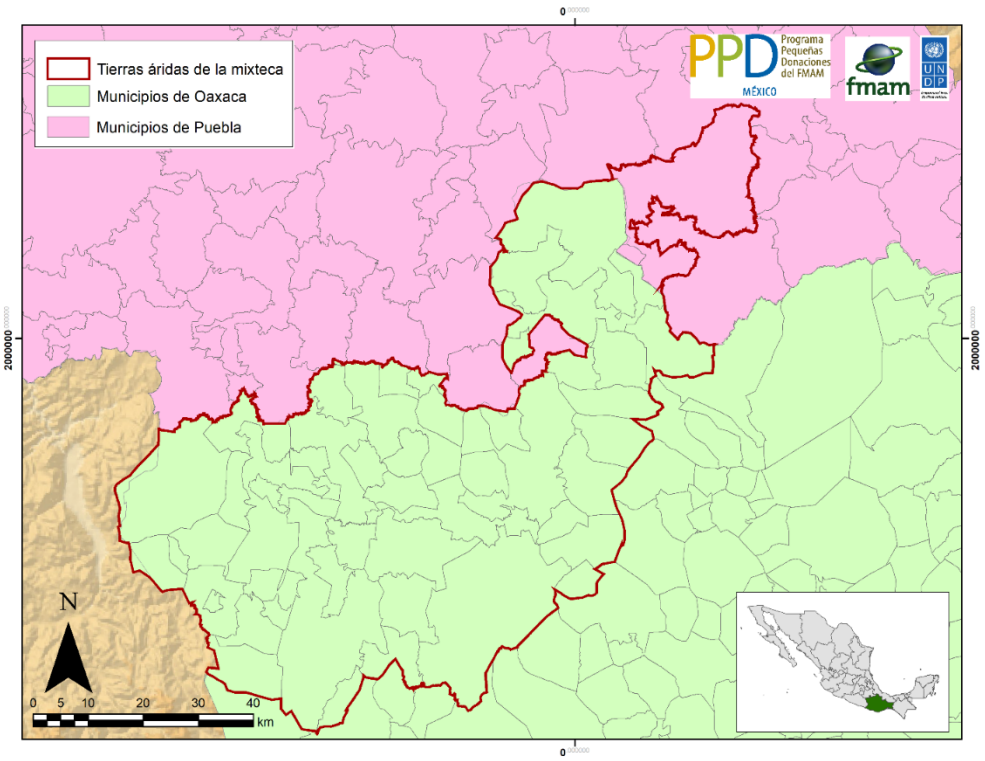
States and municipalities	5 (of 12) municipalities of Campeche 8 (of 11) municipalities of Quintana Roo 55 (of 106) municipalities of Yucatán
State coverage	Campeche: 18% Quintana Roo: 49.3% Yucatán: 57%
Protected areas	Federal protected areas: 9 (71,835.83 hectares) State/municipal protected areas: 10 (407,740.62 hectares) Voluntary conserved areas (ADVC): 7 (6,526.86 hectares)
Land use and vegetation	This landscape is characterized by a combination of vegetation and agriculture-livestock land-uses, with strong emphasis on the milpa (polyculture) systems and the forest areas associated with them.
Proportion under collective land tenure (ejidos and communities)	70.4%
Ejidos and indigenous communities	Campeche: 43 Quintana Roo: 161 Yucatán: 456
Population (2010)	Almost a million inhabitants and urban population prevails. 15.5% of Campeche state population 10.4% of Quintana Roo state population 40.7% of Yucatan state population 48.2% indigenous population 28.8% under 15 years old 5.4% of the population is over 65 years old

Oaxaca Mountains Landscape



States and municipalities	130 (of 570) municipalities of Oaxaca
State coverage	20.7%
Protected areas	Federal protected areas: 1 (31.18 hectares) Voluntary conserved areas (ADVC): 8 (3,905.91 hectares)
Land use and vegetation	The Southern Sierra Madre region of the state of Oaxaca is characterized by its rugged geographical conditions with extensive primary vegetation, including oak, oak-pine, pine, and fir forests; medium, high and low deciduous forests. The Northern Sierra region comprises the most important area of high evergreen forests in Oaxaca. In addition, it has the most extensive area of tropical montane cloud forest in all of Mexico. This landscape will be delineated more accurately during OP7.
Proportion under collective land tenure (ejidos and communities)	45.1%
Ejidos and indigenous communities	222
Population (2010)	Over 400 thousand people (69.7% rural) 10.5% of state population 52.1% indigenous population 18.0% under 15 years old 4.4% of the population is over 65 years old

Mixteca Arid Landscape



States and municipalities	47 (of 570) municipalities of Oaxaca 2 (of 217) municipalities of Puebla
State coverage	Oaxaca: 5.5% Puebla: 1.3%
Protected areas	Federal protected areas: 2 (29,783.57 hectares) Voluntary conserved areas (ADVC): 11 (3,887.89 hectares)
Land use and vegetation	A highly heterogeneous and biodiverse landscape with vegetation and land use ranging from semi-desert to subtropical areas. This landscape will be delineated more accurately during OP7.
Proportion under collective land tenure (ejidos and communities)	49.1%
Ejidos and indigenous communities	Oaxaca: 103 Puebla: 7
Population (2010)	Over 180 thousand inhabitants (41.1% in urban areas) 4.6% of Oaxaca state population 0.5% of Puebla state population 27.6% indigenous population 31.6% under 15 years old 8.3% of the population is over 65 years old

Annex 14. CLIMATE MITIGATION REPORT

*This Annex contains an abridged version of the Report on climate change, energy efficiency, and renewable energies for the Seventh Operational Phase of the Small Grants Programme in Mexico. This report was produced by Miriam Macías Solís for SGP Mexico and contains updated information on the national context regarding climate change (emissions, mitigation, and legal and public policy framework), trends in the use of renewable energies and energy efficiency, recent experiences sponsored by SGP Mexico, lessons learned to be considered during OP7, as well as the identification of potential partners, alternative technologies, and beneficiary profiles. For the full report, please click on **this link**.*

During the last 5 years, the energy sector in Mexico has undergone a profound transformation as a consequence of legal reforms on the generation and distribution of energy. At the same time, the constant downward trend in the cost of renewable energy technologies has made them a competitive and desirable option for both meeting energy demand and reducing greenhouse gas emissions.

Energy interventions have the virtue of reducing production costs, which allows economic activities to increase their profitability. The flows released as a result of economic savings from energy cost reductions can improve the net income of cooperative members. They can also be presented as a new source of resources to make new investments for improving or expanding their processes and economic activities.

However, Mexico's complex political, social, and environmental context can lead to non-technical failures in the implementation of sustainable energy technologies when the characteristics, needs, and preferences of the communities' population and the territories they live in are not adequately considered. One of the greatest challenges will be to include the communities in the decision-making process. A strong and constant training effort is necessary to allow communities to actively participate. All the necessary information to help them make decisions and take actions should be provided to allow them to successfully achieve a positive transformation of their territories through these energy interventions.

To meet this challenge, a series of recommendations are presented that have emerged from the lessons learned in other projects:

a. To achieve a remarkable effect with energy interventions, it is essential to have co-financing that supports or extends the actions carried out by the SGP Mexico.

b. The process of seeking additional financing will require a previous analysis and will include consultation activities with institutions, authorities, and key officials that will allow for adequate planning on budget sufficiency and certainty, especially in times of austerity. It is recommended that once the above work has been carried out, resources be sought from the Ministry of Energy's Energy Transition and Sustainable Energy Use Fund (Fondo para la Transición Energética y el Aprovechamiento Sustentable de la Energía, FOTEASE) which, given its characteristics, could offer multiannual budgets.

c. Promoting an adequate message regarding the potential that the massive adoption of energy efficiency and renewable energy technologies can have within the country's most disadvantaged territories will be strategic to adequately communicate their contributions in terms of poverty reduction, the democratization of access to energy sources, and innovative, and clean technologies, the reduction of greenhouse effect emissions

and the reduction of community activities' costs, and their consequent potential for development at the local and community levels. Furthermore, conveying the fact that all of this could be achieved at a relatively low cost will be key to attract attention, collaboration, and resources.

d. Energy interventions must consider both the demand and supply of these technologies. The promotion, knowledge, and adoption of these technologies by the communities is only half of the equation; the other part is the sufficient presence of suppliers that can offer quality services at competitive pricing. The development of this market is fundamental for the success of the energy interventions of the SGP Mexico.

e. SGP Mexico's National Steering Committee (NSC) may establish a Technical Advisory Group (TAG), integrated by a pool of voluntary experts, to provide technical guidance for the selection of the best suppliers, as well as train and offer technical support to strengthen capacities of SGP Mexico team and potential beneficiaries. The adequate performance of the technologies and, therefore, their capacity to offer SGP Mexico's potential beneficiaries the expected energy supply and the associated reduction of greenhouse gas emissions will depend on supplier service quality.

f. Innovative projects that require a behavior change should offer guidance via a flexible and comprehensive approach. The initial situation should be previously analyzed and the scale, activities, typology, and motivation of potential beneficiaries that desire an energy intervention should be identified. Technically, energy efficiency and renewable energy interventions are equally feasible for any size of economic activity, but the motivations and incentives in some cases can generate an increase in income. In other cases, these energy interventions could mean the survival of their activity. Accordingly, energy innovation initiatives promoted by SGP Mexico could benefit from having a clear distinction in the selection mechanisms, i.e., motivation or incentive and expected cost-sharing, according to size, production volume, and technology.

g. Monitoring, reviewing, and verifying the progress of these interventions in terms of clean energy generation, displacement of fossil fuels by clean and renewable sources, and the reduction of greenhouse gas emissions are recommended so that SGP Mexico's achievements can be quantified as part of the Nationally Determined Contributions and the Sustainable Development Goals. This will ensure that SGP Mexico has a greater presence and better capacity to negotiate new collaborations and resources in subsequent operational phases.

h. The creation and consolidation of a monitoring and evaluation culture in key institutions is as important as the execution of the designed program. This is especially true for impact evaluation designed to improve performance and results.

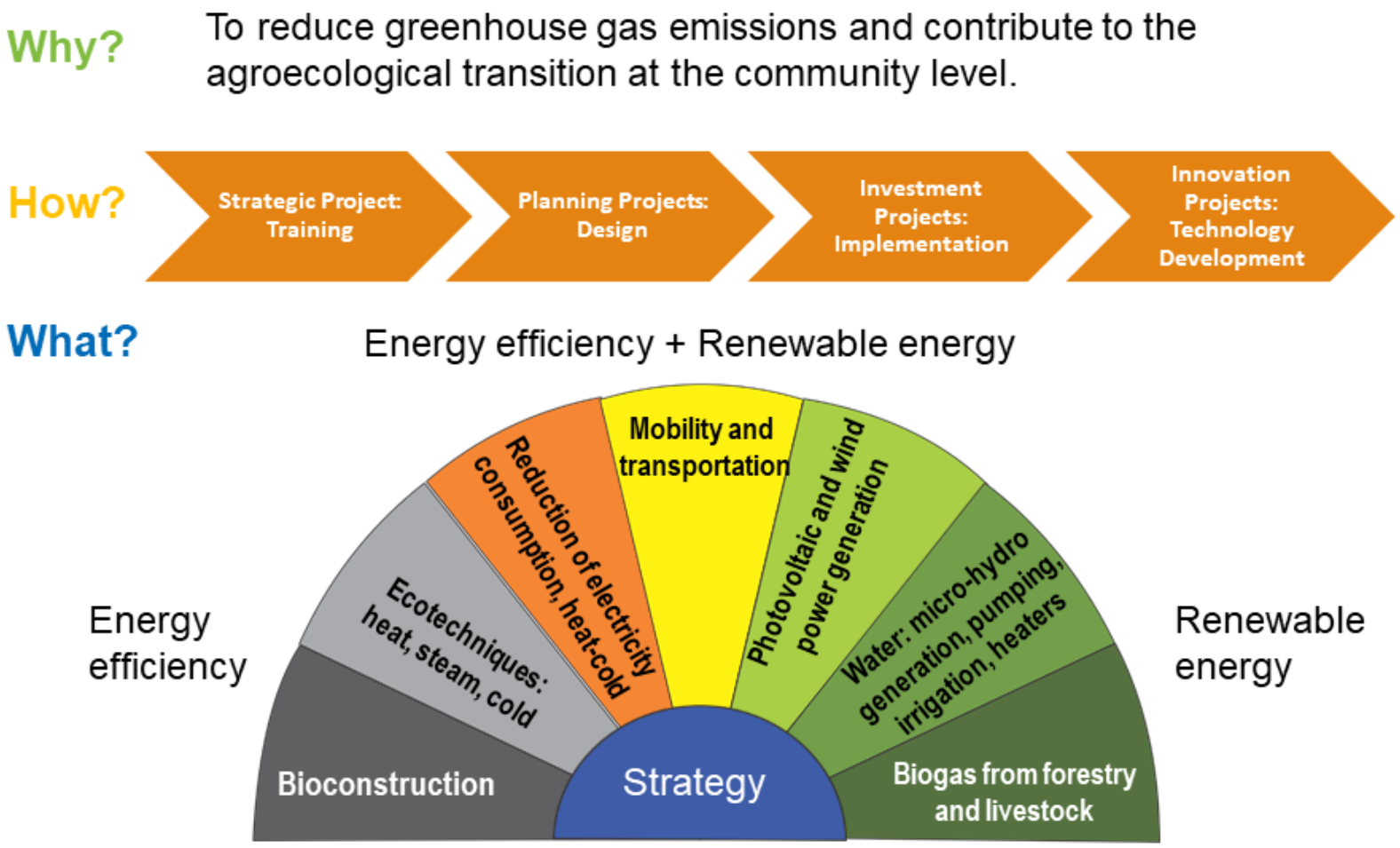
i. Finally, the institutional and collective idea that in a country where development implies greater energy consumption and therefore higher emissions, energy actions that allow distributed generation for self-supply purposes are fundamental for reducing the cost of economic activities in the communities that inhabit the territories of the south-southeast without this representing an excessive increase in their greenhouse gas emissions.

The actions planned within the energy strategy for the Seventh Operational Phase of SGP Mexico are aligned to Objective 1 of the GEF-7 Climate Change Focal Area Strategy and include strengthening capacities of the members of the community organizations, which will include the piloting of new energy technologies or the downscaling of existing technologies for demonstration purposes so that in the event of success they can be incorporated to the list of technologies supported by the SGP Mexico.

a. Energy Efficiency and Renewable Energy

The “Report on climate change, energy efficiency and renewable energies” has identified a portfolio of technologies that may be part of the support that SGP Mexico in its Operational Phase 7 will provide to the communities in its seven target landscapes. The technologies were chosen based on their potential, on the needs identified for each landscape, and on the results of a survey among potential beneficiaries.

Figure 3: General strategy for Energy Efficiency and Renewable Energy Technologies



The table below presents a list of these technologies, including their description, possible uses, and estimated indicators.

Technology	Description	Possible uses	Indicators
Energy efficiency	Practices aimed at reducing the intensity of electrical and thermal energy in production processes or any	Replacement of inefficient systems with high-efficiency pumping systems.	Estimated investment cost: USD 20,000

	activity related to the use of energy that allows a reduction in unit costs and a decrease in GHG emissions. This is achieved through the application of measures and the use of devices that improve the performance of traditional energy systems. This may also be accomplished with bio-construction and bioclimatic design that use systems and materials from natural, renewable, or local sources reducing energy consumption and minimizing CO_2 emissions.	Electrical energy efficiency packages to improve the use of energy in different types of production (actions considered: power factor correction, installation of frequency converters, and improvement of lighting schemes). Thermal energy efficiency packages, which are supported with the replacement of inefficient boilers, insulation of pipes, correction of the combustion factor, among others. Replacement of cooling systems with efficient systems, such as chillers, mainly installed in dairy farms for milk preservation.	Average energy savings (kWh/year): between 130,000 and 160,000 Average energy savings (MW/year): between 130 and 160 Average annual reductions of GHG tCO_2e: between 30 and 50
Autonomous photovoltaic systems	Set of devices or components that allow to take advantage of and use solar energy to produce electrical energy. There are two types: (a) off-grid systems that can have batteries or can have a simpler configuration, without batteries (autonomous); and (b) grid-connected systems.	Access to electricity in rural areas that are outside the national grid. The most widespread applications of these systems, within the rural and community sector, are water pumping, solar cooling, lighting, for domestic and productive activities, irrigation in small areas, livestock watering, obtaining water for human consumption, and pumping for aquaculture activities.	Estimated investment cost: USD 83,500 to USD 20,000 (depending on whether or not it has a battery) Average energy generation (kWh/year): 5,000 Average energy generation (MW/year): 5 Average annual GHG reductions tCO2e: 2.5
Interconnected photovoltaic systems	These systems are integrated by a photovoltaic array (set of solar modules) and an inverter, which is an electronic device that converts low voltage (DC) to high voltage (AC). They do not have energy accumulation devices, since the energy produced during sun hours is channeled to the electric grid; and during the hours of little or no sunlight, the consumption charge comes from the grid.	They can be implemented in a wide range of economic and productive activities in rural and community environments, such as greenhouses, stables, farms, and tourism units, etc. This energy allows for the displacement of the high consumption of energy delivered by the Federal Electricity Commission and provides the necessary energy for diverse activities promoting energy self-sufficiency and distributed energy generation.	Estimated investment cost: between USD 10,000 and USD 30,500 Average energy savings (kWh/year): between 10,000 and 30,000 Average energy savings (MW/year): between 10 and 30 Average annual reductions in GHG tCO_2e: between 5 and 15

Solar thermal systems	The use of solar energy for water heating is done by a device called a solar heater; its main purpose is to supply hot water autonomously, alternating with traditional heating systems. In general, this type of device is composed of a solar collector (the main component that captures the energy coming from the sun), containers for water storage (thermo tanks), and a series of pipes, accessories, and controllers. There are several types of solar heaters, differentiated by the characteristics of the solar collector, including flat plate solar collectors, evacuated tube collectors, and heat pipe collectors.	Its design is modular, which allows a variety of applications. Thermal treatment of fruits and vegetables with different purposes such as precooking, softening, color reaffirmation, reduction of the presence of microorganisms, delaying enzymatic damage, or conservation. Use of hot water in food agro-industrial processes (i.e., nixtamal, tequila, dairy, etc.). Cleaning of facilities and equipment with hot water, i.e., cold tanks and milking equipment in stables.	Estimated investment cost: USD 25,000 Displaced fuel (ltr/year): 15,000 Average annual GHG reductions tCO_2e: 25
Biodigestion systems	Biogas is one of the renewable energy sources that has great potential for energy generation, for various applications. This gas is the result of biodegradation processes of organic material in anaerobic conditions (without oxygen), due to the intervention of bacteria called methanogenic; and is composed of a mixture of gases where methane and carbon dioxide predominate. Methane, which is the last link in this process, is a flammable gas, which is the useful product of this process and can be used in any kitchen or heater utilizing a simple adaptation. In the case of the rural and community sectors, biogas can be obtained from excrement, agricultural and organic waste, with manure being the most important substrate given the volumes generated and the ease of handling. Various models of biodigestors have been developed, ranging from traditional, rustic-type applications to lagoon-type biodigestors and even very sophisticated reactors made up of complex equipment.	Its use has two variables: Direct use for lighting and cooking food or heating water; and the generation of electric and caloric energy in different activities and diverse productive units.	Estimated investment cost: USD 3,000 Average biogas production (m^3/year): 16 Displaced fossil fuel (ltr/year): 16,000 Average annual GHG reductions tCO_2e: 26
Systems for energy use of residual biomass	Gasification is a technology that involves the transformation of wood biomass into a highly combustible gas (synthesis gas) composed of	Considering a small-scale generation of less than one MW, the uses of the resulting heat or electric energy would be	Estimated investment cost: USD 2.2 million Electrical capacity (MW/year): 1

	nitrogen, carbon monoxide, and hydrogen. This is usually accomplished by heating and oxidizing the biomass fuel in an oxygen-free environment which prevents the complete combustion of the fuel by releasing synthesis gas. Within the systems for gasification are the closed coupling systems, two-stage systems, and fixed bed, which in turn are divided into upstream and downstream, fluidized bed, and drag flow.	for residential, small business, or self-supply.	Average annual GHG reductions tCO2e: 15,000 Based on information from The Carbon Basis Company Ltd, El Salto Institute of Technology, The Pembina Institute, and ISOGIS Corp. 2010. "Evaluation of Wood, Biomass and Carbon from Forests and Potential Biomass Energy Production Technologies in Durango, Mexico".
Pico and Micro-Hydro	Pico hydro is traditionally hydroelectric power generation of under 10 kW. This has proven to be useful in small, remote communities that require only a small amount of electricity. Even smaller turbines of 200-300 W may power a single home with a drop of only one meter. Pico-hydro setups typically are run-of-stream, meaning that a reservoir of water is not created, only a small weir is common, pipes divert some of the flow, drop this down a gradient, and through the turbine before being put back to the stream. Flowing water has potential energy that can be harvested as it flows downhill. Micro-hydro power systems convert the potential energy in small streams and waterways into kinetic energy via a mechanical turbine, which drives a generator to produce electricity. The greater the drop and quantity of water there is flowing through the turbine, the more electricity can be generated. A steady stream of moving water has significant advantages over solar and wind generation systems. Micro-hydro power systems can run day and night and in any weather conditions so long as there is a consistent flow of water through the turbine.	Access to electricity in rural areas that are outside the national grid. They can be implemented in a wide range of economic and productive activities in rural and community environments. This energy allows for the displacement of the high consumption of energy delivered by the Federal Electricity Commission and provides the necessary energy for diverse activities promoting energy self-sufficiency and distributed energy generation.	Estimated investment cost: USD 4,000 Average energy savings (kWh/year): 3,000 Average energy savings (MW/year): 3 Average annual reductions in GHG tCO_2e: 1.5 Based on information from K H Motwania, S V Jainb & R N Patelb. 2013. "Cost analysis of pump as turbine for pico hydropower plants – a case study". *Procedia Engineering*. 51 (2013): 721-726 https://doi.org/10.1016/j.proeng.2013.01.103
Off-grid photovoltaic system for community use	The Punta Allen community currently rents a 750 kVA diesel generator that supplies power at an average of 10 hours per day. The federal government, the state government, the municipal	Electric power will be provided for public community services, homes, and economic activities.	Estimated investment cost: USD 1 million Average energy generation (kWh/year): 373,000

(Typical project)	government, the Federal Electricity Commission (CFE), and the community developed jointly a work plan to implement a renewable and sustainable electricity system to supply energy to the community. The project includes the following items: – An executive project for the bidding and selection process to install the photovoltaic farm – Replacement of the electrical network (transformers, poles, hardware, accessories, and wiring for medium and low voltage) – A photovoltaic farm (photovoltaic array) – Individual panels for the houses – Two diesel generators of 25º kW each with synchronizer for emergency support – A synchronization control system for the emergency diesel generators – Machine room for the integral control system – Interconnection of the emergency equipment (plants and synchronizer)	Community expenses associated with energy generation will be reduced. There will be access to energy under better conditions and with greater availability, which will reduce energy poverty in the community. GHG emissions will be reduced by switching from diesel-based power generation technology to photovoltaic renewable generation.	Average energy generation (MW/year): 373 Average annual GHG reductions tCO2e: 273.7 Estimated number of projects: 1 Based on information from the technical note of the electricity generation project in the community of Punta Allen shared by the CFE (Attached).

Estimation of indicators. The data presented here regarding costs and GHG reductions are estimates obtained based on simple averages of data from the 2,204 energy technologies of efficiency and renewable energy installed under the project operated by the Fideicomiso de Riesgo Compartido (FIRCO) and the World Bank during the period 2009-2018.

Based on the information provided in the table below and considering the resources available for the energy strategy of the Seventh Operational Phase of SGP Mexico and the possible costs of the technologies, it has been estimated that about 25 projects will be supported and are expected to increase the 3.25 MW in installed renewable energy capacity and generate 17,100 MW of energy and report an emissions reduction of 15,860 tCO2e, benefiting at least 15 communities, considering the 20 years of the average useful life of each technology.

Technology	**Number of projects**	**USD**	**MW (installed energy capacity)**	**MW (energy generated annually)**	**tCO_2e (annually)**
Energy efficiency	2	40,000	-	250	120

Autonomous photovoltaic systems	4	50,000	1.2	20	10
Interconnected photovoltaic systems	6	110,000	1.8	200	180
Solar thermal systems	4	90,000	-	N/A	100
Biodigestion systems	4	110,000	-	N/A	104
Pico and micro-hydro	4	150,000	-	12	6
Off-grid photovoltaic system for community use	1	100,000	0.25	373	273
Total	**25**	**550,000**	**3.25**	**855**	**793**
Estimated total considering 20 years of average useful life			**3.25**	**17,100**	**15,860**

Capacity and cost of technologies. The design, dimensioning, capacity and therefore the cost of each technology will be specific to each possible beneficiary organization, since these factors will depend on the characteristics and concrete needs of each productive unit and economic activity, both in terms of their energy consumption, by type of fuel and according to the activities, facilities, and equipment where the energy is used.

GHG Mitigation. Regarding the estimation of greenhouse gas reductions arising from the installation and use of each of the technologies, these will be based on the Activity Data and the Emission Factor as indicated in the 2006 IPCC Guidelines for National Greenhouse Gas Inventories and its refinement published in 2019 (Emissions = AD x EF). The activity data will be related to the type of energy and/or fuel used and the unit of measurement to determine its unit and total consumption, multiplied by the corresponding emission factor. To calculate the emissions resulting from an energy intervention, the information described above is necessary for a reference scenario (i.e., the scenario without the energy intervention) and a "with project" scenario. For both scenarios, the emissions associated with energy consumption will be calculated as explained above, based on the activity data and the emission factor. The data calculated for the reference scenario is subtracted from the data obtained for the "with project" scenario. For more information, see Annex 1, Methodologies for Estimation of Greenhouse Gas Emissions Reduction, in the "Report on climate change, energy efficiency, and renewable energies for the Seventh Operational Phase of the Small Grants Programme in Mexico" *on **this link.***

b. GHG emissions avoided in the agriculture, forestry, and land use sector (AFOLU)

GHG emissions avoided through interventions in the agriculture, forestry, and land use sector (AFOLU) are not included in the Core Indicator 6 estimations but are considered as project co-benefits. These estimations are summarized in the following table.

Agricultural System	Estimated Surface Area (ha)	Reference Values	References	Estimated carbon (tC/ha per year)	Average life (years)	Total (tC)	Total CO_2e
Coffee agroforestry: coffee plants, intercropped with shade	1,000	1.5 a 3.5 tC/ha-year* 4.82 tC/ha-year**	Hernández-Vázquez *et al.*, 2012; Montagnini & Nair, 2004. Lapeyre *et al.*, 2004.	2.13	10	21,300	78,171

trees, and usually other fruit trees.		15.2 tC/ha-year** 2.11 a 3.41 tC/ha-year** 2.13 tC/ha-year*	Nair, 2004. Soto-Pinto *et al.*, 2005. Isminio-Ramírez, 2006.				
Cacao agroforestry: cacao trees, intercropped with shade trees, and usually other fruit trees.	700	1.7 a 2.5 tC/ha-year* 2.1 a 2.8 tC/ha-year* 3.0 tC/ha-year* 6.9 tC/ha-year** 3.0 a 5.6 tC/ha-year*	Ortiz *et al.*, 2008. Segura, 2005. Cerda-Bustillos *et al.*, 2013. Montagnini y Nair, 2004.	2.50	10	17,500	64,225
Agave agroforestry: agaves intercropped with woody shrubs and other crops.	100	ϕ No references found.	ϕ No references found.	ϕ	ϕ	ϕ	ϕ
Silvopastoral Yucatan Peninsula: pastures for raising livestock with shade trees and fruit trees.	300	2.61 a 4.01 tC/ha-year** 2.2 tC/ha-year** 4.1 tC/ha-year**? 1.5 tC/ha-year** 2.9 tC7ha-year* 2.3 tC/ha-year**	Soto-Pinto *et al.*, 2005. Ávila, 2000. Ibrahim *et al.*, 2010. Rojas *et al.*, 2009. Andrade *et al., 2008.* Andrade, 1999.	2.20	10	6,600	24,222
Silvopastoral Chiapas and Tabasco: pastures for raising livestock with shade trees and fruit trees.	200	4.71 a 7.23 tC/ha-year** 2.2 tC/ha-year* 1.7 tC/ha-year* 1.5 tC/ha-year*? 2.1 tC/ha-year**?	Soto-Pinto *et al.*, 2005. Ávila *et al.*, 2001. Villanueva & Ibrahim, 2002. Bacab *et al.*, 2013. Ibrahim *et al.*, 2010.	1.70	10	3,400	12,478
Mangrove restoration: rehabilitation of mangrove forests either through reforestation, flow management or other measures that allow their recovery.	180	16.2 tC/ha-year** 10.0 tC/ha-year* 7.5 tC/ha-year* 3.40 a 5.09 tC/ha-year*	Sidik *et al.*, 2019. Teutli-Hernández *et al.*, 2016. Erosa-Angulo *et al.*, 2016.	5.09	30	27,486	100,873.62
Coastal dune restoration: recovery of vegetation characteristic of coastal dunes (does not include revegetation).	20	1.3 tC/ha-año**	Ntshotsho, 2006.	1.30	20	520	1,908.40

Total	**76,806**	**281,878.02**

* Carbon in aerial biomass

** Total carbon

ϕ No reference values for carbon fixation rates were found in the literature.

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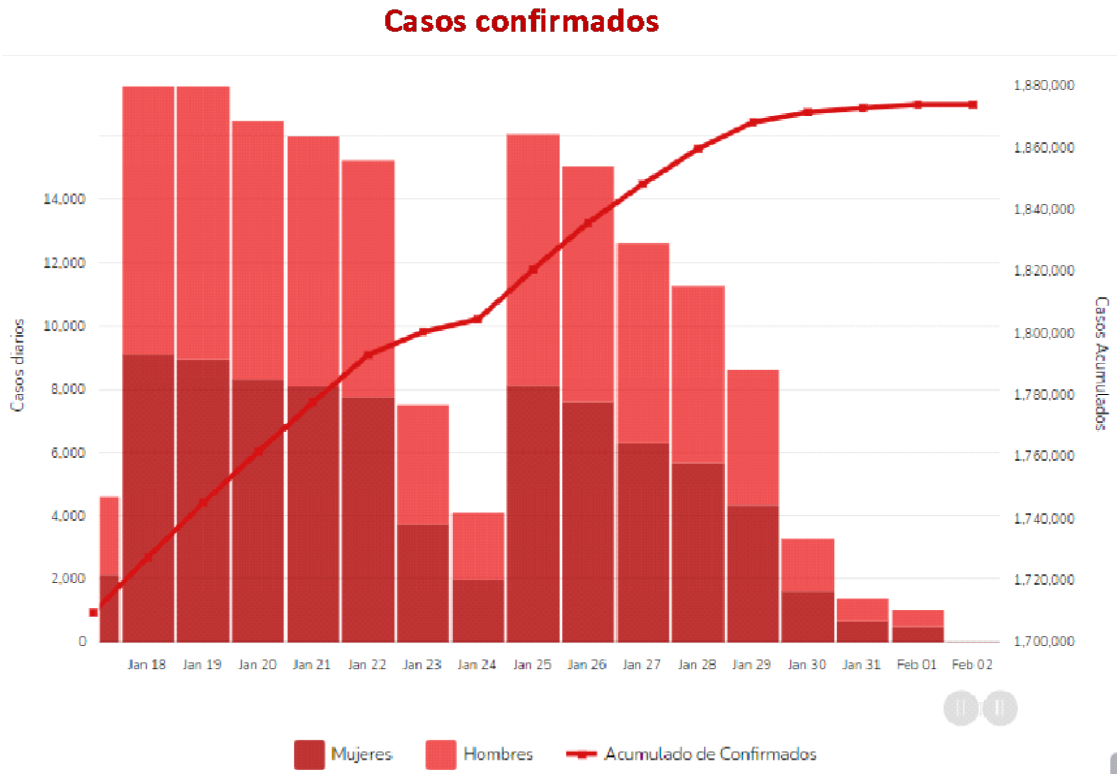
Annex 15. COVID-19 ANALYSIS AND ACTION FRAMEWORK

In response to GEF Secretariat guidance on COVID-19 considerations for project design and in alignment with the SGP guidance on COVID-19 response, recovery, and adaptive management, this annex presents an analysis and action framework for the Seventh Operational Phase of the GEF Small Grants Programme in Mexico, analyzing the risks associated with the crisis and identifying associated risk mitigation measures, and assessing potential opportunities under the project to strengthen ecologic and socio-economic resilience as national and local governments move into recovery phases.

COVID-19 Situation in Mexico

According to Mexican Government data on COVID-19,[88] as of 3 February 2021, 1,874,092 confirmed cases (49.89% female, 50-11% male), and 159,533 deaths were reported. There has been a decreasing trend in the number of daily cases since the last week of January 2021.

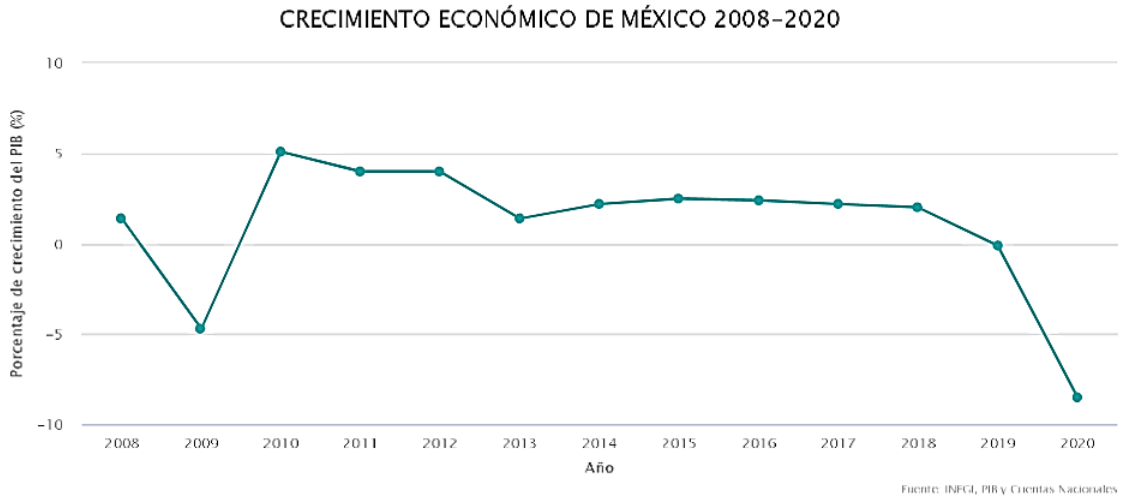


Source: CONACYT, 2021, Datos COVID-19.

[88] CONACYT. 2021. Datos COVID-19. Gobierno de México-Consejo Nacional de Ciencia y Tecnología (CONACYT). Available at: https://datos.covid-19.conacyt.mx/. More information available at Geo-Hub COVID-19 - Information System for the Region of the America: https://paho-covid19-response-who.hub.arcgis.com/

Socioeconomic Impacts

Official data on economic growth show an annual variation of -8.5% in 2020 due to the drop in oil prices in 2019 and the global financial crisis caused by COVID-19 in 2020.[89] The lockdown imposed earlier in 2020 has had devasting impacts on the economy. According to current forecasts, if the pandemic is controlled during 2021, the economic recovery will likely be slow and uneven.



Source: Proyectos México, 2020.

Tourism. Tourism represents one of the pillars of the economy in south-eastern Mexico. Community-based tourism is an option for economic and social development in rural areas, is an important source of direct employment and the sales channel for many agricultural products. The COVID-19 pandemic has significantly decreased tourism activity worldwide[90]. This has affected many households' income and has put community-based tourism microenterprises in a critical situation that will require time and incentives to overcome.

Agriculture and allied sectors: Farmers and agricultural workers have been affected by COVID-19 and have faced disruptions in supply chains and trade due to border closures and quarantine. Small farmers are likely to bear the brunt of the loss of livelihoods and incomes. Also, the sale of timber and non-timber forest products has been severely affected by the lockdown, as collection agents have stopped coming and markets are closed. Fishers and freshwater aquaculture farmers have also been affected, with harvest delayed due to labor non-availability, market closure, and movement restrictions. On the other hand, beekeeping and honey sales are likely to relatively benefit from a trend towards healthier food consumption and some decrease in agrochemicals and less human presence in the fields.

Environmental threats. The COVID-19 pandemic is a reminder of the intimate relationship among humans, animals, and the environment and the extent to which humans are placing pressures on the natural world with damaging consequences for all. The deterioration of ecosystems and the biodiversity within them –from habitat loss and modification, agricultural development, climate change, pollution, and overexploitation of species– increases the risk of zoonotic disease pandemics. Our socio-economic

[89] Proyectos México. 2020. Crecimiento Económico de México 2008-2020 (based on information from Instituto Nacional de Estadística y Geografía (INEGI), and Cuentas Nacionales, 2020). Available at: https://www.proyectosmexico.gob.mx/por-que-invertir-en-mexico/economia-solida/crecimiento-economico/

[90] United Nations. 2020. Policy Brief: COVID-19 and Transforming Tourism. Available at: https://unsdg.un.org/resources/policy-brief-covid-19-and-transforming-tourism

systems' performance and resilience and the ability to rebound from the COVID-19 pandemic and prevent future zoonotic diseases will depend on the state of the natural environment and ecosystems. As we deal with COVID-19, there are additional challenges for human and planetary health, in the form of large volumes of hazardous waste, which will need to be safely managed. These waste streams include personal protective equipment, electronics and pharmaceuticals, wastewater, and massive use of detergents, disinfectants, and antimicrobial solutions.

Equity and gender. The COVID-19 pandemic is likely to exacerbate many forms of inequalities. Income inequalities are expected to widen given the sharp fall in the earnings of a large number of informal sector workers[91]. The gendered impacts of COVID-19 are likely to affect women more adversely than men. While the COVID-19 disease appears to affect men more than women, the adverse economic impacts will potentially be more significant on women and girls. They are more likely to lose jobs and generally earn less, hold insecure jobs, or live close to poverty. A disproportionate increase in the burden on women of household and care work can also be anticipated. Unpaid care work that is usually high for women is likely to increase, with children out-of-school, heightened care needs of older persons, and overwhelmed health services.

COVID-19 Risk and Opportunity Analysis

The COVID-19 pandemic has disrupted social and economic circumstances across the globe. Active participation of local communities is an integral part of the project design, and COVID-19 could affect their ability and willingness to become engaged. Working with multiple stakeholders and developing participatory landscape strategies will help ensure local communities are actively engaged.

Partners who have issued co-financing letters for the project were aware of COVID-19 and expect proactive stakeholder engagement. The timing of the SGP OP7 project is opportune in that the project strategy focuses on promoting socio-economic resilience, thus contributing to the COVID-19 recovery efforts by facilitating cross-sectoral and multi-stakeholder collaboration and strengthening capacities of local stakeholders to participate in community development, address the impacts of this crisis and enhance their resilience to cope with economic disruptions.

A prolonged or recurrent COVID-19 pandemic (or similar crisis) would create challenges for implementing the project, i.e., associated with face-to-face stakeholder workshops, delivering training in the field, and convening community meetings, etc. To address this, SGP Mexico and UNDP jointly prepared an assessment of impacts and needs, making it possible to have updated data on economic impact and steps to recover livelihoods. This methodology allowed working with the multiple sectors in the landscapes and managing co-financing to promote recovery strategies by sector, formulated in a participatory manner through virtual workshops.

Also, SGP Mexico has developed an internal protocol to provide safety measures for essential face-to-face activities, such as ensuring physical distancing, providing personal protective equipment, avoiding non-essential travel, delivering training on risks, and recognition of symptoms, etcetera. Health hazard assessments will be required for gatherings of multiple people. Site-specific COVID-19 protocols are followed and registered.

Meetings will be held remotely using virtual platforms as much as possible. Remote communication via WhatsApp, Signal, mobile phones, and other remote platforms increases information exchange among

[91] PNUD. 2020. “Desarrollo Humano y COVID-19 en México: Desafíos para una Recuperación Sostenible”. Programa de las Naciones Unidas para el Desarrollo (PNUD). México. Available at: https://www.mx.undp.org/content/mexico/es/home/library/poverty/desarrollo-humano-y-covid-19-en-mexico-.html

project beneficiaries. Collaboration with smaller organizations may happen through institutions that are in proximity and have access to technology/communication tools that can be shared. The UNDP security team provides basic training on cyber-security.

Moreover, SGP Mexico implements a registry of COVID-19 cases in local projects to manage the risk of exposition and infection.

COVID-19 Action Framework

The project will institute adaptive management measures building upon SGP's unique position in facilitating socio-economic resilience and delivering global environmental benefits through community-driven initiatives. Specific actions that facilitate opportunities associated with the COVID-19 pandemic are described below and integrated into the project design.

Integrating Resilience and Green Recovery Principles. The project design is predicated on enhancing socio-ecological resilience. Facilitated by multi-stakeholder collaborative processes, the project strategy promotes landscape approaches for achieving sustainable management of natural resources. Bringing together cross-sectoral and multiple stakeholders into participatory processes will help enhance the knowledge of the risks associated with zoonotic diseases like COVID-19 and how landscape management approaches can help mitigate the risks and build social and ecological resilience of local communities. The project will also promote on-farm diversification and improved agro-ecological farming practices, which will contribute to increased food and income security of local communities, strengthening their coping capacities in response to the COVID-19 pandemic and other socio-economic disruptions.

Proposed Actions	Corresponding project outputs
Support small and medium entrepreneurship development and enhancement linked to sustainable use of biodiversity and natural resources.	1.2
Sponsor restoration projects to promote local employment and income opportunities.	1.2
Encourage biodiversity-friendly production and nature-based products.	1.1, 1.2
Promote traditional/indigenous crops and traditional practices to enhance sustainable land management and food security.	1.1, 1.2
Support sustainable community management of water resources, including local sustainable fisheries focusing on food security and improved storage.	1.1, 1.2
Facilitate South-South knowledge exchange on community-based tourism to share experiences to respond to the COVID-19 pandemic.	2.1
Promote market diversification and de-commoditization of farm products to increase resilience against international market changes.	2.2
Support and incentivize sustainable agricultural production and related value chain development to improve food security.	2.2
Develop a marketing strategy for community-based tourism to regain their market share.	2.2
Incorporate COVID-19 related risks and issues into project communication and knowledge management strategies.	3.1

Evaluate COVID-19 risks at the project landscapes and integrate risk mitigation measures into the landscape baseline assessment strategies.	3.1

Raising Awareness, Communications, and Knowledge Management. Communications and knowledge management are central aspects of the project strategy. The project communications and knowledge management strategies will include specific methods and messaging to raise awareness and disseminate information on COVID-19 risks. Considering that there will likely be increased use of virtual platforms for engaging with stakeholders, the project will work closely with governmental and non-governmental partners to develop and strengthen remote working arrangements. When fieldwork is carried out, the project will integrate basic public health-related awareness-raising into capacity building activities, e.g., demonstrating the use of personal protective equipment, promoting physical distancing, and communicating risks and symptoms of COVID-19. The global dimensions of the SGP also provide learning opportunities, e.g., sharing COVID-19 recovery and response approaches in other countries and by different organizations.

Proposed Actions	Corresponding project outputs
Facilitate regional and global learning in cooperation with the SGP Upgraded Country Programme and SGP Global.	3.1
Promote green recovery in line with the country's COVID-19 recovery strategies.	3.1
Communicate social and ecological resilience through the adoption of participatory landscape strategies.	3.1

Annex 16. SGP OPERATIONAL GUIDELINES

Please click on the following link: Operational Guidelines

SGP operates in all participating countries under the common Operational Guidelines, which outlines the governance structure and grant-making processes, among others.

Annex 17. **GEF CORE INDICATORS WORKSHEET**

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	WDPA ID	IUCN category	Hectares			
			Expected		Achieved	
			PIF stage	Endorsement	MTR	TE
		Sum				
Indicator 1.2	Terrestrial protected areas under improved management effectiveness					
Name of Protected Area	WDPA ID	IUCN category	Hectares	METT Score		
				Baseline		Achieved
					Endorsement	MTR	TE
		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	WDPA ID	IUCN category	Hectares			
			Expected		Achieved	
			PIF stage	Endorsement	MTR	TE
		Sum				
Indicator 2.2	Marine protected areas under improved management effectiveness					
Name of Protected Area	WDPA ID	IUCN category	Hectares	METT Score		
				Baseline		Achieved
				PIF stage	Endorsement	MTR	TE
		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
			2,500	2,500		
Indicator 3.1	**Area of degraded agricultural land restored**					**(Hectares)**
Silvopastoral systems and agroecology			Hectares			
			Expected		Achieved	
			PIF stage	Endorsement	MTR	TE
			2,300	2,300		
Silvopastoral systems and agroecology	Area of forest and forest land restored					
			Hectares			
			Expected		Achieved	
			PIF stage	Endorsement	MTR	TE
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)**
Mangrove and coastal dune restoration			Hectares			
			Expected		Achieved	
			PIF stage	Endorsement	MTR	TE
			200	200		
Core Indicator 4	**Area of landscapes under improved practices (hectares; excluding protected areas)**					**(Hectares)**
			Hectares (4.1+4.2+4.3+4.4)			
			Expected		Expected	
			PIF stage	Endorsement	MTR	TE
			100,000	100,000		
Indicator 4.1	**Area of landscapes under improved management to benefit biodiversity**					**(Hectares)**
			Hectares			
			Expected		Achieved	
			PIF stage	Endorsement	MTR	TE
			10,000	10,000		
Indicator 4.2	**Area of landscapes that meet national or international third-party certification that incorporates biodiversity considerations**					**(Hectares)**
Third party certification(s): *FSC certification, organic certification (beekeeping), "Área destinada*			Hectares			
			Expected		Achieved	

voluntariamente a la conservación (ADVC)" certification and other similar standards.			PIF stage	Endorsement	MTR	TE
			40,000	40,000		
Indicator 4.3	**Area of landscapes under sustainable land management in production systems**					**(Hectares)**
			Hectares			
			Expected		Achieved	
			PIF stage	Endorsement	MTR	TE
			50,000	50,000		
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**					**(Hectares)**
Indicator 5.1	**Number of fisheries that meet national or international third-party certification that incorporates biodiversity considerations**					**6,000**
Third party certification(s): certification (formal recognition) of **3** no-take zones (approximately 2,000 hectares each)			Number of no-take zones			
			Expected		Achieved	
			PIF stage	Endorsement	MTR	TE
			3	3		
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_2e)**
			Expected metric tons of CO_2e (6.1+6.2)			
			PIF stage	Endorsement	MTR	TE
	Expected CO_2e (direct)		80,000	15,000		
	Expected CO_2e (indirect)					

Indicator 6.1	Carbon sequestered or emissions avoided in the AFOLU sector					
			Expected metric tons of CO_2e			
			PIF stage	Endorsement	MTR	TE
	Expected CO_2e (direct)					
	Expected CO_2e (indirect)					
	Anticipated start year of accounting					
	Duration of accounting					
Indicator 6.2	Emissions avoided Outside AFOLU					**(Metric tons of CO_2e)**
			Expected metric tons of CO_2e			
			Expected		Achieved	
			PIF stage	Endorsement	MTR	TE
	Expected CO_2e (direct)		80,000	15,000		
	Expected CO_2e (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)**
		Technology	Capacity (MW)			
			Expected		Achieved	
			PIF stage	Endorsement	MTR	TE
		Biomass, Small Hydropower, Solar Photovoltaic, Solar Thermal, or Wind Power **(see CM Report in Annex 13)**	0.8 MW	3.25 MW		
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					
		Shared water ecosystem	Rating (scale 1-4)			
			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 fisheries Moved to more sustainable levels					(Metric Tons)
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					(Metric Tons)
			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
Indicator 9.2	Quantity of mercury reduced					
			Metric Tons			
			Expected		Achieved	
			PIF stage	Endorsement	MTR	TE
Indicator 9.3	Hydrochloroflurocarbons (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					(grams of toxic equivalent gTEQ)
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**					**(Number)**
			Number			
			Expected		Achieved	
			PIF stage	Endorsement	MTR	TE
		Female	2,000	2,000		
		Male	2,000	2,000		
		Total	4,000	4,000		

Annex 18. **GEF 7 TAXONOMY**

Level 1	Level 2	Level 3	Level 4
☒Influencing models			
	☒Transform policy and regulatory environments		
	☒Strengthen institutional capacity and decision-making		
	☒Convene multi-stakeholder alliances		
	☒Demonstrate innovative approaches		
	☒Deploy innovative financial instruments		
☒**Stakeholders**			
	☒Indigenous Peoples		
	☒Private Sector		
		☒Capital providers	
	☐Beneficiaries		
	☒Local Communities		
	☒Civil Society		
		☒Community Based Organization	
		☒Non-Governmental Organization	
		☒Academia	
	☒Type of Engagement		
		☒Information Dissemination	
		☒Partnership	
		☒Consultation	
		☒Participation	
	☒Communications		
		☒Awareness Raising	
		☒Education	
		☒Public Campaigns	
		☒Behavior Change	
☒Capacity, Knowledge and Research			
	☒Capacity Development		
	☒Knowledge Generation and Exchange		
	☒Learning		
		☒Adaptive Management	
		☒Indicators to Measure Change	

	☒Innovation		
	☒Knowledge and Learning		
		☒Knowledge Management	
		☒Innovation	
		☒Capacity Development	
		☒Learning	
	☒Stakeholder Engagement Plan		
☒Gender Equality			
	☒Gender Mainstreaming		
		☒Beneficiaries	
		☒Women groups	
		☒Sex-disaggregated indicators	
		☒Gender-sensitive indicators	
	☒Gender results areas		
		☒Access and control over natural resources	
		☒Participation and leadership	
		☒Access to benefits and services	
		☒Capacity development	
		☒Awareness raising	
		☒Knowledge generation	
☒Focal Areas/Theme			
	☐Integrated Programs		
		☐Food Systems, Land Use and Restoration	
			☐Sustainable Food Systems
			☐Landscape Restoration
			☐Sustainable Commodity Production
			☐Comprehensive Land Use Planning
			☐Integrated Landscapes
			☐Food Value Chains
			☐Deforestation-free Sourcing
			☐Smallholder Farmers
		☐Sustainable Cities	
			☐Urban Biodiversity
			☐Urban Food Systems
	☒Biodiversity		
		☒Protected Areas and Landscapes	
			☒Terrestrial Protected Areas

			☒Coastal and Marine Protected Areas
			☒Productive Landscapes
			☒Productive Seascapes
			☒Community Based Natural Resource Management
		☒Mainstreaming	
			☒Forestry (Including HCVF and REDD+)
			☒Tourism
			☒Agriculture & agrobiodiversity
			☒Fisheries
			☒Certification (International Standards)
		☒Species	
			☒Threatened Species
			☒Wildlife for Sustainable Development
			☒Crop Wild Relatives
			☒Invasive Alien Species (IAS)
		☒Biomes	
			☒Mangroves
			☒Coral Reefs
			☒Sea Grasses
			☒Wetlands
			☒Rivers
			☒Tropical Rain Forests
			☒Tropical Dry Forests
			☒Temperate Forests
	☒**Land Degradation**		
		☒Sustainable Land Management	
			☒Integrated and Cross-sectoral approach
			☒Community-Based NRM
			☒Sustainable Livelihoods
			☒Income Generating Activities
			☒Sustainable Agriculture
			☒Sustainable Forest/Woodland Management
			☒Improved Soil and Water Management Techniques
			☒Sustainable Fire Management
			☒Drought Mitigation/Early Warning
		☒Food Security	
	☒**Climate Change**		

		☒Climate Change Adaptation	
			☒Disaster Risk Management
			☒Climate Resilience
			☒Climate information
			☒Ecosystem-based Adaptation
			☒Community-based Adaptation
			☒Livelihoods
		☒Climate Change Mitigation	
			☒Agriculture, Forestry, and other Land Use
			☒Energy Efficiency
			☒Renewable Energy
		☐Technology Transfer	
			☐Poznan Strategic Programme on Technology Transfer
			☐Climate Technology Centre & Network (CTCN)
			☐Endogenous technology
			☐Technology Needs Assessment
			☐Adaptation Tech Transfer
		☒United Nations Framework on Climate Change	
			☒Nationally Determined Contribution
		☒Climate Finance (Rio Markers)	
			☒SDG
			☒Climate Change Adaptation 1
			☒Climate Change Mitigation 1

Annex 19. ON-GRANTING PROVISIONS APPLICABLE TO THE IMPLEMENTING PARTNER

(To attach to the Project Document when UNDP is NOT the Implementing Partner)

Whereas the Implementing Partner ("IP") has been selected by UNDP and the Government to undertake grant-making activities under the Agreement in accordance with the Project Document (Annex A), the IP agrees to be bound by the following additional provisions:

1. Grant Award Process

1.1 The IP shall be fully accountable for the completion of all grant-making activities in accordance with its financial regulations, rules, and policies, to the extent that they are consistent with UNDP's grant policies and Financial Regulations and Rules. If they are not consistent, UNDP's grant policies and Financial Regulations and Rules must be followed.

1.2 The IP shall conduct an assessment of grant recipient proposal(s) against set selection criteria established in the Project Document or in the call for proposals, and shall submit eligible grant proposal(s) to the Project Board or designated grant selection committee for consideration and final selection.

1.3 The IP shall ensure that:

a. the grant award process is organized in a fully transparent manner that guarantees impartiality and equal treatment to all applicants;
b. all stages of the grant award process are formally documented through standardized checklists and forms;
c. grants are awarded in accordance with formal rules of procedure, including adequate due diligence policies and processes;
d. the evaluation process is based solely on the established criteria for eligibility, selection and exclusion as indicated in the call for proposals;
e. the grant recipient is duly organized and an in good standing in its state/country of organization, as well as the eligibility of activities to be carried out with the grant award;
f. all applicants are notified in writing of the grant award outcome;
g. the grant award decision is made public within a reasonable timeframe following its issuance;
h. grant funds are channeled transparently and effectively to grant recipients;
i. no grant is awarded retroactively for activities already started or completed at the time of the application; and
j. procedures are in place (and set forth in any agreements the IP enters into with grant recipients pursuant to this Agreement) to:
    i. recover grant funds unduly paid, and/or to prevent and address irregularities and fraud by the grant recipient; and
    ii. suspend, reduce or terminate the grant if the grant recipient fails to comply with its obligations.

1.4 Funding provided by the IP to any individual grant recipient shall not exceed $150,000 per individual grant and $300,000 on a cumulative basis within the same programme period.

2. Managing and Monitoring Performance of Grant Recipient(s)

2.1 The IP shall supervise and monitor the grant recipient's activities and its achievement of specified results pursuant to the grant proposal selected by the Project Board or designated grant selection committee, including the schedules set forth therein.

2.2 The IP shall measure the grant recipient's performance based on results achieved against agreed performance targets in the grant agreement. Performance shall be monitored and assessed through the progress narrative and financial reports specified in Section 3 below.

2.3 The IP shall ensure that each deliverable for which a grant recipient is responsible for achieving has an effective performance target against which the grant recipient must report periodically and which the IP will monitor through regular reporting, at least on an annual basis.

2.4 UNDP may, during the term of the Agreement, undertake various independent assurance measures (such as spot checks or audits) regarding the IP's activities that are the subject of this Agreement, including monitoring and oversight, as well as independent assurance measures of the Responsible Party (where applicable) and grant recipients' programmatic and financial activities.

3. Reporting and Audit

3.1 The IP shall have in place its own systems to assess and monitor the grant recipient's activities and use of grant funds, including reporting and audit requirements.

3.2 The IP shall ensure the timeliness and accuracy of the grant recipient's reporting in relation to the grant and shall be responsible for the management of the grant recipient's audits. The IP shall determine the frequency of audits of grant recipient(s), evaluate audit quality, and monitor audit findings and any corrective measures to ensure resolution. Notwithstanding the above, UNDP shall have the right to audit or review the IP's and the grant recipient's related books and records as it may require.

3.3 The IP shall consolidate the reporting from grant recipient(s) and submit **annual financial and narrative progress reports** to UNDP no later than 30 days after the end of the year. In the event that the IP engages a Responsible Party to undertake its grant-making obligations and responsibilities (as further described in Section 5 below), the IP shall cause the RP to consolidate the **annual financial and narrative progress reports** from grant recipient(s) and submit the aforementioned to the IP no later than 30 days after the end of the year. The IP will in turn review and submit the consolidated reports to UNDP no later than 45 days after the end of each year.

3.4 The IP shall provide progress reports ("Performance Reports") including financial and narrative information, to UNDP at least 30 days before the expected release of the next tranche or at least annually within 30 days after the end of each year until the activities have been completed. In the event disbursement of funds from UNDP to the IP is to be made quarterly, Performance Reports should be submitted to UNDP on a quarterly basis. The Performance Reports should include a dated certification by the IP's representative with institutional responsibility for financial reporting.

3.5 The IP shall ensure that the grant recipient(s) are audited in accordance with the terms of the relevant agreements. Upon request, the IP shall furnish or cause to be furnished to UNDP a copy of audit reports of the grant recipient(s).

4. Responsibility of the IP

4.1 The IP shall be solely liable for claims by third parties arising from the grant recipient's acts and/or omissions in the course of performing activities under the agreement entered into with the IP pursuant to this Agreement. UNDP shall assume no responsibility for the actions of grant recipients and shall in no way be held liable for third party claims arising therefrom.

5. Engagement of a Responsible Party to Undertake the IP's Grant-Making Responsibilities and Obligations

In the event that the IP engages a Responsible Party ("RP") to undertake its grant-making responsibilities, the IP agrees to the following additional provisions:

5.1 In selecting an RP to undertake the grant-making activities, the IP shall use the same capacity assessment process and due diligence standards applied by UNDP to assess the IP's financial and grant management skills prior to signing this Agreement.[92] The IP shall select the RP in consultation with the Project Board, as such term is defined in the Project Document, and which includes UNDP and the IP.

5.2 The IP shall sign an agreement with the RP, the terms of which shall be subject to, and construed in a manner that is fully in accordance with, all of the provisions of this Agreement. The IP shall remain responsible for the acts and omissions of the RP in relation to the on-granting activities as if they were the acts and omissions of the IP.

5.3 The IP shall ensure that all provisions, commitments, and performance standards that apply to the IP in Paragraphs 1 – 3 above shall apply to the RP unless otherwise agreed by UNDP.

5.4 The IP shall ensure that each responsibility contracted to the RP has an effective performance indicator against which the RP must report periodically and which the IP will monitor through regular reporting and spot-checking, at least on an annual basis.

5.5 Funding provided by the RP to any individual grant recipient shall not exceed $60,000 per individual grant and $120,000 on a cumulative basis within the same programme period.

5.6 The disbursement of grant-making funds from UNDP to the IP shall be made quarterly and in arrears upon submission to and acceptance by UNDP of the quarterly narrative and financial reports provided in Paragraph 3.4 above.

5.7 Payments from the IP to the RP must be made as Performance-Based Payments and contingent solely upon or subject to the achievement of specific results. The RP shall self-finance all or a significant portion of the grant funds necessary to achieve the required measurable results until the pre-agreed performance measures are achieved by the RP and the grant recipients, as measured and approved by UNDP.

5.8 The IP shall ensure that the RP is audited in accordance with the terms of the relevant agreements. Upon request, the IP shall furnish or cause to be furnished to UNDP a copy of audit reports of the RP.

5.9 Any attempted or purported assignment, delegation, or other transfer of obligations of the IP set forth in the above on-granting Provisions shall be void and have no effect, except with the prior written consent of UNDP.

[92] The UNDP Partner's Capacity Assessment tool is available here - Partner Capacity Assessment.

Annex 20. **CO-FINANCING LETTERS (ATTACHED)**

This Annex, included as a separate document, contains the letters from the following co-financiers:

1. UNDP (BIOFIN and Disaster Risk Reduction Support Program)
2. Secretaría de Medio Ambiente y Recursos Naturales (SEMARNAT), and Comisión Nacional de Áreas Naturales Protegidas (CONANP) *(originals in Spanish and translated versions)*
3. Instituto Nacional de la Economía Social, Secretaría de Bienestar (INAES) *(original in Spanish and translated version)*
4. Quintana Roo State Government *(original in Spanish and translated version)*
5. Yucatán State Government *(original in Spanish and translated version)*
6. Conservation International Mexico
7. The Nature Conservancy Mexico
8. Civil society organizations (CSOs grantees)